

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

**Thursday, June 14, 2018
1:30 PM**

Meeting Location:

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



ASPOSE

Your File Format APIs

1. **ACTION**
Call to Order / Roll Call
- **Sheila Kuehl, Commission Chair**
2. **ACTION**
Consent
- **John Wagner, Executive Vice President**
 - A. Approve Commission Meeting Transcript and Summary Action Minutes - Thursday, May 10, 2018 4
 - B. Approve the Monthly Financial Statements Month Ending April 30, 2018 109
 - C. Contract: Approve One New Agreement, 59 Renewals and One Amendment and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board 115
 - D. Amend Strategic Partnership with Child Care Alliance of Los Angeles (fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education: PEACH) in the Amount of \$898,000 for a Total Project Amount not to exceed \$2,648,000 over four years and Authorize First 5 LA Staff to Execute an Agreement for an amount not to 142

COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Karla Pleitez Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

	exceed \$700,000 from July 1, 2018 to June 30, 2019	
E.	Authorize Executive Director to Negotiate and Execute an Amendment to the Agreement with County of Los Angeles Allowing First 5 LA to Participate in the Medicaid Targeted Case Management Program Effective July 1, 2018	147
F.	Approve Strategic Partnership with the California Community Foundation in the Amount of \$150,000 to implement a Financial Assessment of the Early Care and Education (ECE) Sector, and Authorize Staff to Execute a Contract from July 1, 2018 to June 30, 2019 for an Amount not to Exceed \$150,000	151
G.	Approve Extension of Strategic Partnership with Community Partners in the Amount of \$327,000 for Two Additional Years for a Total Project Cost of \$401,500 and Authorize First 5 LA Staff to Execute a Contract for the Period of July 1, 2018 – June 30, 2020 in the Amount of \$327,000 (Estimated Expenditures for FY 2018-19 are \$215,000)	154
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4.	INFORMATION Executive Director's Report - Kim Belshé, Executive Director	158
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6.	Break	
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California

- Jenny Sun Tjahjono, DMD, Western University of Health Sciences

9. **INFORMATION**

Public Comment (for items not on the agenda)

10. **ACTION**

Adjournment



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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, May 10, 2018

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, May 10, 2018; Los Angeles, California

2 1:34 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: Everybody's so quiet. Make a
5 lot of noise so I can ask you to please come to order.

6 Let's come to order now. That was great. That
7 was beautiful. All right. We are mostly at order.

8 Let's have a roll call, please.

9 SECRETARY: Judy Abdo.

10 COMMISSIONER ABDO: Here.

11 SECRETARY: Linda Aragon.

12 COMMISSIONER ARAGON: Here.

13 SECRETARY: Jane Boeckmann.

14 COMMISSIONER BOECKMANN: Here.

15 SECRETARY: Bobby Cagle.

16 COMMISSIONER CAGLE: Here.

17 SECRETARY: Yvette Martinez.

18 COMMISSIONER MARTINEZ: Here.

19 SECRETARY: Romalis Taylor.

20 COMMISSIONER TAYLOR: Here.

21 SECRETARY: Kesha Woods.

22 COMMISSIONER WOODS: Here.

23 SECRETARY: Carla Pleitez Howell.

24 COMMISSIONER PLEITEZ HOWELL: Here.

25 SECRETARY: Jonathan Sherin.

1 COMMISSIONER SHERIN: Here.

2 SECRETARY: Wendy Smith.

3 COMMISSIONER SMITH: Here.

4 SECRETARY: Deanne Tilton.

5 COMMISSIONER TILTON: Here.

6 SECRETARY: Marlene Zepeda.

7 Sheila Kuehl.

8 SUPERVISOR KUEHL: Here.

9 SECRETARY: Quorum is present.

10 And Yvette Martinez.

11 COMMISSIONER MARTINEZ: Here.

12 SUPERVISOR KUEHL: She's here twice.

13 SECRETARY: Sorry about that.

14 SUPERVISOR KUEHL: That's fine. A quorum is
15 present.

16 So let us then move to the consent agenda. Does
17 any member wish to remove any item on the consent agenda
18 from consent?

19 All right. Seeing none, John, we'll go to you
20 but -- turn it over to you.

21 MR. WAGNER: Thank you, madam chair. Good
22 afternoon, commissioners.

23 Have a lot of items to call out for your
24 consideration. We do have a number of contracts that are
25 coming before you today as we will also next month because

1 most of our contracts are in annual cycle and we're
2 getting towards the end of our fiscal year. For today, we
3 have one new contract, eight contract renewals, and one
4 amendment.

5 The first item is a new contract with Unite-LA.
6 You'll recall that last month the board approved a
7 strategic partnership with Unite-LA. This is a key
8 partner in our implementation of our kindergarten
9 readiness assessment, or KRA work. Your action on this
10 items approves the contract for \$176,731 for next year.

11 Amongst the contract renews, we have a \$3.6
12 million contract with the County that provides resources
13 to the Department of Mental Health for the ongoing
14 implementation of the PCIT or Parent Child Interactive
15 Therapy Program. This contract covers the 18-19 fiscal
16 year.

17 The next two contract renewals are with two of
18 our select home visitation providers, the first being
19 Bridgestone Family Center for \$524,589, and with LA
20 Guidance -- LA Child Guidance \$686,355. Both of these
21 contracts, if renewed, would continue the select home
22 visitation services provided through next year as part of
23 our Welcome Baby Select Home Visitation investment. In
24 addition to these, the remaining of the select home
25 visitation providers will be coming forward for your

1 consideration next month.

2 We have one contract renewal with Net Chemistry
3 which administers and maintains our Welcome Baby and
4 select home visitation database. This is for \$785,370 for
5 the next fiscal year.

6 In addition, we have a proposed contract renewal
7 with an entity called Third Sector New England, which has
8 been working to provide technical assistance and support
9 to the Los Angeles County Early Care and Education
10 providers to build connections across these organizations
11 to share administrative services and support maximizing
12 their limited administrative operational dollars. This
13 contract would be renewed for \$200,000 to cover services
14 over the next fiscal year.

15 We're also bringing back to the board the
16 negotiated contract with UCLA to undertake their technical
17 assistance and other supportive work on the early
18 developmental instrument, or EDI, tool. You'll recall the
19 board approved this strategic partnership at the last
20 board meeting. Now we're bringing forward the negotiated
21 contract amount of \$702,000 for your consideration and
22 action.

23 And with the UCLA work, we're also bringing
24 forward two contracts renewals with school districts that
25 actually do the implementation of this EDI fool. These

1 renewals are for the Pomona Unified School District for
2 \$83,500 and LA Unified for \$143,000.

3 And the last contracting item for your
4 consideration is a contract amendment with Child Care
5 Alliance of LA. If approved, it would extend the current
6 contract for three months and add an additional \$190,659
7 to continue the work in support of the County's efforts in
8 QRIS, or quality rating and improvement system.

9 Moving on off of Item 2C to 2D is a strategic
10 partnership with the County Department of Public Health to
11 be the organizing entity for our developmental screening
12 work or Help Me Grow. The board approved this strategic
13 partnership earlier this year, and we're bringing it back
14 to you with the amendment to include the dollar amount for
15 the first year with, DPH and that is for a total of
16 \$900,460.

17 Item 2E is also a strategic partnership, and it
18 is with Pacific Oak Education Corporation to fund early
19 childhood journalism fellowship in the amount of \$328,000.

20 And finally, Item 2F is resolution that
21 authorizes First 5 LA to receive a grant from the
22 California Department of Education, and this is to fund
23 certification programs for our QRIS efforts. This is to
24 allow to us receive \$331,889. And your action on this
25 item would also allow us to receive future funding from

1 CDE if it is available.

2 With that, I'll turn it over to Craig to call out
3 if there's any conflicts.

4 MR. STEELE: Thank you, Chair, members of the
5 commission.

6 With regard to the Item 2C, there is one contract
7 on the consent calendar wherein the recipient of the funds
8 is the Department of Mental Health. So Commissioner
9 Sherin has a conflict on that matter -- conflict of
10 interest on that matter. And even though he does not
11 vote, he will not be participating in consideration of
12 that item. The record should so reflect.

13 And with regard to Item D -- 2D with the
14 Department of Public Health contract, Commissioner Aragon
15 has a conflict of interest with regard to that item and
16 she will not participate or vote on that item, and the
17 record should so reflect.

18 SUPERVISOR KUEHL: All right. Thank you both.

19 Any questions or comments from commissioners?

20 Seeing none, do I have a motion with the
21 secretary keeping in mind the conflicts. So even if have
22 a unanimous vote, please record those in conflict did not
23 vote on those individual items.

24 Counsel, do I need to bifurcate or can we simply
25 record?

1 MR. STEELE: We can simply record. Thank you.

2 SUPERVISOR KUEHL: All right. Is there a motion
3 on the consent agenda?

4 COMMISSIONER BOECKMANN: So moved.

5 SUPERVISOR KUEHL: Is there a second?

6 COMMISSIONER TAYLOR: I'll second it.

7 SUPERVISOR KUEHL: Thank you. Is there any
8 objection to a unanimous vote noting the conflicts?

9 Seeing none, we have just adopted the consent
10 agenda. Excellent. That's half my items right there.
11 Pretty good, hu?

12 So Item 3 are remarks by the chair. First of
13 all, I am going to get to a discussion -- not a
14 discussion, but a recognition that we have been provided
15 with the budget. And I simply want to compliment the
16 executive director and the staff for a very thoughtful
17 budget. I think it really -- it's necessary in such an
18 organization as this to reflect the -- sort of the ethos
19 of the organization, the way that we think about thinking
20 about things. And we think the budget really reflects
21 that and -- a very good job. And also not just the
22 budget, but other items that we're adopting and looking at
23 reflect the ever increasing partnerships in which First 5
24 has entered.

25 And it has led me to think because of the

1 presentations that we're going to hear later by the
2 distinguished panel about systems change, about
3 differences that I've been thinking about in terms of
4 systems change and systemic change. It's kind of like we
5 have institutionalized racism in society. Were we to
6 lessen that, that would be a systemic change and it takes
7 a lot of different moving pieces to recognize, to deal
8 with, to think about, to take absolute, you know, actions,
9 to think about individual pieces to that. And that I
10 think is where we come to look at systems change, because
11 there are somewhat fixed systems: School districts, the
12 court, the CBOs, different kinds of systems that can
13 contribute and should contribute over the long haul to the
14 kind of systemic change that we wish to see.

15 And systemic change I -- I think it's, of course,
16 not just about isms, not just about how we treat a
17 particular identifiable part of the society, but at First
18 5, when we think about our children which cross all of the
19 races, all of the genders, all of the different choices in
20 genders, all of the different politics where they
21 themselves constitute, along with their families,
22 something in need of systemic change because sometimes
23 it's simply by ignoring the -- or not thinking about this
24 particular population, the differences that might be
25 necessary to take into account.

1 We looked last month and the month before about
2 the difference between equity and equality where you can't
3 just treat everybody the same and think it's going to come
4 out for them because everybody doesn't start at the racing
5 line -- that is the racing line, like for a race --
6 together or with the same talents. It's the same with our
7 very young population for various reasons.

8 And I'm really proud of this organization as
9 expressed in the budget, in the thinking about how we
10 approach it, in the big changes that have been made over
11 the past couple of years in an attempt to impact that
12 thinking in our society, most especially in LA county.

13 So I'm looking forward to the panel. Looking
14 forward to spending the money in the budget over the next
15 year and, you know, to continue the kinds of discussions
16 that we've had that really inform how we can continue to
17 really be honest with ourselves about situations that we
18 face and how we might just put our small piece really into
19 the mix.

20 So with that, Kim, let me turn it over to you.

21 MS. BELSHE: Thank you, madam chair and members
22 of the commission.

23 Couple of things I want to touch on, some of
24 which build upon the supervisor's comments. This first
25 one doesn't, which is today is Rafael Gonzalez's birthday.

1 So I think we should acknowledge Rafael's birthday.

2 Independent of Rafael today is also National
3 Children's Mental Health Awareness Day. It's the 13th
4 anniversary. I'm confident Rafael is celebrating
5 something north of his 13th natal day. But, seriously, we
6 did want to call attention to the fact that it is National
7 Children's Mental Health Awareness Day, and it's a great
8 opportunity for us here within First 5 LA and in our work
9 around the county and statewide to really draw attention
10 to what our board, our staff, our broader community of
11 partners know to be true, which is how foundational those
12 early experiences are in a young child's life in terms of
13 building resiliency, relationship, ability to learn, to
14 cope in a young child's life.

15 I know our commissioners see very clearly the
16 connection between early child mental health and our north
17 star that all children enter kindergarten ready to succeed
18 in life. And with your support, we are advancing those
19 interests in a number of our areas, particularly our
20 health systems strategies work around early screening and
21 intervention to identify children who are at risk of
22 behavioral as well as developmental delay and get them
23 connected to appropriate, timely early intervention
24 services, as well as our health systems related work
25 around trauma and resilient informed systems, as well as

1 the work our family supports team is leading, principally
2 around family strengthening home visiting systems really
3 focused on how do we support the mom in terms of her
4 health and well-being, how do we help her get connected to
5 concrete supports in times of need, how do we support her
6 in the very important parent-child bonding that we know is
7 critical to a child's social and emotional development and
8 ability to thrive.

9 So as a part of our participation in mental
10 health awareness, John, I want to thank your team for
11 being a part of and leading a presentation just yesterday
12 entitled, Supporting Resilience for Our Youngest
13 Population Through Relationships, which is a great
14 opportunity for us all to better understand what mental
15 health looks like in the context of children prenatal to
16 age five.

17 So just one of a number of things that we are
18 doing. And I know we all in different ways are doing what
19 we can to promote understanding and the importance of
20 early child mental health as well as ways that we can
21 reduce stigma surrounding mental health for children and
22 adults alike.

23 Second, I want to tee up Peter and Gabriel who
24 are going to spend -- I've got a little bit of extra time.
25 This was executive director's discretion to do a little

1 show and tell. And I want to just set the stage because,
2 as commissioners know, something I've talked a lot about
3 and is manifested in our work together is about First 5
4 LA's evolving role. This idea of First 5 LA playing
5 increasingly a role of connector and convener,
6 participating in and helping to create networks of
7 organizations that share aligned interests and goals as
8 relates to early childhood systems and policy change.

9 A really good example -- a couple of really good
10 reasons why that is so is, we understand we alone, as big
11 and mighty as we may be, there's only so much we can do on
12 our own to advance the goals we seek for young children.
13 And, secondly, we do have a role to help shape and create
14 and catalyze these types of networks. I think we've seen
15 that really clearly in the family of First 5s. We began
16 the year with Moira Kenney coming and talking about the
17 network leadership effort. And I think we saw last week
18 with the number of commissioners and our staff in a very
19 powerful way what that network leadership strategy
20 increasingly is shaping up to be, how it is in service of
21 our policy and systems change goals for young kids, and
22 the role First 5 LA playing in a collaborative partnerly
23 way.

24 I want to give a shout out because these guys
25 will not do it on their own. Our policy and

1 communications team led by Kim Patillo Brownson really did
2 an amazing job over the course of many months leading up
3 to last week's First 5 Advocacy Day in Sacramento and the
4 kickoff of the 20th anniversary celebration of the voter's
5 wise decision to approve Proposition 10. And along with
6 our contracting partners, Cal Strat and Ogilvy, which
7 we'll hear about, really helped focus and professionalize
8 and collaboratively advance the success of a terrific day
9 of meetings which we're you're going to hear about.

10 Secondly, I want to brag on our commissioners.
11 Carla attended, Yvette attended, Romalis attended, and
12 Marlene Zepeda attended. So talk about a formidable group
13 of commissioners that were a part of about 150 staff.
14 And, commissioners, we cannot thank you enough for
15 bringing your wisdom and your experience. You elevated
16 every conversation you were a part of. You did us proud.
17 Hopefully, we did you all proud. But the net effect of it
18 was just a really terrific showing on behalf of kids
19 broadly. First 5 LA was just a part of it, but an
20 important part of it.

21 So what I want to suggest is Peter and Gabe are
22 going to say a few words and show some video and then I --
23 if it's all right and we have time, I would love to hear
24 from Yvette and Carla and Romalis anything they might want
25 to add.

1 So, Peter, take it away.

2 MR. BARTH: I think there are a lot of things I
3 could say about this, but one I'll just share is, the vast
4 majority of the work we do here at First 5 LA is here
5 locally as appropriately so with our county partners, with
6 our communities, increasingly with cities and other
7 partners in different sectors. But we also know how
8 important the decisions made in Sacramento and in
9 Washington DC are to the families here in LA.

10 So the for the last few years First 5s have taken
11 a trip every year to Sacramento where representatives from
12 all the local commissions across the state meet with their
13 elected officials. And it's a relatively new effort for
14 First 5. It's only been a few years we've done it. But
15 it's something that's growing and increasing over time.

16 And let me just give a comparison. A year ago we
17 had about 80 to 90 representatives from local commissions.
18 We started off our morning in the capitol basement getting
19 together, having some breakfast, prepping, going off and
20 having our meetings and gathering for lunch, maybe hearing
21 from an elected official. But if you were someone who was
22 not part of the First 5 family, you might not have known
23 that First 5s were in Sacramento on that day. And so one
24 of the things you'll actually hear about on the systems
25 change panel is systems takes a long time and the outcomes

1 we all seek sometimes take a long time, but we need to
2 think about indicators in the short term of whether we're
3 making progress in the right direction or not.

4 So one of the goals of the policy team is that
5 the 59 elected officials that represent LA county in
6 Sacramento and DC love us, know us, want to work with us,
7 want to champion issues of young children and families.
8 The goal of all First 5s collectively in the Sacramento is
9 the same thing. And as you've heard from us before, we
10 have a long way to go, but we're making some progress.

11 So what we want to share in a video I'll just
12 briefly show in a moment shows is that this year's
13 advocacy day celebrating 20 years since voters approved
14 Proposition 10 and created this phenomenal network in
15 California was something quite different. We doubled the
16 number of people coming from local commissions to
17 Sacramento. We had about 160 First 5 commissioners and
18 staff and other partners from the ground meeting. We met
19 with 97 percent of the state's elected officials in one
20 day. Our team alone with four commissioners and policy
21 team took 26 meetings.

22 I want to congratulate my team especially, Jaime
23 Zamora (phonetic) who I'm going to ask to stand up while I
24 say this. He's been on the job a few months, just a
25 couple, and he coordinated all of this.

1 (Applause.)

2 MR. BARTH: But there's also been something
3 that's grown and changed in First 5 land is, when we go to
4 Sacramento, the brand of First 5 LA doesn't matter quite
5 as much as just the brand of First 5. So we are working
6 increasingly in partnership with other local commissions
7 and with our association and our state agency, First 5
8 California, to try to show up with a single voice.

9 And so what we also did is, rather than huddling
10 in the basement in the morning, we actually took over the
11 entire north side of the capitol lawn. We had massive
12 tents. Over lunchtime, we had a family fair where we
13 actually had elected officials, like our own Assembly
14 member Blanca Rubio and Senator Connie Leyva reading to
15 children. We had Senator Jerry Hill doing a magic show
16 for kids. We had 16 elected officials come down and talk
17 to parents. We had about 350 parents and children from
18 across the state come and join us for the lunchtime
19 celebration. And even though we had the realtors
20 association also having their advocacy day that day,
21 thanks to Gabriel and his team and in partnership with our
22 association colleagues, anyone who saw that capitol that
23 day only saw First 5 branded everywhere.

24 And so it was a real showing of how working
25 together across departments internally here, working with

1 our colleagues in other commissions, we can move forward.
2 Much to the dismay of some of our association colleagues
3 who are still a little tired from the event, we can't go
4 backwards. We have to go only forwards. This is what we
5 need to be doing every year, not just because it's the
6 20th anniversary. We need to do it on the 21st, 22nd, and
7 30th anniversaries as well.

8 So I'll show a video that Gabe and his team
9 pulled together. You'll hear Deanna Rubio's voiceover
10 that they pulled together to show what the day looked like
11 for all of you who couldn't be there. And then Gabe will
12 talk a little bit about the important role communication
13 plays in conducting advocacy.

14 (Video plays.)

15 MR. SANCHEZ: Commissioners, I'm really proud of
16 that video. It's something we produced that same day and
17 that we were able to use as what they call a video news
18 release. And so that piece aired locally in Sacramento on
19 their CBS affiliate as well as was available for other
20 news stations to use throughout the state. So it was a
21 big success. And I think to Peter's point, too, we've got
22 to do this again, right, because it's a lot of great work.

23 So I know Peter mentioned my colleague Deanna who
24 did a lot of the day of producing and capturing all those
25 great videos and moments as well as working with our

1 production company to get that moving forward. So it was
2 a lot of fun.

3 What I want to point out -- and I think Peter was
4 getting to this point as well -- there's a difference
5 between traveling and going places. And I think what
6 we've been able to do through all this hard work
7 collectively is go places, right. And that means we want
8 to be able to use communications to talk about that fact
9 and enable all these meetings that are happening. One of
10 the things that we'll probably talk about in future board
11 meetings and PPC presentations is how we want to use
12 communications primarily to change the narrative so that
13 kids are seen as a shared benefit and a shared
14 responsibility for all society. And so what we want to be
15 able to do is talk to the general public about these
16 things, right. So that's this next series of videos,
17 which only show one. We did three. Here's something that
18 we're promoting statewide as well that talk about early
19 care and education, developmental screenings, and home
20 visitation.

21 So with that, I'm going to show the first video
22 where -- we call this First 5 Explains, where we're
23 explaining these issues and why they're important and just
24 kind of giving a broad general overview. Again, the
25 purpose here is to seed the ground so that way, when we

1 have those conversations, we're creating these
2 opportunities for engagement with lawmakers and other
3 leaders, they know where we're coming from.

4 (Video plays.)

5 MR. SANCHEZ: So as I mentioned, commissioners,
6 we have a series of three videos that we're promoting.
7 We're doing this in stages so we'll be able to show those
8 links as well as -- I wanted to point out Kim wanted me to
9 -- she reminded me. These are some of the flyers, which
10 are in your informational packet as well on the issues.
11 Again, this was a team effort, across our division with
12 communications with our policy division -- sorry -- policy
13 and our programs division where we talk about all these
14 things in making sure that we're speaking the same
15 language so to speak.

16 So I hope you -- I'll be sure to send the links
17 around for all the other videos as well so you can see
18 them. If have you any questions, please let us know.

19 SUPERVISOR KUEHL: All right. Thank you.

20 MS. BELSHE: As I noted -- thank you, Gabriel and
21 Peter.

22 As I noted, our commissioners were rock stars.
23 They were terrific brand ambassadors, and we could see
24 some of their brand ambassador training in practice. Just
25 wanted to invite any reflections or comments of the three

1 of the commissioners who were able to attend from your
2 experience.

3 COMMISSIONER TAYLOR: I'm going to let the ladies
4 go first.

5 COMMISSIONER PLEITEZ HOWELL: Such a gentleman.
6 Thank you.

7 The reflection -- I shared this with Kim Belshe.
8 Kim, you actually don't take credit to where credit is
9 due. So four years ago a few of us walked the Sacramento
10 halls with Kim. And we walked away from those meetings
11 and elected were asking, so First 5 LA, First 5 California
12 Association, what do you do. And we said, we have really
13 good ideas, but we didn't actually have official asks.
14 And four years later we showed up with three concrete
15 asks, really specific about what our kids in California
16 need from the lessons learned. And, Kim, you've taken
17 this organization there. So that was something that
18 struck me really, really deeply and is appreciated in
19 terms of what is happening with the dynamic team here.

20 The second part was, we literally are helping the
21 tents grow for young kids. We had a tent that housed over
22 150, and we started with 20. And that's the role First 5
23 LA should be playing. We need to bring more people into
24 this game to really fight for our kids throughout the
25 state. So just completely it was an amazing experience

1 and I really saw how this organization is now pushing and
2 fighting for kids at the state level. So thank you.

3 COMMISSIONER MARTINEZ: Everything that Carla
4 said. It was great having the specific asks and the
5 specific bills to reference about what's really important.
6 And I thought that several of our meetings included First
7 5s from San Bernardino, Ventura, et cetera. And I -- I
8 saw them looking to us to take the lead to sort of, you
9 know, in these meetings with legislatures, kind of draw
10 the picture and then they would fill in with local
11 examples. So I -- it made me very proud to see us. We
12 had it together, we knew, and then we sort of gave local
13 examples of programs in other parts of California, which
14 was really helpful.

15 COMMISSIONER TAYLOR: I'm the newby here. So I'm
16 going to tell you, I'm super impressed by the
17 professionalism of the staff that you pulled together,
18 Kim. This sticking and we're starting to learn about
19 collective impact. But let me tell you the whole team
20 brought us together to have a major impact on what was
21 going on with regards to children zero to five and that
22 celebration of the 20th years of First 5 in California.

23 I want to thank my shadow because, as a newby, I
24 had to learn how to stay focused. Because what happens
25 is, I want to get on my diatribe and really advocate for

1 kids and families in our communities. But I want to thank
2 Charna Martin for being my shadow, for keeping me
3 straight. Also, I got exercise of walking up and down
4 those stairs and being there.

5 But let me tell you, Peter, you've done a great
6 job of bringing some talented people here. Gabrielle, you
7 are phenomenal in putting together a set of things that
8 put us forward in a bright light that's very
9 professionally done, well received. When I see the end
10 result, you made me look good. I like that. But --

11 MR. SANCHEZ: It was easy.

12 COMMISSIONER TAYLOR: And that's quite a chore.
13 But I want to say that was really good. And I thought
14 that what the team did that day was just phenomenal. We
15 talked to some tough legislators and we worked -- we kind
16 of broke them down and had a tag team going on. My -- my
17 passion was home visitation, and I stuck to it. Let me
18 tell you, I really advocated. But -- but the idea was, I
19 was trained and prepared well. And I encourage my other
20 commissioners to come forward and do the same thing next
21 year when we go forward again. It was a great experience,
22 and thank you for teaching me and letting me be a part of
23 your team, our team.

24 Oh, by the way, my boss, Kim, tells me I must say
25 we because I always say you guys. So it's we are doing a

1 great job.

2 SUPERVISOR KUEHL: Sounds great. Thank you very
3 much for the report and for the executive director's
4 report. Next year, if you want to -- you know how when
5 you're going to go to a jury, you have like a practice
6 jury. So next year if you want to practice on me, I
7 generally have the reputation as the most incisive, and
8 that meant difficult member. So, you know, it's not bad
9 to have a session.

10 I also want to tell you Brian Seager who was the
11 head of our Department of Consumer and Business Affairs
12 has just been appointed the County's lobbyist in
13 Sacramento. He could be a very good partner for us. And
14 the county team I would say is pretty interested in First
15 5 LA. So that's also I think something we'll look forward
16 to. And it doesn't have to be just once a year either or
17 to celebrate an anniversary. I think it's a really good
18 thing to do. We probably want to also explore, as we
19 start having a new administration up there in the
20 executive branch of any kind where we might already have
21 some friends who are familiar with this And how to kind of
22 develop that as well so that, you know, when things like
23 proposed budgets, and not to mention the May revise, et
24 cetera, can also I think be to our advantage.

25 So thank you very much. Any other comments on

1 Kim's report or the report that went with Kim's report?
2 Or comments?

3 All right. Then let us move then to Item Number
4 5. Item Number 5 is a receive and file, but it's a First
5 5 California annual report required by the State, and it
6 is a public hearing. So let us hear about the annual
7 report.

8 MR. JIMENEZ: Good afternoon, commissioners,
9 madam chair, members of the public.

10 I'll just need a few minutes of your time. One
11 of the requirements we have as a commission is to present
12 and allow for public comment the State annual report which
13 is produced by First 5 California. And in the -- your
14 packet you have the report for fiscal year 2016-2017. And
15 the data and information in that report reflects activity
16 and expenditures from July 1st, 2016, to June 30th, 2017.

17 And I won't go into a whole lot of detail about
18 the report, but I will say that there are three major
19 components to the report. The first component in terms of
20 body of the report -- the first component describes the
21 work that First 5 California is currently doing and has
22 underway. And that's useful information for us because we
23 see ourselves as part of the larger community, not just
24 First 5 California, but all the 58 commissions across the
25 state.

1 The second piece that's described in the report
2 is a kind of a collective information that is presented or
3 reported to First 5 California across all 58 county
4 commissions. It represents expenditures and programmatic
5 data at a very high level. The data is broken into four
6 major categories: Data expenditures and program efforts
7 related to family functioning, child development, child
8 health, and systems of care. So that's the way in which
9 First 5 California organizes their information.

10 The third part of the report, which I actually
11 really appreciate, is highlights from the county
12 commissions. And in that particular section, the county
13 commissions get an opportunity to provide a narrative
14 around some key highlights that occurred during the fiscal
15 year. And I wanted to actually commend Gabriel and his
16 fantastic communication staff for putting words to our
17 highlights. And, again, we are part of a larger
18 community, not just the 58 commissions, but First 5
19 California. And, collectively, this is just a snapshot.
20 This is just a brief description of what happened during
21 the fiscal year.

22 So one of the major take aways from this and
23 previous reports is, like ourselves, many of the -- or all
24 of the county commissions are facing revenue decline. And
25 as such, they are all starting to work more towards

1 systems improvement, systems development, and policy and
2 advocacy. And those that continue to provide direct
3 services do so to support systems change and policy. So
4 those are things that we see here at First 5 LA but are
5 also occurring with the other 58 commissions.

6 The last thing I'd like to say is, how does this
7 compliment what we do here in First 5 LA. And I wanted to
8 acknowledge -- I had an opportunity to sit next to
9 Commissioner Taylor at actually an awards ceremony for our
10 executive director, Kim. And, Commissioner Taylor, you
11 always say, what's the impact sorry, what's the impact
12 story. So I think that this data and this information is
13 useful to tell us what we did in a broad sense, what we
14 actually spent. But the piece of the puzzle which I think
15 is really exciting, the one we want to say, is, what
16 happened to kids and what kind of impact did we have.

17 When I first started, if a child that was born
18 the year that I first started, today they'd be actually
19 entering the workforce. They'd be hopefully getting
20 letters of acceptance for college. And I always think to
21 myself, the work that's happened in between, did we
22 actually help that young adult become more successful.
23 And those are the kinds of stories I think we want to tell
24 with the impact framework.

25 So this is the report. It's a receive and file.

1 It's a requirement for us to allow for public comment, and
2 if you have any questions. I'd be happy to answer them.

3 SUPERVISOR KUEHL: Any questions from
4 commissioners?

5 Seeing none, any request for public comment on
6 this item?

7 SECRETARY: No public comment.

8 SUPERVISOR KUEHL: Thank you very, very much.
9 This is a receive and file. So I don't believe we need to
10 take a vote, counsel, to receive and file. Therefore,
11 we'll simply, let me see, receive and file. That will be
12 good.

13 Moving right along. Because, as you can tell,
14 I'm really excited about the panel that comes at the end
15 of everything. We have been given the draft 18-19 budget.
16 It is for information only. The time allocated for the
17 discussion is zero minutes you'll notice on your agenda
18 because it is just presented to us in written form. Each
19 the commissioners was asked if they wanted an individual
20 presentation in the comfort of their home, office, or car
21 or by Skype. I don't know. And some took us up on it.

22 So I don't know if we need a presentation. I
23 think we're looking not to have a presentation. And
24 unless there's any objection, we'll simply indicate that
25 we have received the draft of the budget. Any questions

1 can, of course, be directed to Kim. This will come back
2 to us a few times. And I don't know whether the executive
3 director wants to say something.

4 MS. BELSHE: Let me ask John to say a few words
5 about next steps just so commissioners know what the
6 upcoming touch points will be on the budget.

7 SUPERVISOR KUEHL: John.

8 MR. WAGNER: Thank you. One point of context is
9 this is to be responsive to a lot of the feedback we
10 received from the commissioners during our previous budget
11 processes. So we wanted to kind of streamline the
12 presentations to you.

13 As far as next steps, even though this is
14 submitted to you as a written report, we do get into a lot
15 of the detail in the committee level. So you will be
16 hearing these presentations at the committee level. So,
17 for example, we had a joint committee meeting of the
18 budget and finance and executive committee on May 3rd.
19 And the next committee meeting on the budget will actually
20 be the program and planning committee, which is scheduled
21 for May 31st, and that is always open to all commissioners.
22 So that will be the next step.

23 SUPERVISOR KUEHL: All right. Any -- any
24 question?

25 I believe that we had a discussion a little bit

1 -- few months ago kind of off the cuff when we were
2 talking about something else about the reason why we got
3 15,000 presentations of the budget to the board instead of
4 14,000, which is what we really wanted. And I really
5 thank the staff for hearing that because I think it is
6 obviously very good for us to have access to it, be able
7 to look at it. But I think, until we've actually done
8 that and absorbed it -- I found that a presentation was
9 hard for me to concentrate because I wasn't already aware
10 of what was in it. So I think this is a good way to go.
11 And, certainly, the combined committees that heard it and
12 gave feedback, that's also very, very helpful.

13 So thank you very much for the work on it. As I
14 said in my comments, I really am impressed and grateful
15 for the ways in which the priorities expressed through
16 this board and also by the very fine staff was reflected
17 in the budget. That's kind of what a budget is. It's,
18 essentially, a moral document with dollars. So thank you
19 very much for that.

20 We will move to Item 7. And we're a little bit
21 early. I want to make certain that our panelists are
22 here.

23 MS. BELSHE: They are.

24 SUPERVISOR KUEHL: We've got that already. I
25 think we were going to change the cast of characters at

1 the front table. And let me ask all four people who are
2 going to participate to speak directly into the mic
3 because sometimes it's a little soft in various parts of
4 the room and we want to make sure that everybody hears and
5 understands.

6 So we want to welcome our very distinguished
7 panel because First 5 LA is a funder, and we know that's
8 really our sort of a basic role in life. I think it was
9 very good idea to invite three other very well respected
10 funders. And we thank the three of you for taking the
11 time all at the same time to come and talk to this board
12 and to the staff as well and to those who are gathered to
13 hear it, to understand as we're talking about systems
14 change, systems change, systems change, kind of what it
15 means to other funders how they go about thinking about
16 it and fulfilling or participating in.

17 So let me turn it over to Dr. Pineda to I think
18 introduce.

19 DR. PINEDA: Thank you, madam chair.

20 SUPERVISOR KUEHL: Everybody talk right into the
21 mics please.

22 DR. PINEDA: Good afternoon, commissioners and
23 guests. It is my real pleasure to be here with this very
24 distinguished panel and to lead us in a conversation with
25 all of you.

1 What we're going to do today is really continue a
2 conversation we've been having here at First 5 LA about
3 what we mean by doing systems change work. We've talked
4 about language, we've talked about how that's important,
5 we've talked about being specific. What we mean is how do
6 we improve government and organizations to serve families
7 and young children in LA county. That's what we're
8 talking about. That's a systems change we're going after.

9 so what we want to do today is really -- there's
10 two purposes for our discussion. The first is -- first
11 and foremost, we want to hear from the panel. So these
12 folks up here with me represent three leading grant making
13 organizations that are doing amazing systems change work.
14 Now, they all work in different areas and they carry off
15 strategies differently. But we believe that there's some
16 important parallels in what they're doing and some of the
17 work that we want to do. So we want to make sure that we
18 listen carefully and benefit from the insights that they
19 will share with us.

20 The second is very much related, but we want to
21 that about, as we listen to them, how we can apply some of
22 these lessons to our work, right. So we are thinking
23 about how children can benefit from what we're doing, what
24 does that mean concretely, what are some of the parallels
25 we can draw, how we inform our work very concretely.

1 So those are the objectives. So how we're
2 proposing to do this is that I will share some of the
3 things that we've been grappling with together in this
4 concrete about being concrete and systems change. Then
5 I'll turn it over to the panelists and they'll have an
6 opportunity to introduce themselves and talk concretely
7 about their work and the type of systems change work they
8 do. Then we're going to come back and focus on a couple
9 of questions that we really want to hear from them
10 specifically. And then we'll open it up for a
11 conversation. And the majority of our time will really be
12 engaged in conversation.

13 So in the way of context, we have -- at the
14 April program and planning meeting committee, as well as
15 the March board meeting, we had conversations about being
16 concrete, about what systems change we're going after.
17 And so at the April PPC meeting, we had the opportunity to
18 hear from a guest who was sharing some of the lessons from
19 a national evaluation on collective impact initiatives
20 that happened to be about systems change work. From that
21 and other conversations, there's some themes that keep
22 reoccurring in our work.

23 So the first one we'll call out is that we've
24 been saying the systems change work takes time. I want to
25 be concrete about that. We believe that it takes time,

1 and we are experiencing this because we're working on
2 building trusted partnerships with others. And building
3 those trusted foundations for deep and meaningful
4 collaboration when you're working over a very long period
5 of time is really foundational. So that's part of why we
6 are experiencing what it means for this to take time.

7 The second theme is that we are learning that
8 this is very iterative. There's not a concrete, this is
9 the cycle or path of change that you take. Things can
10 change, and they do. And when they do, we must be nimble
11 enough to be able to adapt our strategies to that. So
12 over the long haul, right -- we're talking about being
13 strategic and continuing with our specific strategies, but
14 also being able to seize opportunities. So that's the
15 recurring theme, one we're hearing from people that are
16 doing this work.

17 The third theme, which is my personal favorite,
18 is about measurements and about why is it difficult to
19 measure this kind of work. I want to be very concrete
20 about this. There are three different reasons why. First
21 of all, when you're talking about systems change work,
22 we're talking about measuring the contribution. So that
23 means that you're working in a space where there are other
24 partners who are doing the same work and there are other
25 external forces that are going to impact outcome. So

1 teasing that out is difficult.

2 Second, we're talking about having measurement
3 systems in place over a period of time. Now, we all know
4 that, if things change, then have you to really think
5 about if your measurement systems can remain relevant over
6 time. So that's another reason why this is difficult.

7 And the third piece is that we are looking at how
8 we can talk about different levels of measurement, right.
9 So we're looking at population level changes in LA county
10 specifically. We're looking to talk about how we can
11 describe the impact of First 5 LA will be more directly
12 contributing to. We're also thinking about the data that
13 we need to monitor to understand the context. So all
14 those reasons make this a challenging but not impossible
15 task so.

16 With that I would like to just wrap up my
17 comments and actually turn it over to our panelists. So
18 today we have Dr. Peter Long, who is a president and CEO
19 of the Blue Shield of California Foundation. We have
20 Dr. Meera Mani, who's the director of Children, Families,
21 and Communities Program, The David and Lucile Packard
22 Foundation. And we have Shane Goldsmith who is the
23 president and CEO of The Liberty Hill Foundation.

24 So I'll turn it over to you.

25 DR. LONG: Great. Thank you very much and good

1 afternoon. It's a pleasure to be with you today and to
2 share some of our reflection as a foundation on working in
3 the policy change and systems change arena.

4 So my name is Peter Long. I'm the president and
5 CEO of Blue Shield of California Foundation. And the
6 mission of the foundation is to build lasting and
7 equitable solutions to make California the healthiest
8 state and to end domestic violence. Our current work
9 revolves around inspiring and enabling collaborations
10 across sectors, designing break-through models to build
11 health and well-being, and breaking the cycle of domestic
12 violence.

13 So if you can hear from those ambitious goals and
14 that mission statement, the bottom line for us is, we
15 cannot achieve our mission or our goals without addressing
16 both systems and policy change. It's just not possible.

17 And what we've learned -- so I've been at the
18 foundation for eight years now. And what we've learned is
19 that you're either working in the system or you're working
20 on the system. And we spent the first six years of my
21 tenure working in the health care and domestic violence
22 systems to bring about change. I'll talk about our some
23 of our successes. One of our observations is, if we don't
24 step back and start to work on the system and
25 fundamentally rethink what those systems look like and

1 what they do, we will not achieve our gold goal. So
2 that's been a big learning for us is, are you working
3 inside the system as it currently exists or are you
4 working on the system to help -- to rethink what that
5 system is and does.

6 I'm going to share five lessons in five minutes
7 from our policy work using some examples that hopefully
8 bring it to life for you. I'm often asked, as we describe
9 ourselves as a systems change funder or a policy change
10 funder, and I'm often asked what's the relationship
11 between policy and systems change. My answer is that
12 policy change is a key lever to address and to advance
13 systems change and the key observation and learning for us
14 is that different players can and do different things
15 within that system. I mean that's a really important thing
16 that player doesn't do everything and that it's very
17 important in this work to stick to your strengths and to
18 work for the strengths.

19 So, for example, we have been actively supporting
20 governments, the state and county governments, including
21 Los Angeles county, to effectively implement the
22 Affordable Care Act. It's unusual in some sense for a
23 foundation to fund government. Our sense is, this is a
24 historic opportunity that government needs all the help it
25 can get to take full advantage to make sure that we

1 realize the potential in gains and access to care.

2 Government has the power of the purse. It has
3 the power of policy and regulation. And we as foundations
4 will never be as close to people, right, to families as
5 either government or nonprofits. But what we do have is
6 the benefit of looking at issues from a different angle.
7 We can see cross-cutting issues. We can see roadblocks
8 that may not be apparent to those working inside of
9 government. And we can intervene at any stage in the
10 policy process. So as a foundation, you have the liberty
11 to look at, do we want to help set the agenda. What are
12 we actually talking about? Are we talking about young
13 children's health? Are we talking about social and
14 emotional learning? And we can kind of set of agenda of
15 home visitation, what are we talking about, all the way
16 through to, okay, how do we actually effectively implement
17 this policy once we've collectively decided what we want
18 to do, how do we make sure that we actually do it; that in
19 those communities, in those neighbors, people are actually
20 receiving the home visits of high quality and they're
21 doing what we intended them to do. So one of the luxuries
22 of a foundation is, we don't have to do everything. You
23 can pick the spots where we think that help is needed and
24 intervene.

25 The second thing I think is very true -- and

1 while we might not always exercise as foundations, we are
2 able to take risks that government can't. We don't have
3 to be successful every minute of every day. We can
4 actually try things that don't work and learn from those
5 and then try something else that didn't work. I think
6 that's an incredibly powerful contribution when you're
7 working on systems change. The stakes are very high if
8 you're inside the system and admitting that something
9 doesn't work or you're making the policy and admitting
10 that policy isn't working to its full affect.

11 So foundations have the ability to say, let us
12 take a risk and then we can all learn from it. And if it
13 works, terrific; if it doesn't, let's move learn from it,
14 move on, and try something different.

15 Next I want to talk about the question of scope
16 and scale in philanthropy because -- and why systems and
17 policy change are so important and critical elements for
18 success. We, like many foundations, really like to fund
19 nonprofits and governments to implement discrete projects
20 in defined areas looking for that promising model. And I
21 have -- the number of times -- I've been doing
22 philanthropy now for 25 years. The number of times we've
23 had promising models that stayed promising and don't ever
24 become practice is -- I have a gray hair for each of those
25 times. And we keep repeating that same cycle. And I

1 think the secret sauce here is about, how do you move the
2 system, how do you set the policy framework to support
3 those changes and those practices and then actually work
4 in the system to identify the barriers and make sure that
5 practice moves from a pilot to full scale.

6 We have an example here in LA county as well
7 around electronic consultation. We find it's been a wild
8 success. I think the Supervisor Kuehl and others would
9 know, which is -- and John Sherin -- Dr. Sherin. It
10 accelerates or it enables access for Medi-Cal
11 beneficiaries to specialty services, which is a chronic
12 problem for those enrolled in Medi-Cal. So it's a great
13 program that has providers talking to one another. And
14 it's now every single referral in the health care system
15 in LA county is done using this electronic consultation
16 system. It saves money. It's better for the patients.
17 It's been written up in peer journals. And we are
18 struggling to figure out, how do we help the State of
19 California make this the standard of care for all Medi-Cal
20 beneficiaries. And they're stuck on very basic things of,
21 how do we pay for it, how do we actually make the policy
22 in Medi-Cal work so that the great thing that's happening
23 in LA county can actually be the norm for everyone else.

24 So our lesson there is, if you're not thinking
25 about policy and systems change, you can do as many

1 e-consults in LA county as you want -- and we invested
2 eight and a half million dollars, very well spent, but yet
3 our goal is to actually transform the care for all. And
4 we're not there and we won't be there until we get those
5 systems and policy change fixed.

6 Third is, we have to redefine your sense of what
7 is failure and what is success. It's not always binary
8 and it's not always clear. So we've been working on
9 changing the way the federally-qualified health centers
10 get paid for the last five years from a fee-for-service
11 model where they get paid when someone comes into that
12 health center to a model where they get a bundle payment
13 that allows them to deliver the care that people need most
14 in a way that's -- whether it's texting or group visits or
15 not coming to the facility. We think that is totally the
16 right thing to do. We were lonely when we started this.
17 We had a lot of resistance from the field of why we're
18 trying to push this. But we got a lot of success and
19 people wanted to do it.

20 It has been as red, as Kim can attest on my CEO
21 report, for four years in a row because we have not
22 achieved the pilot. The federal government has said that
23 we need to do certain things that the state isn't willing
24 to do, and I respect that. So we no QFQAC pilot which is
25 -- if we said that was the measure on my performance

1 review, I get a zero, red, fail. The reality is the
2 mindset of community health centers has shifted, and
3 they're now looking how can they moved toward getting paid
4 for providing value to their clients.

5 I just had a memo this morning from the head of
6 CPCA, what are we going to do now to move this agenda
7 forward even though we don't have the pilot. So ti's a
8 great example of, if the letter of the law says, no pilot,
9 no performance, the reality is, the mindset shift is
10 happening and the work is happening exactly as we really
11 want it to happen, just not the way we thought it would
12 happen. So I think you need to rethink how we think of
13 failure and success.

14 Fourth is, I think it's important to remember the
15 stakes are a lot higher on policy change and systems
16 change. My rule of thumb is, let's plan for success;
17 don't plan for failure. And it's very different when
18 you're doing service delivery and funding service delivery
19 than you're funding policy change and systems changes. So
20 it's critically important to bring the voices, the
21 aspirations, and expectations of the beneficiaries to the
22 table at the outset. Because, otherwise, you'll perfectly
23 design the new system for the providers, for the
24 stakeholders, but not actually for the beneficiary.

25 So we did some work with a group called Full

1 Frame Initiative with our domestic violence work. And
2 I'll summarize what we found if you do a Venn diagram, for
3 those of you who like charts, of what we were providing --
4 we, meaning our system of domestic violence providers, our
5 grantees -- were restraining orders, public safety, are
6 you leaving that person, the abuser. And what women said
7 -- largely women, but survivors of violence said, we want
8 to be -- move on with our lives, we want to be well, we
9 want to have healthy relationships, we don't actually want
10 to be defined as a survivor of domestic violence for the
11 rest of our life. So as you can imagine, solving the
12 problem when we just spoke to the people who are
13 delivering services, they gave us one answer. Solving the
14 problem from the beneficiary's perspective was entirely
15 different. So I think it's an important lesson as we move
16 towards changing systems to get that input directly.

17 And then the last I'll just reiterate what Dr.
18 Pineda said, which is, contribution is much more important
19 than attribution if you want to change the system. If you
20 need control, you're not going to get very far on systems
21 and policy change, if you have to control the outcome and
22 you have to control the processes. So we've been for the
23 last five years funding the Center For Care Innovations,
24 which is a wonderful organization trying to change the way
25 health care -- the health care safety net, so community

1 health centers and public hospitals deliver care.

2 And what we've had to do is surrender. We've
3 given them -- we give them three to \$4 million every year
4 and we trust that, through a codesign process with
5 beneficiaries, they're going to come up with the right
6 answers. We at the foundation are not directly involved.
7 We don't get to dictate that it has to be X, Y, and Z.
8 What we say to them is, we're building the capacity for
9 systems change, and then our job is to say, how do you
10 move that forward. I just can't emphasize enough, if
11 control is the key, system changes and policy change are
12 very, very hard to do.

13 So in closing, I would say, we believe it's only
14 possible to achieve substantial, sustainable change
15 through policy and systems work. They are related and had
16 different skills, and you have to change -- you have to
17 start by changing your mindset.

18 Thank you.

19 DR. MANI: Have I to follow that act? Good
20 afternoon.

21 I'm Meera Mani. Can you hear me because it takes
22 a while -- I have a soft voice. Can you hear me now?
23 This is better. Okay.

24 I have the pleasure of the leading the Children
25 Families and Communities program at the David and Lucile

1 Packard Foundation. And Peter has been a partner with us
2 on our work in health care. And thank you, Peter, for
3 your comments because I think you've set a really nice
4 frame.

5 So I'm going to talk about -- we work on two
6 aspects of children's issues, and they're interrelated and
7 deeply important. One is access to children's health
8 insurance so that they can get quality health care, and
9 the other is ensuring quality early learning experiences
10 by focusing on the skills and supporting the adults in
11 children's lives so they can actually be ready for
12 kindergarten, grow up healthy and be ready for
13 kindergarten.

14 The goal for us is really to get beyond just
15 serving 300 and 500 kids and feeling good that the
16 evidence has been built about knowing how to do it for
17 those small numbers of children; it's really about
18 impacted scale. And California is really where we're
19 looking to have that impact.

20 So when we looked at the problem we were trying
21 to solve, which is achieving impacted scale, we had to
22 step back and say, how do you actually tackle something.
23 Because philanthropy has actually been really good at
24 building the evidence, and then really assuming that
25 policy and systems will somehow figure out how to deliver

1 that so that you can achieve that scale. So we stepped
2 back and said, we have to sort of as philanthropy and
3 looking at our investments, think about a different way of
4 approaching this. You pass the common core, don't provide
5 districts any support on implementation. You pass policy,
6 you don't provide systems any support on implementation.
7 So we thought, we really needed to understand what it was
8 going to take to implement best practice at scale.

9 So the approach we took was to invest deep in
10 communities to test and learn approaches to working with
11 teachers, parents, informal care providers, but in deep
12 partnership with the systems that served them, and then
13 really evaluating that change over time. And this is
14 where I think the thing I'd like to put a pin in -- and we
15 have to -- we have a phrase we use within our team which
16 is, what do we as investors hold tight and what's loose.

17 And so building on something that you said, I
18 think what you want to agree on across the board with your
19 grantees and the systems that you're really trying to
20 engage in this work is a north star that will remain
21 unshakable, and that you hold title collectively. What
22 you hold loose is really the path that it's going to take
23 them to get there. So they have to test, they have to
24 learn, they have to iterate. And this is where control
25 will get in your way. But if you have a settle of

1 intermediate indicators that you start to look at within
2 systems and across systems that are going to demonstrate
3 that people are using the data that they're getting to
4 improve their practice, then you begin to do a third thing
5 that the private sector figured out a long time ago, and
6 that is create demand.

7 So it's -- it's so important as you're trying to
8 change the culture within systems, to figure out where and
9 how you create demand for the thing that works. And the
10 beneficiary and the end user really must be a part of
11 creating the solutions to these problems because they want
12 -- you want a parent to walk into a clinic and request a
13 developmental screening. Right? They need -- they have a
14 right to ask for it. It can get paid for through
15 Medi-Cal. So let's get it scaled. But have you to work
16 at both ends of this.

17 And so we've -- we've really been thinking hard
18 about, how do you work at these multiple levels with the
19 system and the policy being the core. But as you can tell
20 from the way I've just rolled out the strategy, it takes
21 time, it requires deep partnerships and trust. And in
22 terms of partnerships, our audience really, there are
23 districts because the one thing that we've learned in
24 early learning is that K-12 is a very, very important
25 partner. If they don't see value in their children coming

1 in ready to learn, then there -- then you're sort of
2 playing against -- you're going uphill and you're playing
3 in a field that's tough to navigate. So it's really
4 important to build those partnerships: Districts, early
5 learning providers, but systems that serve children. And
6 so we also do fund government to support implementation
7 and really believe that at the end of the day, if we can
8 help build capacity within these systems, that those
9 systems -- and you've created demand among the actors
10 within the systems, that resource allocation will follow.

11 It's hard to measure systems change. And so our
12 evaluators have developed a tool that -- that the systems
13 we're working with are actually doing a self-assessment
14 on. So measurement is another really key piece of this.

15 And, finally, I think I just want to be able to
16 say that it's -- it's about time, it's about partnerships,
17 it's about measurement, it's about being iterative, but
18 it's about really understanding what the will of the
19 public is that you're trying to serve and trying to move
20 in the direction of improving public will and creating the
21 demand for what it is they want to see. So we've sort of
22 taken the demand/supply approach to the grant making in
23 early learning. That's been different from what we have
24 in the past before.

25 MS. GOLDSMITH: All right. My name is Shane

1 Murphy Goldsmith. I'm president and CEO of Liberty Hill
2 Foundation. I also serve on the Los Angeles Police
3 Commission. So it's a nice relief to be on this side of
4 the dice for a change. I can't see what's happening
5 behind me.

6 But thank you for having me and for having all of
7 us, and really for having this discussion, which is
8 important. I remember being in a meeting with Kim maybe
9 five years ago when you were just starting to think about
10 this. And it's exciting to see such a prominent
11 institution start to take a leadership role in this arena.
12 And I've gotten to work with -- Liberty Hill and I have
13 gotten to work with several of you, especially Sheila
14 Kuehl was on our board for a number of years. Thank you
15 for that.

16 So I don't have a lot to add. They pretty much
17 covered it. I think i would hundred percent echo
18 everything both of them said.

19 Liberty Hill Foundation has been around for 41
20 years, and our focus is narrowly on the -- making sure
21 people who are directly impacted are helping to lead the
22 -- lead systems change. So both of the previous speakers
23 talked about the importance of beneficiaries or the people
24 directed impacted having a voice. And Liberty Hill, with
25 our humble resources, targets them directly at making sure

1 that those folks have the tools and resources and support
2 they need to have a voice in systems change.

3 And we do that by providing grants. It's
4 important to us and to them that the grants be general
5 operating grants and that they be multiyear. So we give
6 grants often many years in a row. We know that it takes
7 many years to make the type of change that we all know is
8 necessary. And, generally, we and you are working toward
9 the type of systems change that benefits the most
10 vulnerable. And so they have the least power in these
11 systems and that type of change in particular is going to
12 take the longest time. And so it's important that we
13 stick with folks over time, and that they know we're going
14 to stick with them so that they can make bets, they can
15 take risks, as others just said, and they can be nimble in
16 response to the changing political climate and to whims
17 and losses along the way.

18 So we -- investment systems change through our
19 grant making. We also do training of grassroots leaders
20 and organizers. We do commissions training, training
21 people to serve on commissions and work with commissions.
22 We also do community organizing training, and then kind of
23 general capacity building training for organizations, like
24 financial management, fundraising, board development,
25 communications, kind of a standard capacities.

1 We look at both -- as others have said, both the
2 outcome and the process. I'm pretty fierce when it comes
3 to making sure that we're investing our resources in
4 things that are actually going to make a difference and
5 that we're actually going to win and that we're not going
6 to, you know, fall on a sword of principle, but we're
7 going to compromise and we're going to fight until we
8 actually change conditions on the ground. So I do think
9 winning is vital and you need to keep your eye on the
10 prize and come up with a strategy to win.

11 But the process is critically important. I don't
12 think any of us would say that we exist to change systems.
13 We are changing systems in order to make sure that people
14 are better off. And in particular we know that the most
15 vulnerable people have the least power. So I think what
16 we really want is to make sure that those folks, in our
17 case particularly, poor people and people of color, have a
18 voice at the table in the systems that impact them. So
19 that's the real goal. Systems change is a means to that
20 end. So we need to be cognizant along the way of making
21 sure that we're keeping both of those things in mind.

22 So in Liberty Hill's case, we fund organizations
23 that we call institutional change. It's a slightly more
24 humble goal than systems change. But we're focused on
25 organizations that have institutional change goals,

1 meaning primarily changing the policies and practices of
2 institutions, but that they're doing that by developing
3 leaders who are directly impacted. So their process for
4 developing those leaders and the leadership development
5 outcomes, we want to see those folks have real power and
6 say in those organizations and in the policy change that
7 they're advocating for. We want to see that they are
8 directly advocating with systems leaders, that they're
9 talking to the media, that they're helping to develop the
10 strategy, not only, as those of you know who are systems
11 leaders, not only are -- they're often the best
12 messengers. They're the ones with the most at stake, so
13 they're going to stick with it and make sure that not only
14 do we win but we get it implemented. And, generally, we
15 found that it's very difficult to win the kind of systems
16 change we care about without the people directly impacted
17 having a role, and it's also transformative for them.

18 The other thing that Liberty Hill does is convene
19 and build coalitions and sometimes lead coalitions. It's
20 a very delicate thing to do as a funder and has to be done
21 very carefully. It require a tremendous amount of trust
22 with grantees, as others have said. The power dynamic
23 immediately and daily undermines trust. And so in order
24 to truly partner with community organizations, it requires
25 sort of overcompensating to build trust and making sure

1 they understand that you want them to be in the lead and
2 that you're leveraging your power as a funder and as an
3 institution so that we can open doors for them in order to
4 get them to the table is vitally important.

5 I think the best example that -- or my favorite
6 example at Liberty Hill is, several years ago we started
7 to put our focus on the school pipeline. We knew that
8 young people of color, boys of color in particular, were
9 having terrible outcomes in terms of graduation rates,
10 health, poverty, jobs as compared to others. So we
11 started to look, where can we intervene that can make a
12 difference. And we convened the young people of color to
13 ask them about their experiences. And together we figured
14 out that suspensions was a key driver to future
15 incarceration. And then we figured out that one of the
16 key reasons for suspension in LAUSD was something called
17 willful defiance, which is as it sounds, a subjective and
18 undefined term that can be used to suspend kids. And as
19 you might expect, most of the kids who were suspended for
20 willful defiance were boys of color; kids of color in
21 general, boys of color in particular, black boys
22 especially.

23 So we brought the young people together, kind of
24 diagnose this problem, and then did the research to back
25 it up. And then the young people advocated directly to

1 the school board, talked to media, and came up with a
2 school climate bill of rights which they won and is now
3 posted on every school in LAUSD. And the key provision of
4 that eliminated willful defiance as a reason for
5 suspension and replaced that type of punitive response to
6 behavior with more supportive rehabilitative responses
7 which are called restorative justice. And as a result,
8 suspensions have dropped in LAUSD by more than 70 percent.
9 And that was really led by these young people. And
10 there's absolutely no version of that story where we would
11 have won without them.

12 And so, you know, that was Liberty Hill sort of
13 playing in all of these ways. We funded them. We trained
14 them. We helped to lead the coalition. We brought other
15 funders together. We used our relationships with
16 electives, with government leaders, with the media in
17 support of these young people, and experienced a pretty
18 extraordinary victory.

19 And some of the lessons learned from that, as I
20 said -- I mean, trust is really vital and there's a
21 tremendous amount of suspicion, particularly if you're
22 dealing with folks who are the most vulnerable and often
23 the most harmed by such power dynamics.

24 Also I think in terms of working with government
25 and the systems leaders is buy in. I mean, even if you

1 manage to miraculously win a policy change without buy-in,
2 that would be surprising. But you're certainly not going
3 to get it implemented without institutional buy-in. This
4 is not like a -- you use brute force to win a policy
5 change and then expect the people who fought you to
6 implement it. So you want to go about this in a way
7 that engages systems leader so that they're part of the
8 solution just like you want the beneficiaries to be part
9 of the solution.

10 And I think it in terms of grant making, that
11 second -- that stage of implementation is not really
12 funded by grant makers and it's really vital. So, as I
13 said, if you want to see population level changes, you
14 need to invest not just in winning the policy change or --
15 not just in winning the policy change, but making sure it
16 gets implemented. That is what ultimately leads to
17 systems change.

18 DR. PINEDA: Wow. So much to react to and only
19 two questions to discuss. So I just want to kick us off
20 with this very first question. You all had so many
21 interesting and insightful comments. I just want to focus
22 on -- specifically on measurement. So how -- I want -- I
23 would like for each of you to share how your foundation
24 measures progress, whether it's being made or not, whether
25 you're working on a system, whether you're investing

1 deeply in community, whether you're building capacity.
2 You each spoke to very different strategies for systems
3 change. So if you can talk about how you measure your
4 progress and how you use that learning to refine your
5 strategy over time.

6 So anybody can start.

7 DR. MANI: We actually have a fairly thoughtful
8 measurement process that we've codeveloped with the
9 communities and the grantees that we serve, and have also
10 funded the evaluation for this and made grants to
11 communities. And a portion of those grants, they can set
12 aside to add evaluation questions to the overall
13 evaluation so that we're actually developing the
14 evaluation plan together. And each of the communities
15 that we're funding has a set of questions that they want
16 so that it's codeveloped even as an approach.

17 But like I said, the north star is pretty firm.
18 So we have agreed to a set of measures that we'll look at
19 for our evaluation, the impact of professional development
20 on classroom quality, on the teacher/child interaction --
21 so this is informal settings -- on the resource allocation
22 of the school district towards professional development
23 that works, on the use of data-driven practice so that
24 teachers have a chance to look at the data, administrators
25 have a chance to look at the data and see sort of how they

1 then allow for time for quality improvement. So they're
2 discrete pieces of information.

3 There's also -- I mean, the thing I would say
4 here is, it's really important -- we're three years into
5 the strategy, and it's only now that teachers are feeling
6 comfortable sharing their data with others. It really
7 takes time to feel comfortable being open about your
8 vulnerability, being sort of self-reflective. And so
9 allowing them that time and having an understanding with
10 their administrators that this cannot be high stakes; that
11 if you really want to engender true change that sticks,
12 that it has to be something that they really feel good
13 about over time, that there's trust build in the systems,
14 so building on your trust. So there are specific measures
15 that we've all agreed to that we are looking at.

16 MS. GOLDSMITH: We, as I said, look at process
17 and outcomes. So we do look to see that -- in our case
18 that the policies were change and subsequently
19 implemented, although that's a much, much higher bar, and
20 often we fall short on that one, we as a collective
21 community. And then we also look at process. Leadership
22 development is critical to us in terms of civic engagement
23 and making sure that the people who directly impacted are
24 helping to lead this work, so we look very carefully at
25 the way leaders are developed and the investment in that

1 sort of formal leadership development process over time
2 and the leadership roles that those folks have in the
3 process.

4 And then we look at what we call base building.
5 So we want to make sure that organizations are building
6 the base of leaders and members over time so that each
7 organization that we fund is getting more and more
8 powerful over time so that they can win bigger victories
9 and hold systems accountable for implementation more and
10 more over time. So we look at the institutional change
11 victory and implementation. We look at leadership
12 development, base building.

13 And then we also have a racial justice kind of
14 evaluation component to make sure that, because the work
15 that we do is -- has the greatest impact on people of
16 color, we want to make sure that the organizations we fund
17 are always keeping that in mind in the policy solutions
18 they develop and the campaigns that they lead and make
19 sure that the final outcome -- I mean, like we've seen the
20 number of young people arrested and incarcerated shrink
21 dramatically over the last few years, but the
22 disproportionality has increased. So that benefit has
23 accrued more to white kids than kids of color.

24 So we make sure that we're using racial justice
25 both on the front end and in the back end to evaluate the

1 policy change and implementation. And so for us it's
2 partly about the sort of systems change outcome, but it's
3 also really focusing on the organization. I mean, that's
4 who we're funding, so making sure that organizations are
5 growing in their sophistication and power over time is the
6 sort of thing we can not control exactly but the unit of
7 change that we're focused on.

8 DR. LONG: I agree with a lot with my colleagues.
9 We've simply held a north star. So if we're going to say
10 that our mission is to make us the healthiest state, well
11 that's measurable, right? So we're using Gallup
12 well-being index, which is collected regularly.

13 And then around domestic violence rates, it's a
14 little more difficult because of the reporting stigma and
15 things. So one of the things there is, we're trying to
16 figure out what is that north star around ending domestic
17 violence and setting our target. And I would say we very
18 much set our north star and hold it firm, that that's
19 non-negotiable.

20 And then the other thing we very much try to hold
21 firm is asking ourselves questions of what we're going to
22 achieve and what we think is going to happen. And the
23 reason we are we're doing that is oftentimes in
24 philanthropy, the lag cycle between when you make a grant,
25 it's a 12 or an 18-month or 36-month grant, if you're

1 waiting to get the grantee report, even the interim report
2 os nine months later or 12 months. And then to think
3 about that. That's a long period of time and it's what
4 the grantee has said, how it's going. What we're trying
5 -- what we've switched to do, is to ask a hypothesis:
6 What do you think is going to happen and what would you
7 expect to see in the first three months, what would you
8 expect to see in the next three months, what would you
9 expect to see happen. And that's been two things that
10 we're trying to do: One is to make it an inquiry, not an
11 accountability because what's in an accountability
12 measure, even -- it's amazing. Our team, they will go to
13 the test. We have an amazing team, but they will write to
14 the test and say, no, no, we that target. And the reality
15 is when you're getting -- when you're trying to figure out
16 systems and policy change, it's much more important that
17 something happened the way you thought it was going to
18 happen or did it happen differently or did it not happen
19 at all. And then the most important question is why or
20 why not. And if you're in that accountability framework
21 of, we just got to get this done, I need three partners,
22 can you be my partner please. It sets you in a mindset so
23 that we've shifted and very clearly split when we're in a
24 learning mode and we're saying, look, we might fail but
25 we're going to fail forward and we're going to fail fast

1 versus, we're in accountability mode and you said we were
2 going to increase our email subscription rate by ten
3 percent, we didn't. You're accountable. So it's been a
4 important distinction for us.

5 And then really shortening the cycle times and
6 then putting ourselves into the equation, not putting
7 ourselves into the work, but putting ourselves into the
8 learning because, again, it was, what's that grantee out
9 there doing and then come tell us what you did, And then
10 we can sit back and opine on it like we're a judge instead
11 of saying, what do we think is going to happen and then
12 how are we going to make that happen, like what's our
13 contribution to that that's happening.

14 And then for all of the things we've introduced,
15 before actions and after actions. So it's, how are we
16 preparing for success and then what happens if we get
17 success, what are we going to do about it. Because
18 oftentimes, if you get success we, you know, go have cake
19 or we do something nice and celebrate. Or if we have
20 failure we get disappointed, but we don't actually then
21 take the actions. We really try to work on that there's
22 action in action out of everything we do.

23 The place where we're leaving the most
24 flexibility -- and it will be interesting to see how our
25 board when we present it in three weeks to our board,

1 we'll see how they react -- is in that intermediate
2 outcomes, those three to five years. So not the close in,
3 did we get the traction that we're looking for, but it's
4 what then -- what's the next thing and then the next thing
5 because we think we're probably going to get it wrong a
6 lot more than we get it right. But hopefully get it wrong
7 very productively. So holding our north star very tight,
8 holding that initial step, no, no we got to get traction.
9 I'd say my biggest worry in doing this is not letting go.
10 You said, when progress is not being made, really getting
11 real about that and saying, we're not actually making
12 progress. So it's either us or it's the grantees or it's
13 strategy or it's our execution.

14 But I think one of the most challenging thing
15 philanthropy, we're used to being helpful. We want to be
16 helpful and good people and we like to, you know, support
17 things. So it's actually very challenging. That's the
18 one that I'm watching most in our organization is, can we
19 let things go or can we say, that didn't work, let's
20 adjust and move forward. I think that will be a litmus
21 test because, if we hold on to our initial hypothesis and
22 we weren't right, I think that's pretty destructive and
23 you can end up two or three years later, spend a lot of
24 money, and be pretty disappointed.

25 So that's my kind of early indicators, can we

1 admit when it's not going well.

2 DR. PINEDA: Okay. So you kind of started us off
3 with the second question, Peter, here, but it really --
4 we've been having this conversation about taking time and
5 how -- why the reason it takes time. So we just wanted to
6 hear from each of you specific examples of what are those
7 early indicators of early systems change you're expect to
8 see. So if you're thinking through the hypotheses about
9 why would the change happen and really understanding -- of
10 understanding why. Can you share with us what are you
11 looking for? What -- what does your board look for in
12 terms of when -- you know, if you're making progress?

13 MS. GOLDSMITH: Let's see. You know, I think
14 generally progress can be observed through gaining support
15 from champions inside government. So if a campaign is
16 going for a year or two and they still haven't managed to
17 find a systems leader to champion their cause, then we're
18 going to start to question how that's going. So we want
19 to see more and more systems leaders kind of taking --
20 joining with them.

21 We want to see their base of support in terms of
22 both the support in the community growing. You can start
23 to see shifts in the narrative. I think you talked a
24 little bit about this. Whether you win or lose, seeing a
25 shift in the way issues are discussed like we've been

1 doing environmental justice for a long time and for a long
2 time have been trying to raise awareness about oil
3 drilling in low-income neighborhoods making families sick.
4 And it wasn't until Aliso Canyon happened that affected
5 people who are more well off and had more influence that
6 the press started to pay attention to it and -- but
7 quickly, because the grantees -- we and the grantees had
8 been working with the press to see the issues in the
9 low-income communities as soon as Aliso Canyon happened,
10 they made -- were able to make the connection and start
11 saying, why are we reacting this way to this but not to
12 the very same thing happening in neighborhoods all over
13 Los Angeles.

14 So while that didn't eliminate neighborhood oil
15 drilling overnight, it certainly brought -- was an
16 indication that the work was making progress and that
17 people were starting to see the problem where it had been
18 invisible before.

19 DR. LONG: So I'll give you a couple
20 nontraditional ones. For the federally-qualified health
21 center payment pilot, for the first years it was Peter's
22 idea because they didn't like it. So the foundation is
23 presenting this. And the early indicator that we were on
24 the right track was when it became CPCA's idea and they
25 didn't really remember that I had anything to do with it.

1 MS. BELSHE: CPCA?

2 DR. LONG: California Primary Care Association,
3 the trade association. Be the equivalent of First 5
4 California. So when it became their idea -- and they did
5 give me recognition a few years later of, oh, you've been
6 a nice guy and you've been helpful. But that was a
7 fundamental shift, which is, it's not an idea that's being
8 imposed from the outside. It seems trivial, but it's very
9 powerful that they then own it. And, again, I just was
10 reading the memo on the way over here that they're taking
11 this idea forward and there -- it's going to happen and
12 they're committed to making it happen.

13 And the second one I use -- I mean, there was --
14 I agree with Shane. The second one I use is our people
15 coming to us with their best ideas because then they think
16 that we're a partner that's actually going to add value
17 because oftentimes, we're a funder and what we do is fund
18 and people will come to us, you're my seventh partner, I
19 have a great idea, I just need a hundred thousand more
20 dollars to finish this partnership, versus, this is a
21 kernel of an idea that we're interested in, we think you
22 might -- you want to end domestic violence, this is a
23 related issue around youth violence in south LA, we think
24 there's something there, can you sit down and talk to us
25 and work this idea.

1 So it's our people coming to us because they
2 believe we've got the juice and we've got the -- you know,
3 something that's going to add value to them.

4 And so those are two early indicators. So I
5 actually talked to our staff about our denials and I say,
6 I want to look at every single thing we didn't fund and
7 see, are people coming to us with ideas because they truly
8 believe that we have had some success and are going to
9 make their ideas better. So those are two kind of
10 nontraditional early indicators of are we on the right
11 track.

12 DR. MANI: I think a lot of the similar sort of
13 nontraditional ideas -- and there are four things that
14 we've begun to see happen in our work: One is increasing
15 leadership support at multiple levels and systems. So the
16 systems that we're really trying to impact often have
17 elected leaders that stay a term and leave. But you have
18 -- you have to have the buy-in of midlevel managers that
19 actually stay and stay across administrations, they stay
20 across leadership shifts, and really have them think and
21 buy in. So really looking at where -- where is the
22 support coming and what levels of leadership are you
23 getting it from.

24 The second is, how does quality improvement stick
25 within the organization? How do they define it? Is there

1 a cultural continuous improvement? And this is really all
2 by self report because, you know, like it or not, we
3 actually -- we change our behavior based on what is
4 measured, right? And so if they have control over having
5 developed the measure and they have control over having to
6 report on the measure, it really starts to inform internal
7 behavior. And so looking at quality improvement, whether
8 there's data-driven practice, whether there's a culture of
9 continuous improvement is the other thing we look at
10 within systems.

11 The third is infrastructure. And this is where I
12 think philanthropy can really be helpful. Building
13 capacity for data, building capacity on staff talent and
14 really supporting professional development of staff and
15 creating that kind of capacity within systems is
16 important.

17 And then the fourth thing we look at, because
18 young children touch multiple systems, is intersystem
19 alignment as -- along with intrasystem alignment. Because
20 sometimes someone on the second floor has no idea what's
21 happening on the fifth floor, and you really want to
22 create an organizational culture where people are all
23 moving to the north star within that building, but you
24 also want to create the alignment between the health
25 system and the early care and learning provider with the

1 preschool system. So sort of looking at how those systems
2 are beginning to talk to each other.

3 DR. PINEDA: So I will refrain from starting to
4 ask you all so many questions.

5 So before we turn it over just very quickly for
6 our commission and guests who just -- ask questions, I
7 just wanted to loop back to say that we will -- this is an
8 ongoing conversation for us. We will have an opportunity
9 to talk about our family strengthening, home visiting,
10 systems building work in LA county in our May PPC meeting.
11 And then in the July board retreat, we'll continue to talk
12 about our own impact framework and how we're thinking
13 about the systems we're -- we want to impact and be more
14 specific about that.

15 So with that, I just want to open it up for
16 discussion and questions.

17 SUPERVISOR KUEHL: Thank you very, very much.
18 I'm completely covered in scribbles and notes here. So
19 let us turn to our commissioners.

20 Judy.

21 COMMISSIONER ABDO: This is a question that's
22 mostly for Shane, but I want to hear from all of you. I
23 was part of the original starting of the Liberty Hill.

24 MS. GOLDSMITH: Thank you.

25 COMMISSIONER ABDO: Because I worked for the

1 church in Ocean Park and it was happening right there in
2 the office next to me.

3 So I'm struggling with what -- what this whole
4 subject is. Because of the issue of control being
5 discussed in a way that is hard for me because I want to
6 control things and make things happen fast. And that's
7 not the message that we're hearing that works. But what
8 I'd -- what I'd like to know is in the different ways that
9 you approach the work where Liberty Hill was brought into
10 being to be a social justice -- and we didn't talk about
11 systems change at the time. We talked about social
12 justice and making changes in this whole arena of social
13 justice and with a sense of what -- what the people who
14 were organizing it wanted to change. And they -- they
15 were pretty clear about that. So I'm -- I'm just
16 wondering how that fits into the systems change world of
17 the thinking now. It's 41 years that just struck me that
18 it's been a really long time and lots has happened, but
19 tell me what you are thinking -- all of you about this,
20 but start with Shane.

21 MS. GOLDSMITH: About how to curb our desire to
22 have control? It's a deep and very personal question.

23 Well, I don't know. I think as you said, it --
24 it's not the most effective approach. I mean, you know,
25 and as others have said contribution -- you know, if you

1 had enough money to change the whole system yourself, I
2 would say, go for it and exert all the control you want.
3 But reality is, you're going to have to partner with
4 others and it's going to be slow and take a long time and
5 change. And I think it just -- I think maybe it's
6 figuring out to really see and enjoy the victories along
7 the way to fight against the urge to take control to
8 remind yourself that actually it's working as it should
9 and the people who should be in control, the ones actually
10 doing the work, are winning and we can't win collectively
11 without them. You know, I don't know. I exercise a lot
12 to get out my frustration. Maybe that would help.

13 COMMISSIONER ABDO: Thank you.

14 DR. MANI: I sort of think about it as creating
15 new norms within ecosystems. And in order to do that, you
16 really do have to -- you have to engender trust, you have
17 to cocreate, and you have to hold firm.

18 So I think any parent sort of understands that
19 dynamic, especially parents of teenage kids, right? So
20 you -- there is this dance that you're involved in, but as
21 long as it's shared and as long as you are being informed
22 by what the end -- what is in the best interest of the end
23 user and their desires or the leaders of systems and what
24 their desires are. So I think that -- I don't want to
25 minimize the importance of cocreation and holding

1 steadfast to a goal, but cocreating your journey I think
2 is really important and -- yeah, it sort of takes us a
3 while to grow up. So I think it takes time to create
4 systems change.

5 DR. LONG: I would say we may have missed or
6 overrepresented because we've been talking about the
7 change that starts from scratch or starts -- one of the
8 unintended benefits of doing systems and policy work is
9 that you are ready when moments come. So we're in the
10 Metoo movement -- domestic violence founded the Metoo
11 movement. We're seeing explosive interest in a gender
12 justice fund in very short order where we've been laboring
13 working to end domestic violence for 20 years. So we've
14 been off working. There's now an opportunity. And the
15 good news I think -- and it is an unintended benefit, is
16 that you were ready, you have credibility, have you
17 experience. So it isn't always slow.

18 I think we've been describing where you're
19 starting with an ocean or other idea and you're taking it
20 through the whole life cycle. I do think in systems and
21 policy change work there are opportunities and you are
22 constantly building the muscles -- these muscles and these
23 capacities so that, when opportunities come where people
24 come to you -- that's what I was saying about people
25 coming with their ideas -- you can actually move them --

1 I'm not saying it's all quickly, you can actually move
2 them and take advantage of opportunities.

3 So I think that to me is one of the unintended
4 benefits of building this work -- building this capacity
5 in ourselves so that we're ready when people come and say,
6 no, no, it's time. So I don't want you to think it's only
7 painfully slow. A lot of it is, but not all.

8 MS. GOLDSMITH: Part of it is -- I was focused on
9 the control maybe because I'm also a bit of control freak.
10 If timeframe is part of the question, I mean, one strategy
11 can be -- and some funders do this -- is target your
12 investments where you're going to be make a catalytic
13 difference sort of to get it across the finish line so you
14 can have more rapid victories. You're sort of -- you're
15 helping something that's already -- has a trajectory
16 toward victory to win more quickly. That's one strategy.

17 COMMISSIONER ABDO: I guess for me having been at
18 the beginning of the domestic violence world when we
19 didn't call it that. We called it battered women. That's
20 -- I -- I really get that being ready when it's time
21 because it's been a slow, what, 40 years that we've been
22 working on this, Sheila and I together. It's a tough one
23 and I really appreciate your, you know, kind of different
24 ways of looking at a similar issue for all of us.

25 Thank you.

1 SUPERVISOR KUEHL: Romalis.

2 COMMISSIONER TAYLOR: I'm -- I'm a community
3 person. So I'm really driven strongly by your
4 highlighting the importance of community input. And
5 client input to the change you're trying to drive as this
6 compares -- and being well aware that the systems movers
7 have a perspective too and how do we do that. But we're
8 at that point where we're looking at, how do we use the
9 learnings that we have to inform the refinement we must
10 make in the strategy.

11 So how did you do that?

12 DR. MANI: I think it's really important -- and,
13 Peter, sort of alluded to this -- to be honest with
14 yourself about the feedback you're receiving, the -- the
15 welcome that you're receiving, and where people are
16 resisting some of the ideas that you may be putting
17 forward as a funder and engaging in an honest thought
18 process about what works and what doesn't work.

19 So the closest example I have of a shift that we
20 had to make because achieving impacted scale is really
21 about having population level change. And it was really
22 important to me to have a population level measure in
23 these communities. And the communities were just not
24 ready for it. You know, you can look at how things work
25 in my classroom I'm willing to talk about, but we are just

1 not ready for a population level measure. And I thought
2 to myself, if we don't have at the beginning of a ten-year
3 investment, if we don't have a baseline, it's going to be
4 pretty tough. But that's when I made the decision to say,
5 okay, this is really important to us and I think it's
6 going to be important to you all because you're going to
7 want to know -- if we're actually creating a set of new
8 norms, we want to know where we're doing well, what the
9 impact is on the population at large, how can we make this
10 happen. And they said, we'll do it in year three. We
11 won't do it in year one.

12 So I knew that our baseline was going to be out
13 in year three. But it was absolutely worth waiting
14 because what they did, which I could never have
15 anticipated, is they piloted it in stealth mode, right?
16 And loved the data that they saw because, with the
17 resources they had from our grant where they could ask the
18 evaluator to answer any discrete questions for them, that
19 was a piece that they paid for and did. And once they saw
20 what that data generated, they're actually fully scaled by
21 year three. But it required us to step back and have that
22 kind of negotiating position and sort of think about it.

23 So I think it's the honesty and being able to say
24 that -- being able to realize, you know what, perhaps we
25 are being too heavy handed here, let's step back, let's --

1 let's see if we can agree on intent and see how this
2 works.

3 SUPERVISOR KUEHL: Wendy.

4 COMMISSIONER SMITH: Thank you all. This has
5 been very stimulating, especially in terms of what we've
6 been thinking about here.

7 To me, everything that everybody has really said
8 speaks to what you all pointed to, which was the voice of
9 the beneficiaries. In other words, the control issue, the
10 measurement issue, the kind of out -- desired outcomes
11 issue, it -- is it seems as though -- and the cocreation
12 of the journey -- that they all revolve around really that
13 partnership that anything that we impose without that
14 doesn't get you where you want to go or where they want to
15 go.

16 SUPERVISOR KUEHL: John.

17 COMMISSIONER SHERIN: Yeah. I hate to be
18 redundant on this theme, but, you know, there really --
19 there is this disconnect between the grassroots and grass
20 tops. Before I came here, I met with my -- the mental
21 health commission talking about this phenomenon. And I
22 guess as you all articulate -- you know, Peter, you -- you
23 give the example of the FQACs, you know, like -- my own
24 clinical work is going out into Skid Row right now and I'm
25 supposed to be getting paid for minute, fee for service

1 per minute. Good luck.

2 But also MHSA, massive amount of money. And then
3 something called the cans which is this quasi-outcomes
4 related measure that is being -- kind of falling into the
5 trenches to in many ways the demise of our clients -- of
6 the -- of the grassroots because it cripples our ability
7 to do work, it makes it more cumbersome.

8 But with those examples in mind, I'm wondering
9 does philanthropy along the lines of influencing policy
10 and systems ever look to evaluate the intent of policy and
11 systems implementation consequences to inform legislative
12 agenda and thereby optimize outcomes through recrafting
13 policy and also by making, frankly, the legislative agenda
14 more transparent in the process?

15 Big sentence.

16 DR. LONG: Two answers to your question.

17 One I think -- one of our roles should be to make the
18 implicit explicit, which is a part of that's the bigger
19 questions. So many things that we just assume and do
20 implicitly, like pay for health care as if we're paying
21 for someone mowing your lawn or doing piece work and you
22 pay for it piece by piece, will incentivize people to do
23 more and will have -- but we haven't stepped back and
24 said, why are we doing that, what are the implications.

25 So part of what we're doing in our new plan is

1 actually making some of those implicit assumptions around
2 return on investment, what actually is a return on
3 investment and why do we equate people's well-being with
4 money. That's -- we don't have to do that. We've chosen
5 to do like a quality-adjusted life years is worth \$50,000
6 or a \$100,000 is typically determined by how much you
7 produce for society. Those are a big set of very strong
8 assumptions that, once you make those, it leads you down a
9 path of what is a good intervention or not a good
10 intervention.

11 So on one aspect, regardless of policy, some of
12 these tools that we're using very commonly have a very --
13 underlying strong assumptions that are implicit and we
14 want to make them explicit to your point.

15 And then we do think -- we work a lot on policy
16 implementation, and so we don't -- we do less formal
17 evaluation and we do a lot more about, did that achieve
18 what we wanted to achieve and having the conversation.
19 What we haven't been as good at -- and I think we need to
20 partner with others because there's a challenge when you
21 are partnering with policy makers in a constructive way,
22 you don't all -- it's hard for you to be the person
23 standing outside and saying rebel rousing and saying, no,
24 no, no, that was terrible, we have to change everything.
25 So but that's a great part of coalitions and folks who

1 have different strengths and different positions, is that
2 there are certain groups who can go in and do that type of
3 analytic work and that's kind of in their wheelhouse and
4 others who can take it and say, that's not okay and this
5 actually is going to change for these reasons.

6 So part of it is within philanthropy finding
7 partners who can play different roles. And I don't think
8 we've been as good as we could. People do one piece of
9 that work, but then we don't take the next step of then
10 this and this and this should change, we should rethink
11 our policy. I think that's something all of us are
12 committed to being better partners and finding people who
13 can cover the whole spectrum.

14 SUPERVISOR KUEHL: Yvette.

15 DR. MANI: And the only thing I would add to that
16 is, recently we made a grant to look at the impact of work
17 requirements. So we're starting to really fund in
18 Medicaid -- Medicaid work requirements. And we're
19 partnering with other philanthropies to do that because I
20 think, as there are policy shifts that will have a
21 dramatic impact, we want to sort of get ahead of that. So
22 we're dipping our toe in the water. But I agree with
23 Peter that we need to be much better about partnering on
24 that.

25 COMMISSIONER MARTINEZ: Dr. Mani, I really

1 respect your thoughts around creating a demand for
2 programs that work. That really struck me. I liked your
3 example of a parent demanding for screening when they go
4 to a clinic. But a lot of that is being in the know,
5 right? And sometimes our communities are a little far
6 from being in the know or there's cultural stigma around
7 children with developmental disabilities or whatever it
8 might be.

9 So I wanted to get your ideas or any -- if you
10 have any -- what has worked, any creative thoughts. And
11 then I wanted to see if maybe social media could be one of
12 those alerts, like the Metoo movement that sort of started
13 online and then it sort of grew and people, you know,
14 overcoming the stigma about speaking up around issues and
15 -- what are your thoughts on that?

16 DR. MANI: You know, that's a great question.
17 And we are -- we're trying to really understand where
18 parents get their information, who the trusted messengers
19 are. And -- and so what we're actually learning are
20 libraries are where parents are bringing some of their
21 children, family resource centers. Recently I learned
22 that California has a thousand family resource centers.
23 So they reach a fair number of parents, particularly
24 parents of children birth through age three that aren't in
25 any sort of formal system. And I think engaging those

1 networks and networks of networks to really be key in
2 giving parents good information would be -- would be
3 important. And then we -- we have funded some texting --
4 trying some texting programs and sort of funding that to
5 see what the uptake there is for parents and informal care
6 providers. But it's certainly worth it.

7 And I have to say, I don't know what the data is
8 on the impact of the talk, read, sing campaign, but I
9 imagine that that's got a fair amount of attention. So,
10 you know, we want to use all of these avenues that are
11 available to us.

12 COMMISSIONER MARTINEZ: Thank you.

13 SUPERVISOR KUEHL: Karla.

14 COMMISSIONER PLEITEZ HOWELL: Thank you so much
15 for all the information shared. This is carrying on the
16 theme of community grass tops as well.

17 So all of you spoke about the importance of this
18 and all of us sit in a position where we actually do not
19 interact with the systems that we're trying to serve in
20 terms of seeing the day-to-day life that a working mother
21 might have for trying to take care of her baby, what
22 students experience in the classroom.

23 So you gave us some examples of what your
24 particular foundations have done, but I wonder if you can
25 bifurcate this in two ways for us because this is what

1 First 5 LA deals with often. One, is authentic
2 engagement. What are the key criteria that your
3 organizations look at in order to see authentic
4 stakeholder engagements.

5 And then the second part to that our concrete
6 examples of how it's actually informed and changed way you
7 do things in your foundations based on the learnings and
8 what it took in your foundations to actually do that based
9 on the stakeholder engagement and what you heard from the
10 folks on the ground. So getting concrete examples of
11 those two things and how you all see it.

12 And within that second part of how it changed
13 things, things do not stay static. Parent voices will
14 change. It looks different now than it did ten years ago
15 when we go through a great recession. How often do we
16 have to do these sort of stakeholder checks on the work
17 that we're doing to keep us focused on that north star but
18 also keep us grounded on what the folks in the system
19 actually need.

20 MS. GOLDSMITH: Great question. So, I mean, a
21 couple of things. One thing I would say as an
22 institution, as a grant maker yourself is being a model of
23 this yourself. So you want to -- I have a lot to say
24 about how you make sure the organizations you're funding
25 are doing that. But as an institution yourself, find ways

1 to make sure that you are hearing directly from the people
2 who are directly impacted.

3 So at Liberty Hill, we have a community funding
4 board that helps make our grant decisions. They help us
5 do site visits and evaluate our grant applicants and help
6 us actually make the final decisions. And those tend to
7 be not directly impacted, although many of them happen to
8 be, but they tend to be organizers, executive directors of
9 nonprofits, academics, who are much closer to the
10 day-to-day action than we are who sort of have the time
11 and capacity to sit around on our community funding board.
12 So that really helps keep us honest and keeps our finger
13 on the pulse.

14 We -- you know, after we won marriage equality
15 across the country, the big question among -- in the
16 movement and among philanthropy was, what's the next thing
17 for LGBTQ people. And everyone is kind of banging their
18 heads against the wall about what's the next thing and --
19 in terms of organizing. And finally, why don't we go ask
20 LGBTQ kids what's happening and what they think the next
21 thing is. So we convened some youth leaders over several
22 months and then they convened a big summit and brought 80
23 of their friends and asked themselves, what are the big
24 issues facing us. And to our surprise, they said
25 homelessness, mental health. And the greatest shock of

1 the day was when one kid said, seems to me after hearing
2 everything we heard today that the once equal access
3 system for LGBTQ kids of color is the juvenile justice
4 system. And as a result of that, Liberty Hill made
5 juvenile justice one of our top three priorities because
6 we saw the impact it had on all of our constituencies, and
7 in particular LGBTQ kids, which we would not have come up
8 with on our own.

9 You know, we're working with a number of you here
10 to engage LGBTQ kids in seeing how the county safety net
11 impacts them. And to our surprise when we asked the kids,
12 you know, some of these questions, one of the things they
13 said was one of the biggest problems is we're not going to
14 tell any of you that we're LGBTQ or we're not going to
15 talk about the issues, we're not going to talk about any
16 of it. So how are we supposed to assess -- A, provide
17 services targeted at them and then assess whether they're
18 working if we don't even know what their identity is and
19 social workers or whoever the systems interfacing with
20 these kids can't even talk to them about it.

21 Or when we were doing our work that I described
22 before around school climate, we surveyed a bunch of high
23 school kids and asked them what's the number one need they
24 have in their school. And these are poor kids of color.
25 So think for a second what comes to mind. What these kids

1 said was, a caring adult. We would not have guessed that.
2 So and we -- we've -- and then we designed this entire
3 campaign as a result of that.

4 DR. MANI: So the examples I've used so far have
5 been sort of in the professional development realm.
6 Another aspect of our work is really reaching out to
7 parents and informal care providers. And there in order
8 to really understand how to best support them, we actually
9 did -- initially we did some ethnographies. We funded
10 some people to go in and spend some time with parents,
11 spend some time with informal care providers and really
12 bring back to us their sense of what they needed and what
13 would be most supportive of them.

14 We also meet with -- we have actually increased
15 the emphasis and the importance of constituency voice. In
16 this next round of grant making, we've done with -- within
17 communities so that beneficiary voice can be lifted up in
18 the work that all of our grantees do. But all of our work
19 in terms of working through libraries, reaching out to
20 family resource centers was really all informed by that
21 initial work where parents said, you know, those are the
22 places we would go. We're not ready to have anybody come
23 into our homes just yet, but this is where we would get
24 information and this is sort of the way to connect with
25 us.

1 DR. LONG: We've used a lot of survey research,
2 sort of surveying people; not asking them what they think
3 of the programs, but actually asking them what their
4 aspirations and expectations were, whether that's for
5 domestic violence or health care. And interestingly, the
6 number one indicator of quality when you're using the
7 safety net health system was, do you think somebody at the
8 facility cares about you. So it was interesting. That
9 was the number one most highly correlated, do I believe
10 that somebody in that facility cares about me. And it
11 didn't have to be to the physician. It didn't have to be --
12 so it's another example of when you actually ask people
13 not what they think of the Affordable Care Act or what
14 they think of our things, but what's in their own
15 experience.

16 What we've shifted to in our new plan is a
17 codesign process. So it's exciting and a little nerve
18 wracking. But it's a full -- we have 16 fellows who we've
19 -- we had I think 140 folks who were nominated. We picked
20 16 fellows. We're paying them because we're respecting
21 their time, respecting their talent. What we bring is,
22 we're paying for a lot of -- we've done life course
23 development about domestic violence across a life course.
24 And what we're offering is, here's what literature says,
25 here's what the literature and evidence says, what's your

1 lived experience, let's put those two things together.

2 So one of the things we like to do as a
3 foundation -- we believe it's our -- is to ask what
4 people's expectations and aspirations are, and then to
5 share, here's everything we know, let's put all of our
6 things on the table in a way that's accessible and then
7 let's see if we can find an answer. So it's going to be a
8 12-month process and it will determine our strategy around
9 breaking the cycle of multigenerational violence. So it's
10 a big shift for us to move from an advisory -- I mean,
11 we've had a lot of advisory boards and they intend to be
12 more grass tops candidly. This is the first one where
13 truly is people codesigning our -- what our program looks
14 like. And our expectations will be more sustainable. The
15 demand will be higher. And we'll see. So that's a big
16 cultural shift for us as an organization.

17 SUPERVISOR KUEHL: Bobby.

18 COMMISSIONER CAGLE: I've been sitting here
19 thinking as we talked about systems change, about the
20 relationship between systemic change and culture. And I
21 keep coming back to the old quote, culture eats strategy
22 for breakfast, I think it was, and then eats it for lunch
23 was a book. I think it will eat your dinner if it gets a
24 chance.

25 I'm wondering what your thought are around that.

1 I don't think they're necessarily synonymous, but I think
2 they play -- there's interplay there that you have to deal
3 with, and it may be coming out in some of what you're
4 seeing with the length of time it takes for change.

5 MS. GOLDSMITH: Yes.

6 DR. LONG: I think one of our big lessons learned
7 was we started with a rational model that -- to similar --
8 like if you put the ideas out there and you have this
9 evidence-based practice, it's going to happen. We very
10 clearly and quickly found out that's not going to happen.

11 So we've invested in our domestic violence work
12 around culturally responsive domestic violence network.
13 So really thinking through, do the services and the
14 organizations match the populations who they're working
15 with. What is that cultural fit. But from a perspective
16 of strength on both sides, not a perspective that there is
17 one culture that's better than the other or it has to be a
18 blending of bringing culturally relevant and responsive
19 organizations to work on domestic violence and to helping
20 those organizations who are work -- who are knowledgeable
21 about domestic violence, helping them to become more
22 culturally aware.

23 So it was an interesting for us. I think we --
24 again, if you remember, we're a corporate foundation.
25 We're not -- we get an annual contribution. We're a

1 corporate foundation. We were nervous about head on
2 dealing with race, ethnicity, culture and naming it and
3 talking about it. And the conclusion we've come to is, if
4 you don't think about those things, you'll never -- we
5 weren't going to make progress.

6 And then with the health center movement and the
7 safety net health care centers, it's been how do we change
8 the culture from, we are the provider of last resort and
9 aren't you lucky that we're, which is I think is
10 understandable when they have been and they've been doing
11 it, to you need to become a provider of choice. And that
12 is a certain set of creating demand and creating -- and,
13 again, what we've really tried to do is give small grants
14 where we change culture, where we -- you know, you work
15 with the frontline workers because if they're satisfied
16 and engaged. So we've in both cases identified a big gap
17 but tried to take a strength-base positive view rather
18 than -- there is no right culture. It's a question of,
19 are we meeting one another and connecting.

20 I think it's been -- we've been more successful,
21 obviously, than we would have been otherwise.

22 MS. GOLDSMITH: I probably have seen our most
23 vividly at the police commission. And, you know, I think
24 any of us who want to see reforms in policing understand
25 that changing the culture of police institutions is

1 critical. And interestingly, since -- as you asked that,
2 I'm thinking that one of the big things that the
3 commission has taken on actually is culture change and is
4 in partnership with philanthropy. So I do think that is a
5 role philanthropy can play that's unique. So in the case
6 of police department in terms of addressing issues related
7 racial bias, we were able to get philanthropy to pay for
8 an implicit bias training departmentwide. So we got every
9 single person in the LAPD, all 10,000 officers, trained in
10 implicit bias. And we couldn't have done that without
11 philanthropy.

12 And we're now partnering with philanthropy on
13 recruitment and hiring because we know the people whom we
14 bring in change the culture and you have to have kind of a
15 critical mass and be influencing them. So, again, slowly.
16 And it turns out that we've identified some instances
17 where bias is playing a role in hiring and recruitment
18 process as well. So philanthropy -- we couldn't do what
19 we want to do on recruitment and hiring without
20 philanthropy partnering with us.

21 And I think the other thing is, just like we're
22 talking about, the people who are directly impacted, you
23 know, kids, families, et cetera. The people who are in
24 these institutions who bring them to life every day are
25 also key stakeholders. And we can't do any of this

1 without engaging them if you want to make lasting change,
2 particularly, I mean -- so I mean, working with the labor
3 unions that represent them, working with them directly to
4 make sure that both they feel engaged but also that their
5 interests are represented in the design of the systems
6 change.

7 DR. MANI: I -- I think they're inextricable,
8 trying to strengthen and build capacity in a system and
9 address the issues of culture because -- because the
10 populations we're trying to serve really require everybody
11 to be competent and to be inclusive and accepting. And
12 for us what has really worked is for the system leaders
13 and the system actors to request that kind of sensitivity
14 training, to request those supports. And we found data to
15 be very compelling.

16 So when they look at who they are, who they
17 serve, where the gaps are and what kinds of competencies
18 they'd like to see on their staff, it comes up quite
19 naturally. And that's a place we can fund. We can fund
20 them for that kind of support. We can fund them for that
21 kind of training. But having them really ask for it and
22 identify it is important, and data has been really key for
23 us on that.

24 SUPERVISOR KUEHL: Okay. My turn. One of the
25 interesting things to me listening to all of the

1 presentations and the questions and answers is that often
2 there are no funders engaged at the very beginning of
3 something happening. They don't know about it. Nobody's
4 really organized about it. The beginning the battered
5 women's movement was, let's take battered women to my
6 house and let them stay there so that they can escape.
7 And it was an interesting kind of sudden national
8 conflagration because we learned that there was one in
9 Milwaukee and then some women in New York were doing it.
10 But it was survival.

11 It was the same at the beginning of the AIDS
12 crisis. Nobody knew what to call it. The gay flu is what
13 it was called. So it was really a number of people, but
14 the center started a clinic. And it was kind of to have a
15 place where people could go and begin to think about how
16 to move to the next step. And it was definitely funding
17 that was sought.

18 But what happened to us in the shelter movement
19 is that we kept bumping our heads up against systems.
20 Systems were a problem. There was no law. It wasn't even
21 an infraction to beat up your wife, much less a
22 misdemeanor. The courts -- you know, there were no
23 restraining orders. At very beginning, you had to start
24 with one thing and then another. And then when there
25 began to be law, the court system was really no fun. It

1 was kind of like, yes, we're open -- our window is open
2 for restraining orders from 2:30 to 3:00 on Tuesday. I'm
3 not kidding.

4 So there was then a conference by the courts led
5 by the judicial counsel, the chief justice, to identify
6 what the courts could do. And it was a week-long
7 conference with, you know, like a hundred lawyers and
8 judges and advocates.

9 So by the time funders were even asked for any
10 kind of help, there was already some identification of
11 what might need to be done, which I think is very helpful
12 because you bump your head up against the system. I mean,
13 I ran for office because it was like somebody up there has
14 got to know what this movement is about. Okay.

15 And there were a number of things that we found
16 that we were missing sometimes in trying to change the
17 system, which was the law. One of them was research.
18 Everybody thought, oh, it's just this guy. He lost his
19 temper. Or these two guys. And so the research showed,
20 no, it was like 63 percent of all women had been hit by
21 somebody. And that was stunning. But that was very
22 helpful. And I think we know very well the kinds of
23 things that funders then stepped up to do.

24 One of the things that was frustrating for us was
25 that no one wanted to fund advocacy. People wanted to

1 fund programs or research or convenings, all of which were
2 very helpful. But in order to hear the authentic voice of
3 a community, advocacy needed to be funded. And there were
4 -- I mean, I know there are others, but this is one of the
5 things I learned about Liberty Hill is that they -- they
6 actually choose their grants through a funding board
7 that's made up of people that know something about the
8 problem. You know, the board didn't decide where the
9 money went. There were funding boards. And so that gave
10 you a shot. But sometimes there are people who can't
11 articulate the problem, and many times that's young
12 people.

13 When we discovered that young people were being
14 dragged into the juvenile justice system because they were
15 truant because they were being given tickets and even
16 arrested for being truant and suddenly they had a criminal
17 record. Essentially, they could say, this is not fair --
18 which is often what young people say -- and we should
19 retain that young person within to continue to say that.
20 But, I mean, it was difficult because the system was law
21 enforcement. It was the schools. There were things where
22 people had to be convinced that this was a problem.

23 And I think to me one of the deepest problems for
24 First 5 is that the authentic voice is too young to be
25 listened to. The real -- I mean, this is all true of all

1 children all the way up to the age of 17. Rarely do you
2 see them on a panel about children. And if we hear, the
3 younger they are, the more we go, oh, you know, they don't
4 know. That's cute, or we're not sure they know what
5 they're talking about. But if you ask people who remember
6 as they get older what was it like to be a three-year old
7 living with your family in the car, they will have
8 postcard remembrances. They may not have video in their
9 mind, but there are snapshots.

10 And I think -- I wonder whether you have found a
11 way in terms of -- you all talked about the authentic
12 communities and dealing with beneficiaries. In any of
13 your work have you found a way to deal with the
14 beneficiary who is too young, mentally ill, somebody we
15 don't normally listen to because we don't know how to
16 trust it? Or have you heard of any work like that?
17 Because in a way, that's what we're engaged in here. And
18 I know we listen to families, and that's about as close as
19 we get to hearing about what children need. But it's all
20 just a guess by parents or educators or experts or
21 whatever. Good guess often. We use science I guess.
22 Doctors around here.

23 So have you dealt with these kinds of issues that
24 you have funded -- taken a chance on something and funded?

25 DR. MANI: So, you know, I often use a statistic

1 coming at this slightly differently, which is the reason
2 that I think we need adult champions on behalf of children
3 is that, at any given point, only nine percent of the
4 electorate have children five and under. And so we really
5 need all seniors to be there on behalf of children. We
6 need the Baby Boomers to be there on behalf of children.

7 I -- I think you raise something that is
8 incredibly important. And I think those of us that are
9 involved in this work really owe it to ourselves to go to
10 places where adults and children are interacting. And,
11 for me, when I walk into an early childhood center or I
12 walk into a family resource center and I watch the
13 interaction between the parent and the child or the
14 professional and the child, I know whether what's
15 happening is right for that child and being well received.

16 But in terms of having direct feedback from the
17 child to inform our strategy, I relied on the brain
18 science. That's sort of the extent. But I think we do as
19 professionals on behalf of kids really owe it to
20 ourselves. And it may have been about three years ago,
21 Kim, we went to -- to watch a program here. And, you
22 know, it was really clear to us walking through there
23 which children were engaged and what was resonating for
24 them and the children in the room who really weren't quite
25 there, it wasn't quite meeting their needs or their

1 parents' needs. And I think that is important information
2 for to us file and take away.

3 MS. GOLDSMITH: I think that's a profound
4 question. And if you all would be willing to take some
5 risks and explore new ways of doing that, you could be
6 quite cutting edge. I think probably most of us who have
7 been doing organizing for a long time can remember times
8 when all sorts of people, it was assumed they couldn't
9 know what was best for them, like women, like people who
10 were homeless, like people who have mental health issues.
11 And I think you've just got to keep asking and find new
12 ways of asking and probably more creative ways of asking
13 kids.

14 I remember when I was telling my friend how what
15 an awesome coach I am of my five-year old son's soccer
16 because I would stand on the sidelines and yell at him.
17 And my friend said, why don't you ask him how he feels
18 about that. And I did. And I expected him to say that he
19 really loved it because I'm really good at soccer, so I'm
20 super helpful. And my five-year old said, I really wish
21 you wouldn't do that. I said, what about when I cheer
22 when you do -- no, you don't need to do that either.
23 Thank you. So, you know, I think if we ask we can
24 surprise ourselves with what kids are aware of and what
25 they can articulate and what they can't. I think it's

1 worth an investment to figure out how to figure it out
2 from their point of view.

3 SUPERVISOR KUEHL: The other thing that strikes
4 me is how many different arenas -- I've heard the one good
5 friend articulated. We had a hearing when I was in
6 Sacramento of kids -- it was talking about dropping out of
7 school because the percentage is so high of kids that are
8 dropping out of school even now in middle school, not just
9 high school. And so we had a panel to ask these young
10 people who had not dropped out, why not. And if you had
11 friends that did, why did they. And, frankly, to a person
12 they said, I didn't drop out because I -- I got to talk to
13 the woman who enrolled people or my Spanish teacher would
14 stay after and talk to me. And in the old days everybody
15 said it was the janitor that they could talk to. Now, of
16 course, we don't have janitors anymore.

17 But I'm intrigued by that because this is also
18 something you were talking about in terms of the shared
19 learning where we hear a thing somewhere or we try
20 something and it fails. And I want to say I think the
21 county is trying to learn -- this doesn't sound like a
22 good thing, but it is -- trying to learn about that kind
23 of risk taking so that we don't punish an attempt that
24 doesn't quite get there if it's -- you know, something --
25 it's going to give us something. But this shared

1 learning, I'm just thinking about hearing from so many
2 places, the one adult or the one, you know, friend.

3 And I have this fantasy that in the county we'll
4 start funding a friend for each one of our clients. I
5 don't know. And I don't know -- I mean, John wants to
6 have a whole group of peers in mental health and I -- I
7 love the idea. But, I mean, it's something that I think
8 -- it's interesting.

9 And how -- do you meet in -- in groups of
10 philanthropoids to say, you know, we're doing something
11 entirely different from you, here's what we're hearing and
12 you go, oh, my God, that's what I'm hearing too? Is there
13 something happening these days in terms of your own shared
14 learning?

15 DR. MANI: So we're involved in two multifunder
16 efforts. And one is we've established a pooled fund to
17 really think about reforming pediatric practice. And it's
18 a national -- it's a national collaboration. And really
19 looking at the practices currently out there, what the
20 best practices are, trying to distill a set of norms, and
21 then we will be -- we will be looking for health systems
22 in states across the country to really test these norms
23 and to evaluate them.

24 So this is a huge learning agenda for us and we
25 -- and part of this is a strong stakeholder engagement

1 piece where we will have pairs, providers, or we will have
2 families and these with young children all really be a
3 part of the mix in understanding -- in helping us
4 understand what families' aspirations are, what
5 constitutes a really good experience. And then also from
6 the -- from the clinical side, what works and what
7 doesn't. So that's one piece.

8 And the other is a national effort among funders
9 to really understand what it's going to take to raise
10 compensation and create an even set of competencies for
11 early childhood professionals. So I think learning
12 communities -- I love the phrase philanthropoids. Wow.
13 I've got to use this. I will credit you.

14 MS. GOLDSMITH: Makes us seem so cool.

15 DR. MANI: I know. Really. So we've got a
16 couple of those emerging, but there's always room for much
17 more.

18 MS. GOLDSMITH: Actually that idea of systems
19 leaders engaging in shared learning is something
20 philanthropoids would love to fund. I bet that, as
21 systems leaders, it's -- for First 5, you could totally
22 get foundations to fund shared learning in government
23 because we do it all the time in philanthropy.

24 MR. LONG: I tell you what's encouraging is that
25 we're starting to actually act on the learning. I think

1 we've been learning for a long time together. And we are
2 speeding up the pace of change. Like, we're not making
3 the same mistakes again and again. What's different is --
4 so, for instance, Bob Ross will be coming to our board
5 meeting in two weeks. I said to my board, if we're not
6 working with the California Endowment, our strategy
7 doesn't work because we're a solution -- we are coming up
8 with ideas and solutions and the -- building power in
9 communities. And if you don't put those two things
10 together, then it doesn't work.

11 So I'm not mincing words or being nice to Bob,
12 who I love and used to work for. But being much more
13 explicit about that we have to work together. This isn't
14 a nicety. We actually have to work together if we're
15 going to make the progress that we want.

16 So I think what is encouraging for me is, we're
17 starting to learn and act. And also I'm noticing more and
18 more people are willing to say, let's share our north
19 star. We don't all have to have our own north stars.
20 Let's actually share some north stars. And I think that's
21 very encouraging because, when you do that, then we're all
22 feeding into something that's bigger than ourselves. So
23 we may have to yield individual control, but at least
24 we're all going for something bigger. So I think it's a
25 good time, particular here in LA.

1 SUPERVISOR KUEHL: I think there's so many
2 funders. I mean, our three health departments are
3 funders, essentially, with a bazoon [sic] of money, and
4 we're -- also we've started offices in various of our
5 governments, and the county has one to try to bring
6 philanthropoids together, not just to say, here's what
7 we're doing, please give us your money, but to say, what
8 are you doing. We have a pod around homelessness that is
9 often led by United Way. And we're doing a meeting with
10 them and Fred Ali (phonetic spelling) and a number of
11 people interested in homelessness, but our own people also
12 working on homelessness. And just to see kind of, what
13 are you thinking, what are you doing, not necessarily what
14 can you give us.

15 There was a meeting of water funders last week
16 from all over the country and interested in what's
17 happening in terms of these kinds of thinking -- this kind
18 of thinking going on around various kinds of ways of
19 capturing, reusing new water, which is pretty much all
20 just recycled these days. So I think that's also very
21 helpful and maybe essentially helpful for us as we look at
22 the -- you know, the department -- sort of the education
23 folks and everybody interested in early education.

24 So John.

25 COMMISSIONER SHERIN: If you don't mind, I just

1 wanted to dovetail on what you were saying because I told
2 you before that you're very connected to a lot of things
3 that are going on. And we -- on Sunday we had kind of our
4 opening conference forum for mental health month. And
5 what we're basing our mental health month on is kind of
6 leveraging the youth as the tip of the spear in breaking
7 down access barriers. So we had this great set of panels
8 with erudite folks from the national level, the state
9 level, the local level.

10 And the conference went a little bit over. And
11 after about three hours of a three-hour conference, I had
12 a V-8 moment, which was, where are the kids. And we
13 actually had a panel with just kids. And one of the kids
14 -- there were three high school freshmen. One of them was
15 really, really anxious and had never been in any kind of a
16 setting like this -- There was a decent size crowd -- and
17 was crying in the bathroom. And finally when she came out
18 and -- they blew everybody away. I mean, she came out
19 and, boom. And because she had peers with her talking
20 about their situation as well as things they're doing in
21 their schools now because they are the tip of the spear.
22 It's not chess club. They have a lot of other stuff going
23 on.

24 But I say that also to do a shameless plug, which
25 is that, later in the month, we have a week-long set of

1 activities that is framed all around kids, all around
2 access to mental health. It will be live streamed. And
3 I'm sitting here texting with my communications person
4 saying that we have to -- we already have kids on the
5 panel, but we need to load it up with kids and hear from
6 kids about what's going on with them. How can we have
7 prevention strategies if we're not talking to the young
8 brains.

9 SUPERVISOR KUEHL: Thank you. You've been very,
10 very generous with your time. And I -- I think this is
11 the longest we've ever gone with a panel because we're
12 very, very pleased at your level of knowledge and
13 certainly all that you've shared with us and fascinated
14 really because we're funders as well and really want to
15 learn from what others are doing. And so we're very
16 grateful.

17 Thanks to the staff for thinking this up and
18 putting it on the agenda. Very interesting and helpful to
19 us and one of the reasons why I love coming to First 5
20 board. So thank you very much. Why don't we give them a
21 round of applause.

22 (Applause.)

23 SUPERVISOR KUEHL: So the only thing left on our
24 agenda is a break and public comment. And I think they
25 should go public comment and then the break. What do you

1 think?

2 Do we have request for public comment generally?

3 SECRETARY: No public comment.

4 SUPERVISOR KUEHL: No request for public comment.

5 We're going to take a really long break for a
6 month. Thank you all for being here. Thank you all. I'm
7 sure we'll kind of hang out and talk because we're getting
8 out a half hour early and none of us has a life. So, of
9 course, we're going to stay here another half hour.

10 I see that our panel is sitting there with
11 expectant faces thinking, well, maybe somebody's going to
12 come over and ask me a question they didn't want to ask on
13 the mic.

14 So thank you all. And I believe this meeting is
15 adjourned.

16 (At 4:01 PM the meeting was adjourned.)

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C E R T I F I C A T E

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

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

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

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

Attested to on this 22nd day of May 2018.

CERTIFIED SHORTHAND REPORTER
FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the months ending April 2018.

BACKGROUND:
Staff provides monthly financial reports for the Commission's review and approval to ensure transparency of the financial status of First 5 LA.

DISCUSSION:

First 5 LA began the month of April with a cash balance of \$403.9 million. During the month of April 2018, we received \$5.5 million in revenues. We had \$10.5 million in program expenditures which includes 2.6 million expenditures for QRIS Continuous Site Engagement (LAUP) and \$1.6 in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$397.3 million.

This report includes detailed financial information for the months ending April 30, 2018. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of April 30, 2018.
- Detailed operating and program expenditures: Shows expenses against the FY 2017-18 Budget approved on June 08, 2017 and adjusted on April 12, 2018 as well as a report of expenditures related to programs functioning as pass-through agreements.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
April 30, 2018, Unaudited

	REVENUES AND EXPENDITURES	
Cash Balance as of March 31, 2018	\$ 403,919,092	
Revenue		
Monthly State Allotments	\$ 4,472,602	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	470,548	
Interest Income - Unreserved	533,264	
Investment Income - Other	-	
Rental Revenue - La Petite	19,663	
ECE-LA County IMPACT	-	
Total Revenue	\$ 5,496,076	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 8,258,486	
Legacy Investments	2,212,935	
Total Initiative/Program Expenses	\$ 10,471,421	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,355,458	
General Operating	97,421	
Consultant Services	99,766	
Professional Services	24,380	
Travel Expenses	44,126	
Professional Development	16,630	
Marketing	-	
Capital Improvements	3,289	
Total Operation and Administration	\$ 1,641,070	
Total Expenses	\$ 12,112,491	
Variance (Revenue - Expenses)	\$ (6,616,415)	
Cash Balance as of April 30, 2018	\$ 397,302,677	(2)

NOTE:

- 1) Tobacco Tax Revenue for February 2018.
- 2) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2016-17 BUDGET
APRIL 30, 2018, UNAUDITED**

INITIATIVE/PROGRAM	FY 2017-18 BUDGET	APRIL EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	29,675,000	2,796,085	17,081,170	12,593,830
Communities	18,325,000	1,435,617	9,884,704	8,440,296
Early Care & Education Systems	21,244,000	2,910,221	13,525,921	7,718,079
Health-Related Systems	1,468,000	-	198,814	1,269,186
Strategic Plan Investment Areas				
Policy Agenda/Advocacy	2,320,000	114,253	885,580	1,434,420
Communications & Marketing	6,044,000	781,408	3,717,190	2,326,810
Communications - Conference Funding	300,000	-	77,447	222,553
Strategic Partnership-Cross-Cutting Funder Partnership	660,000	25,000	166,495	493,505
Strategic Partnership-Grantmaking Memberships	42,000	1,500	28,000	14,000
Strategic Partnership-Organizational Capacity	200,000	-	-	200,000
Strategic Partnership-Partnership Development	250,000	-	-	250,000
Policy & Strategy - Emerging Opportunities	75,000	-	7,500	67,500
County Partnerships	50,000	-	-	50,000
Integration & Learning				
Data Development and Integration	1,050,000	55,523	372,615	677,385
Data Partnership with Funders	850,000	-	404,102	445,898
Program Evaluation	3,655,000	127,603	1,205,051	2,449,949
Learning Plan Development	100,000	-	-	100,000
Communities of Practice	18,000	-	-	18,000
Grantee Assessment	75,000	-	-	75,000
Organizational-Wide Investment	32,000	-	-	32,000
Integration & Learning - Emerging Opportunities	50,000	11,276	11,276	38,724
Subtotal 2015-2020 Strategic Plan	86,483,000	8,258,486	47,565,865	38,917,135
LEGACY INVESTMENTS				
At-Risk Fathers Investment	314,000	27,888	142,685	171,315
Baby Friendly Hospitals	457,000	20,792	251,885	205,115
Black Infant Health	1,606,000	17,624	196,406	1,409,594
Children's Dental Care	7,217,000	325,900	3,597,200	3,619,800
Children's Vision Care	252,000	-	202,693	49,307
Early Identification and Intervention - Autism and other Developmental Delays	884,000	153,546	672,075	211,925
Information Resource and Referral	1,240,000	189,588	687,828	552,172
Little by Little/One Step Ahead	3,979,000	289,785	1,919,150	2,059,850
Parent Child Interaction Therapy	3,943,000	-	456,396	3,486,604
Policy Advocacy Fund	310,000	12,811	208,949	101,051
Universal Assessment of Newborns	10,980,000	1,104,200	7,183,821	3,796,179
Workforce Development	542,000	70,801	316,904	225,096
Subtotal Legacy Investments	31,724,000	2,212,935	15,835,992	15,888,008
TOTAL	118,207,000	10,471,421	63,401,857	54,805,143

The FY 2017-18 budget reflects the mid-year budget adjustments approved on April 12, 2018.

NOTES -PROGRAM EXPENDITURES BY FY 2016-17 BUDGET:

Journal entries for FY 2016-17 accrued expenses were reversed in July 2017. The amounts reported are the actual program expenditures for April 2018.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 APRIL 30, 2018, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	APRIL EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	-
TOTAL	-	-

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
April 30, 2018, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	APRIL ACTUAL	FISCAL YTD ACTUAL	FY 2017-18 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,034,685	10,728,181	12,995,691	2,267,510
Fringe Benefits	320,773	3,236,034	3,834,876	598,842
Total Personnel Services	1,355,458	13,964,215	16,830,567	2,866,352
General Operating Expenses				
ADP Payroll Charges	4,648	27,473	37,000	9,527
Workers Compensation Insurance	-	44,369	84,000	39,631
Utilities	10,305	121,700	165,000	43,300
Corporate Insurance	-	29,879	76,000	46,121
Mileage, Parking and Other Transportation	5,081	34,830	70,930	36,100
Telephones	6,742	57,941	70,000	12,059
Cell Phones & Mobile Devices	2,475	22,975	54,250	31,275
Outside Printing & Publishing	1,524	31,393	19,700	(11,693)
Other Supplies	1,092	13,239	20,250	7,011
Postage & Delivery	991	11,044	13,200	2,156
Educational Supplies	316	750	2,550	1,801
Office Supplies	7,531	56,232	88,060	31,828
Subscriptions & Publication	981	6,855	12,330	5,475
Equipment-Rents & Leases	6,923	59,866	118,200	58,334
Building Repair & Maintenance	13,949	148,375	180,000	31,625
Equipment Repair & Maintenance	3,713	12,329	23,500	11,171
Offsite Storage	1,492	13,859	33,900	20,041
Hardware & Software Maintenance	22,346	156,517	246,400	89,883
Miscellaneous/Contingency	-	2,502	75,000	72,498
Internal Meeting	7,312	66,228	137,400	71,172
Total General Operating Expenses	97,421	918,357	1,527,670	609,313
Consultant Services				
Consultant Fees	68,388	284,117	1,517,300	1,233,183
Other Professional Fees	31,378	254,821	295,000	40,179
External Reviewers	-	1,760	6,500	4,740
Total Consultant Services	99,766	540,698	1,818,800	1,278,102
Professional Services				
Audit	-	53,436	70,000	16,564
Legal Fees	20,937	90,495	250,000	159,505
Professional Dues	1,754	37,039	128,852	91,813
Staff Recruitment	162	9,100	25,000	15,900
Commission Stipends	-	13,219	34,000	20,781
Web-Based Services	1,527	23,138	45,500	22,362
Bank & Other Service Charges	-	21,798	12,000	(9,798)
Total Professional Services	24,380	248,226	565,352	317,126
Travel Expenses				
Airfare	11,494	75,364	132,480	57,116
Lodging	22,728	62,238	131,150	68,912
Per Diem	7,554	38,429	71,730	33,301
Other Travel Expense	2,350	15,726	13,750	(1,976)
Total Travel Expenses	44,126	191,758	349,110	157,352
Professional Development				
Training Material & Supplies	-	-	2,880	2,880
Internal Training	-	20,665	69,500	48,835
Leadership Programs	-	20,665	53,000	32,335
Conference Registrations	15,665	85,922	254,300	168,378
External Education/Training	965	8,624	41,000	32,376
Total Professional Development	16,630	115,211	420,680	233,089
Marketing				
Advertising-Digital	-	-	-	-
Advertising-Out of Home	-	-	-	-
Sponsorship	-	-	-	-
Total Marketing	-	-	-	-
Capital Improvements				
Capital Outlay (Equipment Purchases)	3,289	37,886	102,000	64,114
Total Capital Improvements	3,289	37,886	102,000	64,114
TOTAL OPERATING EXPENSES	1,641,070	16,016,350	21,614,179	5,525,449

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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The administrative expenses are within the maximum authorized under the Board policy.

The FY 2017-18 budget reflects the mid-year budget adjustments approved on April 12, 2018.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
April 31, 2018 Unaudited**

Current Assets:		
Cash	\$	2,559,345
Cash- Morlin Mgmt Corp		27,100
Investment:		
Operating and Allocated funds		391,307,215
Advance - LAUP		6,134,265
Other Receivables		(3,490)
Total Current Assets	\$	<u>400,024,435</u>
 Fixed Assets:		
Land	\$	2,039,000
Building & Improvements		12,076,512
Furniture & Fixtures		627,671
Computer, Software & Accessories		1,806,296
Office Equipment		331,033
Accumulated Depreciation		(5,570,239)
Total Fixed Assets	\$	<u>11,310,273</u>
 Total Assets	 \$	 <u><u>411,334,708</u></u>
 Liabilities and Net Assets		
Current liabilities:		
Other Liabilities	\$	436,214 (1)
Total Current Liabilities	\$	<u>436,214</u>
 Net Assets:		
Investment in capital assets	\$	11,310,273
Restricted		399,588,221
Total Net Assets	\$	<u>410,898,494</u>
 Total Liabilities and Net Assets	 \$	 <u><u>411,334,708</u></u>

NOTES:

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

First 5 LA

SUBJECT:

New Contract, contract renewals and contract amendment for approval

RECOMMENDATION:

Approve one new agreement, 59 renewals and one amendment and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:

Funding for the new agreement, renewals, and the amendment below is included in the budget for FY 2018-19 for Board approval under agenda item 5. Upon approval of the agreements presented below and the approval of the FY 2018-19 budget, staff will complete final execution.

New Agreement

There is **one new agreement** for approval with the City of Long Beach to fund a position within the City of Long Beach's Department of Health and Human Services to build upon existing efforts and momentum to strengthen a cross-system, citywide trauma and resiliency-informed approach. The Contractor will facilitate fundamental changes in how systems, including the health and human services system, serve the community, collaborate with other community-level initiatives and document organizational culture change and lessons learned for future replication.

Renewals

There are **59 renewals** for approval. Contractors and grantees are proposed for renewals to continue or complete a multiyear project. A description of each contractor and grantee's project and scope of work for FY 18-19 is provided in Attachment A. Staff analyzed the progress of each contractor and grantee and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A.

Under the Communities Outcome Area, there is **one renewal**:

- This renewal is with South Bay Center for Counseling to continue outreach and community engagement in the 14 Best Start Communities through the Neighborhood Action Councils (NACs). In FY 18-19, the Grantee will continue to build community member leadership and advocacy skills and collaboration through community projects to support community change.

There are **36 renewals** under the Family Supports Outcome Area:

- There are 13 renewals for the Welcome Baby program. Welcome Baby is a voluntary and universally provided hospital and home-based intervention program for women during pregnancy and postpartum. The primary objective of the program is to work with families to maximize the health, safety and security of the newborn babies, strengthen the parent-child bond and facilitate access to support services when needed. In FY 18-19, the Grantee will continue to serve clients with a focus on increasing enrollment and participation, as well as participate in the Welcome Baby Impact Study conducted by the First 5 LA to determine impact and effectiveness of the program. The following Grantees are recommended for renewal: Northridge Hospital Foundation, Providence Health & Services Foundation/San Fernando and Santa Clarita Valleys Service Areas, Providence Little Company of Mary Foundation, St. Francis Medical Center, St. Mary Medical Center Foundation, White Memorial Community Benefit Corporation, Citrus Valley Health Partners, Inc., Long Beach

Memorial Medical Center, Antelope Valley Partners for Health, Valley Presbyterian Hospital Foundation, Prime Healthcare Centinela, LLC, California Hospital Medical Center Foundation, Martin Luther King, Jr. – Los Angeles (MLK-LA) Healthcare Corporation.

- There are 17 renewals under the Select Home Visiting program. Select Home Visitation is a voluntary, home-based intervention program for clients identified, through the Welcome Baby program, as needing more intensive support. The program provides home visits during which the client receives strength-based information and support 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. In FY 18-19, each Grantee will continue to service clients with a focus on increasing enrollment and participate in the Targeted Case Management project. The following Grantees are recommended for renewal: Plaza Community Center, A California Nonprofit Religious Corporation, El Nido Family Centers, Human Services Association, Antelope Valley Partners for Health, St. Mary Medical Center Foundation, Shields for Families, Pacific Asian Counseling Services, The Children's Clinic 'Serving Children and Their Families', The Whole Child – Mental Health & Housing Services, Children's Institute, Inc., Child and Family Guidance Center, Foothill Family Service, SPIRITT Family Services, Child Care Resource Center, Inc., Friends of the Family, Los Angeles Biomedical Research Institute at Harbor-UCLA Medical Center, Children's Bureau of Southern California.
- There is one renewal with Dignity Health DBA California Hospital to serve as the Family Strengthening Oversight Entity providing oversight to the Welcome Baby and Select Home Visiting grantees. The Contractor will continue to provide oversight and assistance to Welcome Baby and Select Home Visiting grantees in FY 18-19 through technical assistance, trainings and database support.
- There is one renewal with The Tides Center, which serves as the fiscal agent for Abriendo Puertas, to implement the Family Engagement Provider Capacity project. This goal of this project is to understand capacity issues of providers of family engagement programming, including Abriendo Puertas/Opening Doors. Abriendo Puertas/Opening Doors is the nation's first evidence-based comprehensive family engagement training program developed by and for Latino parents with children ages 0-5. The program uses popular education and a two-generation approach to build parent leadership skills as well as promote family well-being and positive outcomes for children. Due to these unique approaches, the program resonates with many non-Latino families with young children as well. Fiscal year 18-19 represents the second phase of a three-part project. The primary goal of this second phase of work is to develop further understanding of factors that affect program implementation across diverse settings that serve families and caregivers with young children. Activities will include: curriculum training, program implementation, and convening program facilitators to share best practices and barriers to implementing family engagement programs across Los Angeles County.
- There are three renewals for Project DULCE (Developmental Understanding and Legal Collaboration for Everyone). Project DULCE incorporates the Strengthening Families intervention model into the pediatric healthcare setting in LA County. There is one renewal with Northeast Valley Health Corporation to continue to target services for infants between birth and six months old and their families receiving care. In FY 18-19, the Grantee will continue to enhance partnerships among pediatric health care providers, the medical-legal partnership, other community resources and the broader early childhood system. The Grantee will continue to participate in a co-design process with First 5 LA, the national DULCE staff and four (4) additional communities to develop operational plans for implementation. There is one renewal with The Children's Clinic, 'Serving Children & Their

Families to continue to target services for infants between birth and six months old and their families receiving care at The Children's Clinic. In FY 18-19, the Grantee will develop strategies that yield 1) increased connection to needed concrete supports and community resources within and external to The Children's Clinic; 2) increased utilization of well-child/preventive health care visits among participating families; 3) decreased self-reported use of emergency room care among participating families; and 4) strong patient satisfaction ratings for DULCE services. There is one renewal with The Center for the Study of Social Policy to provide implementation guidance and coaching support to the Project DULCE clinic sites, and as such, clinics have been able to identify systemic challenges to their clinic flow practices and identified solutions for improvement. The primary goal for FY 18-19 is to continue to provide implementation guidance to the current DULCE sites and to onboard the new DULCE clinic sites.

- There is one renewal with Optimas Services, Inc to support the implementation of the Target Case Management (TCM) project. TCM is a benefit category of Medicaid. TCM reimburses participating counties for the federal share of costs (up to 50%) for billable, case management services such as access to needed medical, social, educational and other services, provided to Medi-Cal beneficiaries in specific target populations. In FY 18-19, the Contractor will review case management documentation for each of the 16 home visitation grantees that did not participate in the initial pilot to ensure compliance with TCM regulations and prepare a report with recommendations for full implementation of TCM by FY 19-20. Ongoing training and technical assistance will also be provided to home visitation grantees and First 5 LA staff throughout the contract.

Under the Early Care & Education Outcome Area, there are **five renewals**:

- There is one renewal with Child Care Alliance of Los Angeles to continue to operate the Early Care and Education (ECE) Workforce Registry in LA County. In FY 18-19, the Contractor will continue the operation, development and expansion of the ECE Registry.
- There are three renewals to support the ECE and Quality Rating and Improvement System (QRIS) efforts. One is with Viva Strategy and Communications, LLC to provide consultation services and support to First 5 LA and the QRIS Architects to assist with a number of tasks related to First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program and the broader QRIS work, including but not limited to project management, preparing materials for and facilitating QRIS Architects meetings and establishing a new singular, self-sustaining governance structure. The primary task for FY 18-19 is the development of a new governance structure for the QRIS Architects group based upon decisions about the QRIS model made during the last contract period. The goal is to merge the QRIS Architects with a leadership team convened by Los Angeles County Office of Education for day-to-day operations. The Contractor will also be providing support in developing our expansion priorities for QRIS and providing support around developing a QRIS continuum. The funds will be paid from funding First 5 LA receives from First 5 California and the California Department of Education. One renewal is with the Los Angeles County Office of Education (LACOE) to administer the implementation and oversight of a common QRIS data system (iPinwheel) for Los Angeles County. iPinwheel had been identified by the LA County QRIS Architects as the data system of choice based on its ability to make modifications that meet LA County's QRIS data needs as well as combine LACOE and First 5 LA resources to increase administrative efficiency and bargaining power by entering into a single contract with a data vendor. In FY 18-19, the Contractor will continue to provide data system oversight and support. There is one renewal with Los Angeles Universal Preschool DBA Child360 to continue to support work in four areas related to First 5 LA's ECE priority focus areas: QRIS, workforce development, policy and advocacy and business

development. In FY 18-19, the Grantee will provide site-level quality improvement supports for ECE programs serving infants, toddlers and preschoolers in Los Angeles County. Quality improvement supports will include coaching, leadership consultation, training/professional development, family engagement support, and grants for high-quality programs. The Grantee will identify a minimum of 239 programs to partner with that are not eligible for similar services under the QRIS block grant because they do not have California State Preschool Program funding. The Grantee will also continue to advocate for increased public investment in high quality early education. Advocacy efforts will include funding for increased reimbursement rates, access and quality improvement.

- One renewal is with Community Partners to administer the Early Care and Education (ECE) Policy and Advocacy Fund (Fund), a multi-year initiative that aims to advance improved access to quality, affordable, sustainable ECE. The Contractor serves as the intermediary for the Fund to accomplish the following objectives: 1) provide administrative coordination of the Fund including co-design of the Fund and the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund outcomes; and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. In FY 18-19, the Contractor will continue to release grants to organizations working to increase access to quality, affordable early learning while also working to support the broader ECE advocacy field in order to produce better policy outcomes.

There are **seven renewals** under the Health Systems Outcome Area:

- There are seven renewals for the First Connections project. The goal of First Connections is to raise competencies of community-based providers to conduct developmental screenings, identify developmental delays and link children and families to culturally and linguistically appropriate early intervention services and supports as early as possible. One renewal is with Westside Children's Center, Inc., which will prepare a toolkit for program sustainability and share knowledge of successful early identification strategies to ensure future staff will be able to assist families seeking services in FY 18-19. The Grantee will provide training to partners such as the Latino Resource Organization. One renewal is with Foothill Family Services, which will seek to build stronger partnerships with Federally Qualified Health Centers and Regional Centers and establish Memoranda Of Understanding with local school districts, Early Head Start and Head Start agencies to share knowledge of successful early identification strategies in FY 18-19. The Grantee will standardize toolkits and implement a train-the-trainer model to support sustainability. One is with Altamed Health Services Corporation, which will provide parent navigators and parent education programs to share knowledge of successful early identification strategies in FY 18-19. To sustain developmental screening programs, the Grantee will standardize a toolkit and offer train-the-trainer programs agencywide. One is with Pediatric & Family Medical Center, which will develop training materials for clinical staff, establish a train-the-trainer model for the developmental screening process and develop linguistically and culturally appropriate homework and other materials for families in FY 18-19. One is with Northeast Valley Health Corporation, which will implement developmental screenings at all nine (9) pediatric health centers and refine toolkits and the train-the-trainer model to support sustainability and share knowledge of successful early identification strategies in FY 18-19. There is one renewal with South Central Los Angeles Regional Center for Developmentally Disabled Persons, Inc., which will outreach to new health clinics and new Women Infants Children (WIC) sites to share knowledge of successful developmental screening early identification strategies. One renewal is with Children's Hospital Los Angeles to provide technical assistance to the six First Connections grantees to raise competencies of these local community-based providers' in conducting developmental screenings, identifying developmental delay(s) and referring

identified children and families to culturally and linguistically appropriate early intervention services and support as early as possible. During FY 18-19, the Contractor will coordinate with First Connection grantees to provide data and information for First Connections evaluation efforts.

There are **three renewals** under Integration and Learning:

- There is one renewal with the University of Southern California for the Children's Data Network (CDN), a data and research collaborative focused on the linkage and analysis of administrative records. In partnership with public agencies, philanthropic funders, and community stakeholders, the Contractor seeks to generate knowledge and advance evidence-rich policies that will improve the health, safety, and well-being of children. In FY 18-19, the CDN intends to accomplish the following: 1) continue to acquire statewide data sharing agreements; 2) begin linking California Department of Education data to birth records and master records; 3) complete an evaluation of a Los Angeles County Department of Public Social Service pilot project of home visitation services, and 4) continue to support the Los Angeles County Board of Supervisors' Home Visiting Motion with its data work.
- There are two renewals for evaluations of First 5 LA initiatives. One is with ABT Associates, Inc. to evaluate the collective impact of First 5 LA's nutrition and physical activity investments in reducing early childhood obesity in Los Angeles County. In FY 18-19, the Contractor will: 1) complete implementation and reach study briefs; 2) use Kaiser Permanente's data to begin analysis of county-wide impact and community-level impact studies, and 3) complete the final report. There is one renewal with American Institutes for Research to conduct the Welcome Baby Impact Evaluation. The primary goals of the evaluation are to determine the impact of Welcome Baby on maternal and child outcomes as well as determine whether the impact of Welcome Baby varies across maternal risk levels and demographic characteristics. In FY 18-19, the Contractor will: 1) finalize pilot measures and data collection protocols; 2) acquire institutional review board approvals for 14 Welcome Baby hospitals; and 3) recruit study participants and begin data collection.

There are **four renewals** in Strategic Plan Policy & Strategy Support:

- There are two renewals for Communications and Marketing support. One is with Ogilvy Public Relations Worldwide LLC to provide professional full-service communications and marketing services to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan. Building upon the work that was executed during FY 17-18, Ogilvy will continue to lead several communications streams of work critical to First 5 LA's policy and systems change initiatives, as well as provide strategic counsel to advance organization-wide goals. The FY 18-19 scope of work will be comprised of additional brand awareness strategies, launch of new brand messaging for internal and external audiences, audit and development of First 5 LA main website and parenting website, support for the Help Me Grow LA effort, social media content creation and paid media strategy implementation, development of public awareness campaign and distribution strategy across platforms, earned media support to engage both core audiences (decision makers and parents), public affairs counsel and strategy supporting First 5 LA staff. There is one renewal with D&J Printing, Inc. DBA Sinclair Printing Company for printing services to First 5 LA for the production and delivery of First 5 LA's Parenting Guide as well as the production of First 5 LA's general printing needs. In FY 18-19, the Contractor will continue to print and deliver the Parenting Guide, print promotional posters and perform agency-wide print jobs on an as-needed basis to support marketing and communications efforts.

- There are two renewals to support First 5 LA's Policy Agenda and Advocacy efforts. There is one renewal with Children Now to provide on-the-ground support in Sacramento in engaging stakeholders, supporting the development of written materials and analysis of key issues and execution of related advocacy strategies - in close coordination with and under the direction of First 5 LA and its state advocacy team. In FY 18-19, the Contractor will continue to lend support to the State Early Care and Education Coalition, efforts to pass policies to increase the quality of early learning and increase support for state investment in home visiting. One renewal is with The Raben Group to develop and execute advocacy strategies to help advance First 5 LA's public policy goals. The overarching objectives of this project are to: 1) represent First 5 LA with federal decision-makers and national partners in Washington, D.C.; 2) develop and execute advocacy strategies to advance our public policy goals; 3) and provide strategic guidance for First 5 LA's prioritization of and involvement in various federal activities. In FY 18-19, the Contractor will continue to serve as First 5 LA's Federal Advocate in Washington, DC, highlighting and informing our policy agenda among our Los Angeles members of Congress and federal agencies.

Under the Legacy Investment Area, there are **two renewals**:

- One renewal is with The Regents of the University of California for the Parent Child Interaction Therapy (PCIT) project. PCIT is an evidence-based therapy that has been successfully used to help young children ages two to seven with serious behavior problems like aggressiveness, defiance, temper tantrums and oppositional behavior. The Contractor will design, develop, and implement a certified training program to increase the number of trained professionals in PCIT delivery within clinical sites throughout Los Angeles County. In FY 18-19, the Contractor will complete training of an estimated 17 therapists that began but did not complete PCIT training in the last fiscal year and provide coaching and consultation as needed.
- There is one renewal with Information and Referral Federation of Los Angeles County DBA 211 Los Angeles to links families with children 0-5 and/or pregnant women to services that strengthen families and improve their overall well-being. Services are provided 24 hours a day and for seven days per week. In FY 18-19, the Grantee will continue to provide residents of LA County with integrated, coordinated, and comprehensive telephonic information, referral support and assistance.

There is **one renewal** under Operations with Morlin Asset Management, LP to provide facility management services for First 5 LA. Services include building management and maintenance, handling room reservations, providing reception, general stocking of supplies, parking management, postage machine updates, handling office placement and staff requests, tenant management, contract services and other facilities-related work as assigned.

Amendment

There is **one amendment** for approval with The Center for the Study of Social Policy. The Grantee provides capacity building support (particularly in core capacities related to the implementation of the Building Stronger Families Framework) directly to the Best Start Community Partnerships to be high functioning Partnerships that lead community change efforts. The amendment will allow the Grantee to support the transition of the Best Start Community Partnership capacity building to the new Regional Network Grantees in FY 18-19. During the amendment period, the Grantee will ensure knowledge transfer related to Partnership capacity building to the Regional and Local networks; help link the Partnership capacity building plans to the regional and local network functions; and will provide technical assistance, as needed, to support the successful transition of Partnership capacity building.

DISCUSSION:

Staff seeks the Commission's approval of the agreements summarized in Attachment A.

Attachment A
June 2018

NEW AGREEMENTS											
	DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE
1	Health Systems	Health, Mental Health & Substance Abuse Systems \ Health Strategy 2 - Trauma-Informed Care \ Trauma-Informed Care	<p>CITY OF LONG BEACH</p> <p>The project will fund a position within the City of Long Beach's Department of Health and Human Services to build upon existing efforts and momentum to strengthen a cross-system, citywide trauma and resiliency-informed approach. The Contractor will facilitate fundamental changes in how systems, including the health and human services system, serve the community, collaborate with other community-level initiatives and document organizational culture change and lessons learned for future replication.</p>	2/8/2018	Strategic Partnership	2 years	\$150,000	\$76,299	7/1/2018	6/30/2019	6/30/2020

RENEWALS												
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
1	Communities	Communities \ Communities Strategy 1 – Community Leadership & Collaboration \ Neighborhood Action Councils	<u>SOUTH BAY CENTER FOR COUNSELING (#08696)</u> The Grantee conducts outreach and community engagement in the 14 Best Start Communities through the Neighborhood Action Councils (NACs). In fiscal year 17-18, the Grantee continued support of the existing NACs to strengthen outreach and community engagement in the 14 Best Start communities. The Grantee also convened group leaders monthly to support peer learning and effective community projects. NAC leaders continued to be involved in the Best Start Community Partnership and Leadership meetings. In fiscal year 18-19, the Grantee will continue to build community member leadership and advocacy skills and collaboration through community projects to support community change.	6/11/2015	Strategic Partnership	5 years, 11 months	\$17,362,000	\$2,225,000	7/1/2018	6/30/2019	6/30/2020	Yes
<p>The following agreements are renewing under the Welcome Baby program. Welcome Baby is a voluntary and universally provided hospital and home-based intervention program for women during pregnancy and postpartum. The primary objective of the program is to work with families to maximize the health, safety and security of the newborn babies, strengthen the parent-child bond and facilitate access to support services when needed. In fiscal year 17-18, the Grantee provided program services which included up to nine engagement points - prenatal, hospital and postpartum – and a risk assessment with referral to appropriate services, as needed. In fiscal year 18-19, the Grantee will continue to serve clients with a focus on increasing enrollment and participation, as well as participate in the Welcome Baby Impact Study conducted by the First 5 LA to determine impact and effectiveness of the program.</p>												
2	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals	<u>NORTHRIDGE HOSPITAL FOUNDATION (#00799)</u>	6/11/2015	Strategic Partnership	7 years, 5 months	\$9,077,558	\$1,394,984	7/1/2018	6/30/2019	6/30/2020	Yes
3	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals	<u>PROVIDENCE HEALTH & SERVICES FOUNDATION/SAN FERNANDO AND SANTA CLARITA VALLEYS SERVICE AREAS (#00800)</u>	6/11/2015	Strategic Partnership	7 years, 5 months	\$10,622,590	\$1,799,122	7/1/2018	6/30/2019	6/30/2020	Yes
4	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals	<u>PROVIDENCE LITTLE COMPANY OF MARY FOUNDATION (#00801)</u>	06/11/2015	Strategic Partnership	7 years, 5 months	\$10,957,635	\$1,604,823	7/1/2018	6/30/2019	6/30/2020	Yes
5	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals	<u>ST. FRANCIS MEDICAL CENTER (#00802)</u>	6/11/2015	Strategic Partnership	7 years, 5 months	\$16,233,237	\$2,452,305	7/1/2018	6/30/2019	6/30/2020	Yes
6	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals	<u>ST. MARY MEDICAL CENTER FOUNDATION (#00803)</u>	6/11/2015	Strategic Partnership	7 years, 5 months	\$12,018,838	\$1,822,888	7/1/2018	6/30/2019	6/30/2020	Yes
7	Family Supports	Families \ Families	<u>WHITE MEMORIAL COMMUNITY</u>	6/11/2015	Strategic	7 years,	\$12,135,958	\$1,856,595	7/1/2018	6/30/2019	6/30/2020	Yes

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

RENEWALS											
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
	Strategy 1 - Home Visiting \ Welcome Baby Hospitals	<u>BENEFIT CORPORATION (#00804)</u>		Partnership	5 months						
8	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>CITRUS VALLEY HEALTH PARTNERS, INC. (#00805)</u>	6/11/2015	Strategic Partnership	7 years, 2 months	\$10,333,183	\$1,643,792	7/1/2018	6/30/2019	6/30/2020	Yes
9	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>LONG BEACH MEMORIAL MEDICAL CENTER (#00809)</u>	6/11/2015	Strategic Partnership	7 years	\$15,232,207	\$2,335,489	7/1/2018	6/30/2019	6/30/2020	Yes
10	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>ANTELOPE VALLEY PARTNERS FOR HEALTH (#00810)</u>	6/11/2015	Strategic Partnership	7 years	\$19,925,304	\$2,994,727	7/1/2018	6/30/2019	6/30/2020	Yes
11	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>VALLEY PRESBYTERIAN HOSPITAL FOUNDATION (#00832)</u>	6/11/2015	Strategic Partnership	6 years, 7 months	\$11,631,473	\$1,951,776	7/1/2018	6/30/2019	6/30/2020	Yes
12	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>PRIME HEALTHCARE CENTINELA, LLC (#00835)</u>	6/11/2015	Strategic Partnership	6 years, 5 months	\$5,775,195	\$1,002,706	7/1/2018	6/30/2019	6/30/2020	Yes
13	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>CALIFORNIA HOSPITAL MEDICAL CENTER FOUNDATION (#07408)</u>	6/11/2015	Strategic Partnership	11 years, 4 months	\$29,673,547	\$2,947,628	7/1/2018	6/30/2019	6/30/2020	Yes
14	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Welcome Baby Hospitals <u>MARTIN LUTHER KING, JR. - LOS ANGELES (MLK-LA) HEALTHCARE CORPORATION (#08979)</u>	6/11/2015	Strategic Partnership	4 years, 10 months	\$3,407,792	\$996,482	7/1/2018	6/30/2019	6/30/2020	Yes
<p>The following agreements are renewing under the Select Home Visitation program. Select Home Visitation is a voluntary, home-based intervention program for clients identified, through the Welcome Baby program, as needing more intensive support. The program provides home visits during which the client receives strength-based information and support 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. In fiscal year 17-18, each Grantee provided home visits and support to clients. In fiscal year 18-19, each Grantee will continue to service clients with a focus on increasing enrollment and participate in the Targeted Case Management (TCM) project.</p>											
15	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>PLAZA COMMUNITY CENTER, A CALIFORNIA NONPROFIT RELIGIOUS CORPORATION (#00811)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$3,566,346	\$701,602	7/1/2018	6/30/2019	6/30/2020	Yes
16	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>EL NIDO FAMILY CENTERS (#00813)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$7,322,776	\$1,149,681	7/1/2018	6/30/2019	6/30/2020	Yes
17	Family Supports	Families \ Families Strategy 1 - Home <u>HUMAN SERVICES ASSOCIATION (#00814)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$2,908,135	\$551,624	7/1/2018	6/30/2019	6/30/2020	Yes

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

RENEWALS											
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
	Visiting \ Select Home Visiting Programs				months						
18	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>ANTELOPE VALLEY PARTNERS FOR HEALTH (#00815)</u>	6/14/2018	Solicitation to the Pool	6 years, 6 months	\$9,017,223	\$1,572,420	7/1/2018	6/30/2019	6/30/2020	Yes
19	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>ST. MARY MEDICAL CENTER FOUNDATION (#00816)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$3,770,959	\$609,593	7/1/2018	6/30/2019	6/30/2020	Yes
20	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>SHIELDS FOR FAMILIES (#00817)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$6,112,812	\$1,203,424	7/1/2018	6/30/2019	6/30/2020	Yes
21	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>PACIFIC ASIAN COUNSELING SERVICES (#00818)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$3,340,760	\$606,199	7/1/2018	6/30/2019	6/30/2020	Yes
22	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>THE CHILDREN'S CLINIC 'SERVING CHILDREN AND THEIR FAMILIES' (#00819)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$4,476,009	\$619,961	7/1/2018	6/30/2019	6/30/2020	Yes 125
23	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>THE WHOLE CHILD - MENTAL HEALTH & HOUSING SERVICES (#00820)</u>	6/14/2018	Solicitation to the Pool	6 years, 6 months	\$3,124,513	\$552,834	7/1/2018	6/30/2019	6/30/2020	Yes
24	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>CHILDREN'S INSTITUTE, INC. (#00821)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$91,71,423	\$1,388,320	7/1/2018	6/30/2019	6/30/2020	Yes
25	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>CHILD AND FAMILY GUIDANCE CENTER (#00822)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$4,416,410	\$755,064	7/1/2018	6/30/2019	6/30/2020	Yes
26	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>FOOTHILL FAMILY SERVICE (#00823)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$3,902,875	\$701,282	7/1/2018	6/30/2019	6/30/2020	Yes
27	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>SPIRITT FAMILY SERVICES (#00824)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$3,760,080	\$725,601	7/1/2018	6/30/2019	6/30/2020	Yes
28	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs <u>CHILD CARE RESOURCE CENTER, INC. (#00826)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$11,585,978	\$2,168,354	7/1/2018	6/30/2019	6/30/2020	Yes

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29	Family Supports	Visiting Programs Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	<u>FRIENDS OF THE FAMILY (#00827)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$2,892,010	\$524,674	7/1/2018	6/30/2019	6/30/2020	Yes
30	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	<u>LOS ANGELES BIOMEDICAL RESEARCH INSTITUTE AT HARBOR-UCLA MEDICAL CENTER (#00829)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$3,874,944	\$696,119	7/1/2018	6/30/2019	6/30/2020	Yes
31	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	<u>CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA (#00831)</u>	6/14/2018	Solicitation to the Pool	6 years, 7 months	\$2,829,675	\$463,553	7/1/2018	6/30/2019	6/30/2020	Yes
32	Family Supports	Families \ Families Strategy 1 - Home Visiting \ Family Strengthening Oversight	<u>DIGNITY HEALTH DBA CALIFORNIA HOSPITAL (#08426)</u> The Contractor serves as the Family Strengthening Oversight Entity providing oversight to the Welcome Baby and Select Home Visiting grantees. Activities include coordination of training; monitoring fidelity to the home visitation model; technical assistance; database support; and provision of program materials. Activities in fiscal year 17-18 included coordinating two Welcome Baby trainings of over 150 hours each; providing monthly technical assistance and ongoing database support. The Contractor will continue to provide oversight and assistance to Welcome Baby and Select Home Visiting grantees in fiscal year 18-19.	6/14/2018	RFQ	7 years, 3 months	\$23,520,854	\$3,776,588	7/1/2018	6/30/2019	6/30/2020	Yes 126
33	Family Supports	Families \ Families Strategy 2 - Family Engagement \ Abriendo Puertas	<u>THE TIDES CENTER (#00869)</u> The Contractor is the fiscal agent for Abriendo Puertas which is implementing the Family Engagement Provider Capacity project. This goal of this project is to understand capacity issues of providers of family engagement programming, including Abriendo Puertas/Opening Doors. Abriendo Puertas/Opening Doors is the nation's first evidence-based comprehensive family engagement training program developed by and for Latino parents with children ages 0-5. The program uses popular education and a two-generation	10/13/2016	Strategic Partnership	3 years, 6 months	\$2,800,000	\$938,024	7/1/2018	6/30/2019	6/30/2020	Yes

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		approach to build parent leadership skills as well as promote family well-being and positive outcomes for children. Due to these unique approaches, the program resonates with many non-Latino families with young children as well. In fiscal year 17-18, the Contractor trained 80 facilitators representing 13 agencies in Los Angeles County in the Abriendo Puertas program. Fiscal year 18-19 represents the second phase of a three-part project. The primary goal of this second phase of work is to develop further understanding of factors that affect program implementation across diverse settings that serve families and caregivers with young children. Activities will include: curriculum training, program implementation, and convening program facilitators to share best practices and barriers to implementing family engagement programs across Los Angeles County.									127	
34	Family Supports	Families \ Parent Child Interaction Therapy \ Parent Child Interaction Therapy	2/10/2011	RFQ	6 years, 9 months	\$4,300,000	\$596,036	7/1/2018	6/30/2019	6/30/2019	Yes	

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		consultation as needed.										
35	Family Supports	Families \ Families Strategy 2 - Family Engagement \ Project Dulce	2/11/2016	Strategic Partnership	4 years, 4 months	\$1,133,000	\$187,765	7/1/2018	6/30/2019	6/30/2020	Yes	
		NORTHEAST VALLEY HEALTH CORPORATION (#09135) Project DULCE (Developmental Understanding and Legal Collaboration for Everyone) incorporates the Strengthening Families intervention model into the pediatric healthcare setting in LA County. The Grantee will continue to target services for infants between birth and six months old and their families receiving care. During fiscal year 17-18, support services included developmental screening, mental health screening for families, legal support and infant developmental guidance. In fiscal year 18-19, the Grantee will continue to enhance partnerships among pediatric healthcare providers, the medical legal partnership, other community resources and the broader early childhood system. The Grantee will continue to participate in a co-design process with First 5 LA, the national DULCE staff and four (4) additional communities to develop operational plans for implementation.									128	
36	Family Supports	Families \ Families Strategy 2 - Family Engagement \ Project Dulce	2/11/2016	Strategic Partnership	4 years, 4 months	\$1,110,000	\$182,890	7/1/2018	6/30/2019	6/30/2020	Yes	
		THE CHILDREN'S CLINIC, 'SERVING CHILDREN & THEIR FAMILIES' (#09136) Project DULCE (Developmental Understanding and Legal Collaboration for Everyone) incorporates the Strengthening Families intervention model into the pediatric healthcare setting in LA County. The grantee will continue to target services for infants between birth and six months old and their families receiving care at The Children's Clinic. During fiscal year 17-18, support services included developmental screening, mental health screening for families, legal support and infant developmental guidance. In fiscal year 18-19, the Grantee will develop strategies that yield 1) increased connection to needed concrete supports and community resources within and external to The Children's Clinic; 2) increased utilization										

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		of well-child/preventive healthcare visits among participating families; 3) decreased self-reported use of emergency room care among participating families; and 4) strong patient satisfaction ratings for DULCE services.										
37	Family Supports	THE CENTER FOR THE STUDY OF SOCIAL POLICY (#09290) The Contractor is the Technical Assistance provider for Project DULCE (Developmental Understanding and Legal Collaboration for Everyone), which incorporates the Strengthening Families intervention model into pediatric healthcare settings and promotes positive parenting and healthy development of infants. The Contractor provides implementation guidance and coaching support to the Project DULCE clinic sites, and as such, clinics have been able to identify systemic challenges to their clinic flow practices and identified solutions for improvement. During fiscal year 17-18, the Contractor successfully provided technical assistance to three clinic partners, organized role alike calls for providers to connect to address challenges and successes related to their DULCE role and planned/organized an all-site meeting. The primary goal for this new contract period is to continue to provide implementation guidance to the current DULCE sites and to onboard the new DULCE clinic sites.	6/14/2018	Procurement Exception	3 years, 11 months	\$276,000	\$88,000	7/1/2018	6/30/2019	6/30/2020	Yes 129	
38	Family Supports	OPTIMAS SERVICES, INC (#10022) The Contractor supports the implementation of the Target Case Management (TCM) project. TCM is a benefit category of Medicaid. TCM reimburses participating counties for the federal share of costs (up to 50%) for billable, case management services such as access to needed medical, social, educational and other services, provided to Medi-Cal beneficiaries in specific target populations. In fiscal year 17-18, the Contractor completed a TCM pilot with 5	6/14/2018	Procurement Exception	2 years, 7 months	\$300,000	\$144,600	7/1/2018	6/30/2019	6/30/2020	Yes	

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		home visitation grantees. In fiscal year 18-19, the Contractor will review case management documentation for each of the remaining 16 home visitation grantees to ensure compliance with TCM regulations and prepare a report with recommendations for full implementation of TCM by fiscal year 19-20. Ongoing training and technical assistance will also be provided to home visitation grantees and First 5 LA staff throughout the contract.										
The following agreements are renewing under the Early Identification of Autism and Other Developmental Delays Project (First Connections) program. The goal of First Connections is to raise competencies of community-based providers to conduct developmental screenings, identify developmental delays and link children and families to culturally and linguistically appropriate early intervention services and supports as early as possible. Accomplishments from fiscal year 17-18 and activities for fiscal year 18-19 for each Grantee are described below.												
39	Health Systems	AINHealth Strategy 1 – Early Identification and Intervention \ First Connections	WESTSIDE CHILDREN'S CENTER, INC. (#00836) In fiscal year 17-18, the Grantee screened more than 800 children and educated their families on developmental milestones and delays. Additionally, mental health interns observed and assisted the teachers in the classrooms weekly and provided one on one classroom assistance if needed. In fiscal year 18-19, the Grantee will prepare a toolkit for program sustainability and share knowledge of successful early identification strategies to ensure future staff will be able to assist families seeking services. The Grantee will provide training to partners such as the Latino Resource Organization.	11/9/2017	RFP	6 years, 3 months	\$727,500	\$127,500	7/1/2018	6/30/2019	6/30/2020	130 Yes
40	Health Systems	AINHealth Strategy 1 – Early Identification and Intervention \ First Connections	FOOTHILL FAMILY SERVICES (#00837) In fiscal year 17-18, the Grantee screened more than 1,020 children and educated their families on developmental milestones and delays. Additionally, the Grantee provided 20 educational presentations and developmental screening at public libraries, community events and a Federally Qualified Hospital. In fiscal year 18-19, the Grantee will seek to build stronger partnerships with Federally Qualified Health Centers and Regional Centers and establish	11/9/2017	RFP	6 years, 3 months	\$727,500	\$127,500	7/1/2018	6/30/2019	6/30/2020	Yes

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		Memoranda Of Understanding with local school districts, Early Head Start and Head Start agencies to share knowledge of successful early identification strategies. The Grantee will standardize toolkits and implement a train-the-trainer model to support sustainability.										
41	Health Systems	<p>ALLHEALTH STRATEGY 1 – EARLY IDENTIFICATION AND INTERVENTION \ FIRST CONNECTIONS</p> <p>ALTAMED HEALTH SERVICES CORPORATION (#00838) In fiscal year 17-18, the Grantee screened more than 2,500 children and educated their families on developmental milestones and delays. The Grantee also implemented a family language development program to increase families' ability to communicate with their young children. In fiscal year 18-19, the Grantee will provide parent navigators and parent education programs to share knowledge of successful early identification strategies. To sustain developmental screening programs, the Grantee will standardize a toolkit and offer train-the-trainer programs agencywide.</p>	11/9/2017	RFP	6 years, 3 months	\$727,500	\$127,500	7/1/2018	6/30/2019	6/30/2020	Yes	
42	Health Systems	<p>ALLHEALTH STRATEGY 1 – EARLY IDENTIFICATION AND INTERVENTION \ FIRST CONNECTIONS</p> <p>PEDIATRIC & FAMILY MEDICAL CENTER (#00839) In fiscal year 17-18, the Grantee screened more than 2,000 children and educated their families on developmental milestones and delays. Additionally, over 60 unique patients have been referred to speech therapists for the Grantee's recently created BRIDGE program. In fiscal year 18-19, the Grantee will develop training materials for clinical staff, establish a train-the-trainer model for the developmental screening process and develop linguistically and culturally appropriate homework and other materials for families.</p>	11/9/2017	RFP	6 years, 3 months	\$727,500	\$127,500	7/1/2018	6/30/2019	6/30/2020	Yes	
43	Health Systems	<p>ALLHEALTH STRATEGY 1 – EARLY IDENTIFICATION AND INTERVENTION \ FIRST CONNECTIONS</p> <p>NORTHEAST VALLEY HEALTH CORPORATION (#00840) In fiscal year 17-18, the Grantee screened more than 2,730 children and educated their families on developmental milestones and delays. The Grantee also</p>	11/9/2017	RFP	6 years, 3 months	\$727,500	\$127,500	7/1/2018	6/30/2019	6/30/2020	Yes	

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		expanded to two additional health clinics and educated staff at the new sites about how to conduct a developmental screening. In fiscal year 18-19, the Grantee will implement developmental screenings at all nine (9) pediatric health centers and refine toolkits and the train-the-trainer model to support sustainability and share knowledge of successful early identification strategies.										
44	Health Systems	<p><u>SOUTH CENTRAL LOS ANGELES REGIONAL CENTER FOR DEVELOPMENTALLY DISABLED PERSONS, INC. (#00841)</u></p> <p>AllHealth Strategy 1 – Early Identification and Intervention \ First Connections</p> <p>In fiscal year 17-18, the Grantee screened more than 1,200 children and educated their families on developmental milestones and delays. Additionally, the Grantee provided more than 20 community presentations and on-the-spot developmental screenings. In fiscal year 18-19, the Grantee will outreach to new health clinics and new Women Infants Children (WIC) sites to share knowledge of successful developmental screening early identification strategies.</p>	11/9/2017	RFP	6 years, 3 months	\$727,500	\$127,500	7/1/2018	6/30/2019	6/30/2020	Yes 132	
45	Health Systems	<p><u>CHILDREN'S HOSPITAL LOS ANGELES (#08587)</u></p> <p>AllHealth Strategy 1 – Early Identification and Intervention \ First Connections</p> <p>The Contractor will provide technical assistance to the six First Connections grantees to raise competencies of these local community-based providers' in conducting developmental screenings, identifying developmental delay(s) and referring identified children and families to culturally and linguistically appropriate early intervention services and support as early as possible. In fiscal year 17-18, the Contractor completed telephone surveys with 62 parents who completed developmental screening as part of First Connections, had a child with scores and concerns in at least two domains from the Ages and Stages Questionnaire (ASQ-3), and were referred to a Regional Center for early intervention. The Contractor published a report on these findings in SAGE Pediatrics medical journal. During</p>	11/9/2017	RFQ	6 years, 6 months	\$851,665	\$133,333	7/1/2018	6/30/2019	6/30/2020	Yes	

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		fiscal year 18-19, the Contractor will coordinate with First Connection grantees to provide data and information for First Connections evaluation efforts.										
46	Health Systems	<p><u>INFORMATION AND REFERRAL FEDERATION OF LOS ANGELES COUNTY DBA 211 LOS ANGELES (#06818)</u></p> <p>The Grantee links families with children 0-5 and/or pregnant women to services that strengthen families and improve their overall well-being. Services are provided 24 hours a day and for 7 days per week. During fiscal year 17-18, the Grantee has handled 49,907 calls from families with children ages 0 to 5 and/or pregnant women. Through these calls, 65,038 children ages 0 to 5 9,883 pregnant women were served. An additional 1,478 families were assisted with in-person Information Resource and Referral support at the Edelman Children's Court. In fiscal year 18-19, the Grantee will continue to provide residents of LA County with integrated, coordinated, and comprehensive telephonic information, referral support and assistance.</p>	3/8/2018	Strategic Partnership	12 years, 6 months	\$19,100,000	\$620,000	7/1/2018	12/31/2018	12/31/2018	Yes	
47	Early Care & Education	<p><u>CHILD CARE ALLIANCE OF LOS ANGELES (#08503)</u></p> <p>This Contractor will continue to operate the Early Care and Education (ECE) Workforce Registry in LA County. In fiscal year 17-18, the Contractor monitored and managed Registry data, provided technical support to Registry users, outreached to potential Registry users, supported the ongoing development and refinement of the data system and pursued data sharing agreements with state and county agencies to increase efficiency, minimize administrative duplication and expand the use of the Registry. In fiscal year 18-19, the Contractor will continue the operation, development and expansion of the ECE Registry.</p>	3/9/2017	Strategic Partnership	6 years, 11 months	\$4,000,000	\$665,000	7/1/2018	6/30/2019	6/30/2020	Yes	
48	Early Care & Education	VIVA STRATEGY AND	5/10/2018	Procurement	4 years,	\$1,723,825	\$438,425	7/1/2018	6/30/2019	6/30/2020	Yes	

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Education	Systems \ ECE Strategy 2 – QRIS \ QRIS Architects Group and Systems Planning	COMMUNICATIONS, LLC (#09123) The Contractor provides consultation services and support to First 5 LA and the Quality Rating and Improvement System (QRIS) Architects to assist with a number of tasks related to First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program and the broader QRIS work, including but not limited to project management, preparing materials for and facilitating QRIS Architects meetings and establishing a new singular, self-sustaining governance structure. During fiscal year 17-18, the Architects completed the "Define" and "Learn" phases of the work and will continue with the "Test" phase of the work in fiscal year 18-19. The primary task for fiscal year 18-19 is the development of a new governance structure for the QRIS Architects group based upon decisions about the QRIS model made during the last contract period. The goal is to merge the QRIS Architects with a leadership team convened by Los Angeles County Office of Education for day-to-day operations. The Contractor will also be providing support in developing our expansion priorities for QRIS and providing support around developing a QRIS continuum. The funds will be paid from funding First 5 LA receives from First 5 California and the California Department of Education.	(Approval of receipt of funds from California Department of Education)	Exception	5 months							
49	Early Care & Education	Early Care & Education Systems \ Strategy 2- QRIS \ QRIS Database	LOS ANGELES COUNTY OFFICE OF EDUCATION (#09543) The Contractor administers the implementation and oversight of a common Quality Rating and Improvement System (QRIS) data system (iPinwheel) for Los Angeles County. iPinwheel had been identified by the LA County QRIS Architects as the data system of choice based on its ability to make modifications that meet LA County's QRIS data needs as well as combine LACOE and First 5 LA resources to increase administrative efficiency and bargaining power by	6/8/2017	Strategic Partnership	2 years, 11 months	\$2,500,000	\$855,645	7/1/2018	6/30/2019	6/30/2020	Yes

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		entering into a single contract with a data vendor. During fiscal year 17-18, the contractor provided the appropriate staffing to manage the database and provided support for countywide partners interfacing with iPinwheel. In fiscal year 18-19, the Contractor will continue to provide data system oversight and support.										
50	Early Care & Education	<p>LOS ANGELES UNIVERSAL PRESCHOOL DBA CHIL360 (#00858)</p> <p>The Grantee will continue to support work in four areas related to First 5 LA's Early Care and Education priority focus areas: Quality Rating and Improvement Systems (QRIS), workforce development, policy and advocacy and business development. In fiscal year 17-18, the Grantee served 239 child care providers approximately 30% of whom were Family Child Care providers with QRIS services, including recruitment, assessment, and coaching services. In addition, the Grantee conducted over 25 trainings for child care providers on topics such as Environmental Rating Scales, the Classroom Assessment Scoring System, developmental screening, team building, cultural competency, challenging behaviors, powerful interactions, promoting desirable behaviors, protective factors and more. In fiscal year 18-19, the Grantee will provide site-level quality improvement supports for Early Care and Education (ECE) programs serving infants, toddlers and preschoolers in Los Angeles County. Quality improvement supports will include coaching, leadership consultation, training/professional development, family engagement support, and grants for high-quality programs. The Grantee will identify a minimum of 239 programs to partner with that are not eligible for similar services under the QRIS block grant because they do not have California State Preschool Program funding. The Grantee will also continue to advocate for increased public</p>	5/12/2016	Strategic Partnership	4 years	\$50,491,992	\$13,701,584	7/1/2018	6/30/2019	6/30/2020	<p>135</p> <p>Yes</p>	

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		investment in high quality early education. Advocacy efforts will include funding for increased reimbursement rates, access and quality improvement.										
51	Measurement, Learning & Evaluation	All \ Data Partnership with Funders \ Children's Data Network	10/14/2010	RFQ	8 years, 8 months	\$4,913,238	\$850,000	7/1/2018	6/30/2019	6/30/2019	Yes 136	
52	Measurement, Learning & Evaluation	Integration & Learning \ Program Evaluation \ Obesity Prevention & Nutrition Collective Impact Evaluation	6/12/2014	RFP	5 years	\$2,200,000	\$600,041	7/1/2018	6/30/2019	6/30/2019	Yes	

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RENEWALS												
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
		sharing out of findings from the Implementation and Reach Study, and acquiring of data to begin the analysis of the Impact Study in partnership with Kaiser Permanente and the Los Angeles County Department of Public Health. In fiscal year 18-19, the Contractor will: 1) complete implementation and reach study briefs; 2) use Kaiser Permanente's data to begin analysis of county-wide impact and community-level impact studies; and 3) complete the final report.										
53	Measurement, Learning & Evaluation	Integration & Learning \ Program Evaluation \ Welcome Baby Impact Study	9/11/2014	RFP	5 years, 1 month	\$3,500,000	\$1,229,885	7/1/2018	6/30/2019	10/15/2019	Yes 137	
54	Communications	All Communications & Marketing \ Communications & Marketing	6/14/2018	RFQ	4 years, 3 months	\$10,938,450	\$2,920,000	7/1/2018	6/30/2019	6/30/2020	Yes	

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

RENEWALS												
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
		execution, social media and digital content strategy, message development, and strategic communications advice and technical assistance to the Policy & Strategy Division staff. Building upon the work that was executed during fiscal year 17-18, Ogilvy will continue to lead several communications streams of work critical to First 5 LA's policy and systems change initiatives, as well as provide strategic counsel to advance organization-wide goals. The fiscal year 18-19 scope of work will be comprised of additional brand awareness strategies, launch of new brand messaging for internal and external audiences, audit and development of First 5 LA main website and parenting website, support for the Help Me Grow LA effort, social media content creation and paid media strategy implementation, development of public awareness campaign and distribution strategy across platforms, earned media support to engage both core audiences (decision makers and parents), public affairs counsel and strategy supporting First 5 LA staff.									138	
55	Communications	All \ NA \ Communications & Marketing\ Communications & Marketing	<u>D&J PRINTING, INC. DBA SINCLAIR PRINTING COMPANY (#09457)</u> The Contractor provides printing services to First 5 LA for the production and delivery of First 5 LA's Parenting Guide as well as production of First 5 LA's general printing needs. During fiscal year 17-18, the Contractor printed and mailed First 5 LA's Parenting Guide to 434 addresses four times during the year. The Contractor also printed promotional posters and collateral materials for the Communications and Communities departments. In fiscal year 18-19, the Contractor will continue to print and deliver the Parenting Guide, print promotional posters and perform agency-wide print jobs on an as-needed basis to support marketing and communications efforts.	6/14/2018	RFQ	5 years	\$747,500	\$149,500	7/1/2018	6/30/2019	4/27/2022	Yes
56	Public Policy &	Early Care & Education	<u>COMMUNITY PARTNERS (#09347)</u>	6/14/2018	RFQ	5 years	\$15,000,000	\$3,000,000	7/1/2018	6/30/2019	11/13/2021	Yes

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

RENEWALS											
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Government Affairs	Systems \ ECE Strategy 1 - Policy/Advocacy \ ECE Policy Advocacy Fund	The Early Care and Education (ECE) Policy and Advocacy Fund (Fund) is a multi-year initiative that aims to advance improved access to quality, affordable, sustainable ECE. The Contractor serves as the intermediary for the Fund to accomplish the following objectives: 1) provide administrative coordination of the Fund including co-design of the Fund and the competitive grantee selection process; 2) coordinate capacity building, learning and information sharing; 3) track and assess progress towards the anticipated Fund outcomes; and 4) inform First 5 LA's efforts to build relationships with other funders/partners working to increase investments and policy changes in ECE. In fiscal year 17-18, the Contractor launched ECE PAF by awarding grants on First 5 LA's behalf to over 14 organizations. The Contractor also provided support and technical assistance to these organizations as they engaged in their policy and advocacy work. In fiscal year 18-19, the Contractor will continue to release grants to organizations working to increase access to quality, affordable early learning while also working to support the broader ECE advocacy field in order to produce better policy outcomes.									139
57 Public Policy & Government Affairs	All Policy Agenda/Advocacy \ Strategic Plan Advocacy Strategies	<u>CHILDREN NOW (#08765)</u> The Contractor provides on-the-ground support in Sacramento in engaging stakeholders, supporting the development of written materials and analysis of key issues and execution of related advocacy strategies - in close coordination with and under the direction of First 5 LA and its state advocacy team. In fiscal year 17-19, the Contractor supported efforts to expand investment in quality early learning and also supported an effort for a first time state investment in home visiting. In fiscal year 18-19, the Contractor will continue to lend support to the State Early Care and Education Coalition, efforts to pass policies to	6/14/2018	RFQ	6 years, 8 months	\$2,100,000	\$350,000	7/1/2018	6/30/2019	6/30/2020	Yes

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

RENEWALS												
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	BOARD APPROVAL DATE	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
		increase the quality of early learning and increase support for state investment in home visiting.										
58	Public Policy & Government Affairs	All Policy Agenda/Advocacy \ Federal Policy and Sustainability Advocate	6/14/2018	RFQ	4 years	\$515,000	\$130,000	7/1/2018	6/30/2019	6/30/2020	Yes 140	
59	Facilities Management	Internal Operations \ Facilities	6/14/2018	Procurement Exception	14 years	\$2,042,106	\$278,136	7/1/2018	6/30/2019	6/30/2019	Yes	

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

FIRST 5 LA

SUBJECT:

Request to:

1. **Amend the Strategic Partnership with Child Care Alliance of Los Angeles (fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education: PEACH) in the Amount of \$898,000 for a Total Project Amount not to exceed \$2,648,000 over four years and**
2. **Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$700,000 from July 1, 2018 to June 30, 2019. (Fund Balance Category: Assigned and will be included in the FY 2018-19 budget).**

RECOMMENDATION (Provided as Action):

This memo was provided as information for the Board's consideration at the May 31, 2018 Special Meeting of the Board of Commissioners/Program and Planning Committee as part of the Update on Early Care and Education Workforce Strategy (Item 7). At today's June 14, 2018 Meeting of the Board of Commissioners, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with Child Care Alliance of Los Angeles (CCALA), fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) by \$898,000 for a total amount not to exceed \$2,648,000 and authorize First 5 LA Staff to execute an agreement for an amount not to exceed \$700,000 from July 1, 2018 to June 30, 2019. The amendment of a strategic partnership with the CCALA will enhance First 5 LA's quality improvement efforts by aligning the college and university early care and education professional development system with the California Early Childhood Educator Competencies. Funds for FY 2018-2019 are included in the FY 2018-2019 First 5 LA Programmatic Budget under ECE Strategy 3 – Professional Development which will be brought to the Board of Commissioners for approval in June. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution. Execution of the Agreement is contingent upon approval of the FY 2018-19 First 5 LA Programmatic Budget. All subsequent contracts will be brought to the Board on consent prior to execution.

BACKGROUND:

The quality of early learning programs for children is intrinsically connected to the early care and education (ECE) workforce. Numerous studies have cited how members of the ECE workforce who are more educated and have specialized training not only provide children with better quality care, but the children in their care have been found to make greater development gains than their counterparts. A key to enhancing the quality of the early care and education system thus lies in supporting the preparation and professional development of the workforce. Colleges and universities play an integral role in this process.

PEACH Overview – In June 2016, the First 5 LA Commission approved a strategic partnership with Child Care Alliance of Los Angeles (fiscal agent for PEACH) in the amount of \$1,750,000 over four years to support PEACH's efforts to advocate for changes in the current Child Development Permit and the adoption of an ECE Credential. Launched in 2011 as part of the Los Angeles County ECE Workforce Consortium, PEACH is a higher education collaborative of ECE and Child Development faculty from colleges and universities working to strengthen the preparation and career pathways in the ECE field. PEACH is currently comprised of representatives from over 20 campuses including two-thirds of the Los Angeles County community colleges, all of the Los Angeles County California State University (CSU) campuses, 3 private universities and UCLA Education Extension Early Childhood Education Program. In partnership with First 5 LA, PEACH leads the ECE Credential Advocacy Project which increases access to quality ECE by supporting 1) the modification and implementation of the Child Development Permit Matrix and 2) the development and implementation of an ECE Credential, a professional credential for teachers who work with children in 0-8 years old.

A key piece of this work is preparing the higher education system to support these policy-level changes and the increased qualifications they will require. A number of barriers have been identified for early educators seeking higher educational attainment, though, including difficulty for those entering higher education through community college to transfer completed coursework to four year universities and a lack of consistency in curriculum and student outcomes among programs. In order to address these issues, First 5 LA staff proposes partnering with PEACH to utilize The California Early Childhood Educator Competencies as a framework that supports alignment of coursework around best practices for children and increased transfer of credits between two- and four-year universities.

DISCUSSION:

Overview of the California Early Childhood Educator Competencies (Competencies) – Developed collaboratively by the California Department of Education and First 5 California, the Competencies describe the knowledge, skills, and dispositions that early childhood educators need to provide high-quality care and education for young children and their families. They are aligned with both the California Preschool Learning Foundations and the California Infant/Toddler Learning and Development Foundations and are organized into twelve areas: (1) Child Development and Learning; (2) Culture, Diversity and Equity; (3) Relationships, Interactions, and Guidance; (4) Family and Community Engagement; (5) Dual-Language Development; (6) Observation, Screening, Assessment, and Documentation; (7) Special Needs and Inclusion; (8) Learning Environments and Curriculum; (9) Health, Safety, and Nutrition; (10) Leadership in Early Childhood Education; (11) Professionalism; and (12) Administration and Supervision. This framework is meant to inform professional development and preparation programs by providing universal guidelines for all levels of the ECE workforce that contribute to quality early learning experiences for young children. More specifically, in the higher education context these competencies provide a structure to develop comprehensive programs of study, align college-level courses and create pathways for articulation between community colleges and four-year universities.

Integrating the Competencies into College Coursework – Although the Competencies were established in 2011, they have yet to be embedded in the field as an everyday practice. The primary purpose of the amended strategic partnership with PEACH is to strengthen the early learning professional development system by facilitating the integration of the Competencies into Los Angeles County colleges and universities.

Key activities to integrate the Competencies into College Coursework include:

- Mapping Current Courses to the Competencies – PEACH will provide technical support to Los Angeles County ECE faculty at 25 colleges and universities to map their courses to the Competencies using the Child Development Training Consortium's Competencies Mapping Tool. Through these efforts, 70% of the core ECE courses at participating colleges and universities will be mapped. This data will demonstrate the extent to which current offerings address the Competencies.
- Increasing Program Alignment to the Competencies – Based on the mapping data, PEACH will convene stakeholders to identify and address gaps in the current higher education ECE workforce preparation system so that participating colleges and universities offer a program of study that addresses the Competency Areas. This alignment will ensure that students graduate with comparable knowledge and skills across institutions and that those knowledge and skills represent best practices for children.
- Facilitating Increased Articulation Between Systems – Using the Competencies as a framework, PEACH will convene representatives from two- and four-year educational programs to develop shared language and aligned student outcomes in order to increase articulation of ECE coursework from Los Angeles County community colleges to four year universities. In doing so, they will ensure that students are able to transfer completed credits and pursue higher educational attainment without having to duplicate coursework at the cost of additional time and money.

PEACH is uniquely qualified to lead these efforts based on its collective expertise and infrastructure. PEACH partners are college and university faculty with specific content knowledge of the Competencies and their application in the preparation of the ECE workforce. One of the group's Co-Lead Consultants participated in the development of the statewide Mapping Tool that faculty will use to map their current coursework to the Competencies and 13 other partners have been trained to provide technical assistance on its use. Current PEACH partners represent a large proportion of the community colleges and California State University campuses in the County, ensuring that integration efforts will have a broad reach throughout the region.

Through this expanded effort, college coursework will be aligned so that ECE college students will have the skills, knowledge and dispositions to support the early learning of young children. By amending the strategic partnership with PEACH to include the ECE Competencies integration efforts, First 5 LA ensures that momentum is not lost in this key ECE quality strategy identified in its 2015-2020 Strategic Plan.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of the strategic partnership with Child Care Alliance of Los Angeles (fiscal sponsor for PEACH) by \$898,000 for a total amount not to exceed \$2,648,000 to comply with this policy.

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

The following outlines how First 5 LA and PEACH will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability – First 5 LA's strategic partnership with PEACH will advance the ultimate goal of strengthening the professional development and preparation system for early care and education providers. Once current credit-bearing course offerings have been mapped to the Competencies, colleges and universities will be able to identify and address the gaps in their programs. These permanent structure changes will allow institutions to better prepare ECE college students to provide quality care and education to young children. This system improvement work also runs parallel to additional PEACH efforts to improve the transfer rate of ECE college courses, reinforce ECE-related bachelors programs and advance the need for ECE doctoral programs. These goals taken together contribute to an improved higher education system ready to meet the needs of a more-qualified workforce. Long-term implementation of these changes will be sustained through the college and university system as potential ECE professionals explore programs to jump-start or advance their careers.

Leveraged Resources – PEACH has leveraged the results of its First 5 LA supported work to approach other funders for additional resources. To date, the organization has received three grants from the David and Lucille Packard Foundation: \$125,000 to expand PEACH to Northern California and develop professional development for faculty, \$27,000 to work with an organizational effectiveness consultant to support this and future expansions and \$60,000 to identify and articulate the knowledge and skills for quality adult-child interactions. Additionally, PEACH plans to use the course mapping data compiled through this project to approach the California Community College Chancellor's Office and the California State University Chancellor's Office to support increased access to ECE coursework within and across colleges and universities.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or

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

AND

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

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership.

- PEACH is a unique collaborative of college and university faculty that have specific content expertise about the ECE preparation and professional development system and the ECE Competencies, especially through the perspective of colleges and universities.
- PEACH is the only collaborative of its kind in California and has been gaining recognition across the state. Their partners hold positions of influence throughout the state through their participation in committees like the CTC Child Development Permit Matrix Advisory Panel and the state workgroup for Transforming the Workforce for Children Birth through Age 8.
- One of PEACH's Co-Lead Consultants participated in the development of the statewide Mapping Tool that faculty will use to map their current coursework to the Competencies.
- Through the strategic partnership with PEACH, First 5 LA can leverage the coalition's expertise and resources, which are exclusively focused on the strengthening the ECE professional development system through institutions of higher education.

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

- PEACH is an existing coalition of leading ECE/Child Development faculty that is already working to align the ECE workforce preparation pathway with the Competencies. Since the organization possesses the infrastructure, network and knowledge of the higher education system, they can continue this work without the time needed to solicit interest, build trust or gain legitimacy which is necessary to support the integration of the ECE Competencies in college coursework.
- PEACH can use their current partners, who represent over two-thirds of the community colleges and all of the California State Universities in the county, to immediately address the integration of the Competencies throughout the region.
- PEACH has the necessary knowledge of the Competencies, their technical application and the higher education system to efficiently move this work forward. In addition to the Co-Lead Consultant's role in the development of the statewide Competencies Mapping Tool, an additional 13 PEACH partners have been trained to provide technical assistance on its use. Additionally, PEACH has demonstrable experience in facilitating articulation agreements between community colleges and four year universities through prior efforts as part of the Los Angeles County ECE Workforce Consortium.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan:

- As a strategy to improve the quality of early learning for children 0-5, the PEACH ECE Competency efforts align with the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. One of the four outcome areas outlined in First 5 LA's 2015-2020 Strategic Plan is to increase access to quality early care and education. Within this outcome area, there is a priority focus to improve the quality of ECE services by strengthening the professional development system for early care and education providers. The PEACH ECE Competencies integration effort is an initiative that will strengthen the quality of ECE programs by supporting the integration of

the California Early Childhood Educator Competencies in the higher education workforce preparation system.

FIRST 5 LA

SUBJECT:

Request for the Board to Authorize the Executive Director to Negotiate and Execute an Amendment to the Agreement with County of Los Angeles Allowing First 5 LA to Participate in the Medicaid Targeted Case Management Program Effective July 1, 2018.

RECOMMENDATION:

This information was provided for the Board's consideration at the May 31, 2018 Special Meeting of the Board of Commissioners/ Program and Planning Committee Meeting. First 5 LA staff recommends that at today's Meeting of the Board of Commissioners, the Board authorize the Executive Director to negotiate and execute an amendment to the agreement with County of Los Angeles to participate in Targeted Case Management.

BACKGROUND:

Sustainability is one of the most pressing challenges facing the network of home visiting programs in Los Angeles County. In addition to the challenge of unmet community need, current funds cannot be sustained, particularly as First 5 LA funding continues to decline with the loss of tobacco tax revenue. Home visiting is First 5 LA's most significant and long-standing investment, at approximately \$41 million annually (based on the fiscal year 2017–2018 Approved Budget). First 5 LA is also the single largest funder of home visiting in Los Angeles County, contributing to about 45% of total funding in the County.

In late 2016, the LA County Board of Supervisors passed a motion directing LA County Department of Public Health as the lead, along with First 5 LA, the Children's Data Network, LA County Perinatal and Early Childhood Home Visiting Consortium, and every child and family- serving county agency to develop a plan to build a universal home visiting system in the County. A key directive of the Board motion relates to sustainability and directs partners "to identify a framework to maximize resources by leveraging available funding, and where possible, identify new and existing, but not maximized, revenue streams to support home visiting expansion."

To this end, the motion planning workgroup and First 5 LA continue to explore and assess opportunities to bring additional resources to support LA programs. To prioritize sustainability strategies, current research and literature was reviewed, and key experts interviewed on types of financing strategies used by home visitation efforts in other states and localities, particularly where home visiting is embedded in public systems and offered more universally. This information was assessed with an eye towards what may be feasible in LA County. Based on this work, the following key principles were identified. LA County should seek to:

- Strengthen policy and systems for home visiting services to ensure sustainability of positive outcomes for families;
- Implement advocacy strategies in parallel to sustainability efforts to ensure long-term outcomes are met;
- Further maximize all available sources of revenue (federal, state, local);
- Identify new or untapped funding sources for home visiting, where available;
- Implement multiple sustainability strategies simultaneously, in a blended and/or braided fashion;

- Promote strategies that have broad application for agencies and build their capacity to participate in fund development;
- Ensure service providers have the appropriate training and technical assistance to participate successfully in fund development, minimizing operational and programmatic impacts; and,
- Coordinate funding across funders in an intentional manner to maximize funding.

This set of principles is relevant to both First 5 LA and the County’s vision for long-term sustainability of home visiting in Los Angeles. Given the agency’s role as a steward of public dollars, it is particularly significant for F5LA to maximize and leverage all federal, state and local funding, blend and braid funding streams, where appropriate, and identify new possible sources of revenue for LA County. Building off the national research outlined above, staff has identified several revenue maximization strategies, one of which is a benefit category of Medicaid called Targeted Case Management (TCM).

Targeted Case Management is funded by a combination of local funds (such as First 5 tobacco tax revenue) used to leverage Federal Title XIX (Medicaid) funds. TCM services are the most commonly billed services by home visiting programs in the nation, but this strategy had not been fully maximized in Los Angeles County because of local restrictions. TCM was adopted by California in 1995, and soon after in LA County. Until fairly recently, only county agencies and employees in Los Angeles have been able to participate in TCM; however, within the last two years, the County has made the requisite policy adjustments to enable participation by non-County entities including community based organizations. In turn, this has opened the door for F5LA select home visiting (SHV) grantees to leverage federal funding through TCM, utilizing F5LA dollars.

There are several policy measures in place at the federal and state level to ensure and promote quality TCM implementation. In 2015, the California Department of Healthcare Services issued, “Targeted Case Management and the Managed Care Plan Protocols”, a policy and procedure letter requiring managed care plans to enter into a Memorandum of Understanding with the TCM Local Governmental Agency (in LA County, this is the Department of Public Health) in an effort to assure non-duplication of services and performance monitoring of TCM clients.¹ Therefore the quality of care provided to TCM clients (such as F5LA grantees moving forward), is being monitored at many levels –managed care health plans, County, state and federal.

Medicaid-related policies and protocols are meaningful for LA County and F5LA select home visiting programs given the significant Medi-Cal population – in LA County, approximately 55% of all births in LA County (72,000 births) were to women on Medi-Cal²; in First 5 LA’s select home visiting programs, approximately 80% of all women are Medi-Cal insured. Also of note, 57% of children ages 0 to 5 in LA County receive health coverage through Medi-Cal. ³ Relatedly, 89% of children in California (ages 0-20) who receive Medi-Cal are enrolled in managed care vs. fee-for-service. ⁴

¹ Department of Health Care Services, [Targeted Case Management and the Managed Care Plan Memorandum of Understanding Protocols](#), PPL No. 15-002. January 30, 2015.

² Department of Health Care Services, Research and Analytics Division, [Medi-Cal Statistical Brief](#). July 2014.

³ Department of Health Care Services, Research and Analytics Division, [Quick Stats](#). July 2016.

⁴ Department of Health Care Services, [Medi-Cal Children’s Dashboard](#). March 2018.

ALIGNMENT: TARGETED CASE MANAGEMENT & HOME VISITING

As a Medicaid program, TCM incentivizes providers to deliver “whole-person care”; specifically, to address the immediate medical needs of the client and ensure all of their holistic needs are met – such as mental health and social services, transportation, legal, housing, etc. This is accomplished through the following process: 1) assessment of needs, 2) care plan development incorporating jointly agreed upon goals with the client, 3) referral to identified services and, 4) monitoring and follow-up on a defined and regular basis to ensure positive client outcomes.

The goals of the TCM program as well as the specific processes by which it operates are very much aligned to First 5 LA home visiting models and implementation approach. A core aspect of home visiting is ensuring families are referred and connected to needed services and supports, particularly during what can be a stressful time period in their lives, following the birth of a child.

This alignment between TCM and home visiting is evident in that it is the most utilized strategy by home visiting programs across the nation, leveraged in twenty-six states⁵. TCM is also a leveraging strategy utilized by the Nurse Family Partnership, a long-standing home visiting program implemented by LA County DPH. The alignment was further reinforced through the TCM pilot with the five F5LA grantees.

TCM PILOT-RESULTS AND PROJECTIONS:

The recent changes in LA County TCM policies and practices and the program’s alignment with home visiting has enabled First 5 LA and DPH to partner on a pilot to test the applicability of this sustainability strategy with five First 5 LA-funded SHV grantee sites between February 1-April 30, 2018. The grantees are implementing two national evidence-based home visiting models-Healthy Families America and Parents as Teachers.

The results of the pilot are promising. As an average across the five agencies, approximately 50% of home visitors’ time qualifies as TCM-reimbursable (there was variation across agencies with 3 out of 5 agencies reporting 60% or more of home visitors’ time qualifying as reimbursable). These results directly impact the initial financial projections which point to a considerable TCM federal return, estimated at an approximate 20% potential return on F5LA’s overall investment in SHV (for FY17-18, the overall budget for SHV was \$13.4 Million). We also found that approximately two-thirds of the 19 agencies have existing capacities relative to TCM such as prior experience with federal billing or a timekeeping infrastructure already in place. These existing capacities are significant as they help to minimize the level of operational and programmatic impacts of TCM implementation, a significant system change, on the agencies.

NEXT STEPS:

Based on the positive findings from the pilot, staff recommends the TCM pilot be expanded from the initial 5 grantee agencies to all 19 agencies (21 grantee sites) in FY18-19 through a phased approach. Since FY18-19 is F5LA’s first year of participation in TCM and implementation results for the expansion are somewhat unpredictable, First 5 LA plans to hold 100% of any federal return received for the year, until the annual reconciliation process is complete with the County (typically between July-November each year). Once this reconciliation is done, F5LA will have actual reimbursement rather than projections. At this point, F5LA will develop and implement an incentive structure to reward grantees for participation based on successful outcomes. For the duration of the pilot year, grantees will continue to be reimbursed by F5LA per current operating procedures, meaning, grantees will not have to “wait” for TCM reimbursement from the State for expenditures incurred.

⁵ Rachel Herzfeldt-Kamprath, Maura Calsyn, and Thomas Huelskoetter, [Medicaid and Home Visiting: Best Practices from States](#), 2017. Center for American Progress.

Resources within the FY18-19 proposed operating budget to support TCM implementation include staff to assess grantee monthly time study and cost reports, provide ongoing technical assistance to grantees, and prepare First 5 LA for State and County audits. Per the TCM program, it is anticipated that F5LA can recoup up to 50% of internal administrative and staffing costs via the TCM program. As F5LA considers future federal leveraging opportunities for home visiting and other programmatic strategies, this staffing resource can build the capacity to support the agency more broadly in those efforts.

CONCLUSION

Based on the positive programmatic findings and financial projections from the pilot, staff request the Board grant the Executive Director delegated authority to allow F5LA to negotiate and execute an amendment to the agreement with County of Los Angeles to participate in TCM. Following the execution of the amendment, the grantees will be able to bill the County (via F5LA) for reimbursable activities, officially drawing down federal reimbursement. Based on the pilot results with the initial five grantee sites, staff recommends the pilot be expanded to the remaining sixteen First 5 LA grantee sites in FY18-19, in a phased approach over the course of the fiscal year. The agreement will allow F5LA to accept federal funds, require F5LA to set aside a reserve fund and provide the appropriate fees to the County for administration of TCM.

FIRST 5 LA

SUBJECT:

Request to

1. **Establish a Strategic Partnership with the California Community Foundation in the Amount of \$150,000 to implement a Financial Assessment of the Early Care and Education (ECE) Sector, and**
2. **Authorize Staff to Execute a Contract from July 1, 2018 to June 30, 2019 for an Amount not to Exceed \$150,000 (Fund Balance Category: Assigned and will be included in the FY 2018-19 budget).**

RECOMMENDATION (Provided as Action):

The strategic partnership with the California Community Foundation will enhance First 5 LA's early care and education quality improvement efforts by supporting a financial assessment of the ECE sector. This memo was provided as information for the Board's consideration at the May 31, 2018 Special Meeting of the Board of Commissioners/Program and Planning Committee. First 5 LA staff recommends the Board approve the establishment of a Strategic Partnership with California Community Foundation for an amount not to exceed \$150,000 and authorize staff to execute a contract from July 1, 2018 to June 30, 2019. Funds to support this initiative are included in the FY 2018-2019 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June. At the time of budget approval, requested resources will shift from the Assigned Resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

The Los Angeles Early Care and Education Bridge Fund was established in 2012 as a five-year, \$2 million recoverable grant program, funded jointly by the California Community Foundation (CCF) and First 5 LA. Administered by the Low Income Investment Fund (LIIF), the program was originally created to "bridge" late payments from the California Department of Education (CDE) to contracted ECE agencies due to significant delays in the state budget passing according to schedule. Since the establishment of the fund, 17 LA County ECE agencies serving over 70 centers have been supported with \$9.1 million in Bridge Fund loans, keeping them in business without interruption when State contracts were delayed. While changes in the State budget process and calendar have alleviated some issues, funding challenges continue. Prior to Fiscal Year (FY) 2010-11, for example, CDE contracted center-based agencies were allowed to keep unearned contract funds in a separate reserve account without a cap to the amount of the reserve, providing them with an available balance to cover the costs associated with fully enrolling children, pending initial payment for the current fiscal year from the CDE. As a result of the fiscal crisis, the FY 2010-2011 State budget limited agency reserve account balances to five percent of their contract's maximum reimbursable amounts. This is a practice that continues today. Agencies with more than five percent of unearned contract dollars at the end of fiscal year must return those funds to the state. Additionally, while the State budget may be passed on time, providers have experienced significant delays to access CDE funds as releases of notices of funding and contract awards are sometimes issued retroactively. The lack of reserve funding, delays to State contracts, and low reimbursement rates for ECE providers are some of the issues that have created a fragile economic infrastructure for early education providers.

DISCUSSION:

Since the Bridge Fund is a recoverable loan program, there is a fund balance of approximately \$1 million dollars that will be returned to First 5 LA upon contract expiration, scheduled for June 30, 2018. First 5 LA staff propose authorizing \$150,000 to conduct an assessment of the financial state of the ECE sector which will inform potential policy and systems changes to improve the financial sustainability of ECE providers. The remaining funds will go back into the Assigned Fund Balance to support the fiscal year 2015-2020 Strategic Plan.

CCF is strategically positioned to manage the contract for the financial assessment of the ECE Sector. Through partnerships and innovative approaches, CCF focuses on maximizing impact, empowering communities and strengthening the nonprofit sector. As the lead Bridge Fund partner, CCF has the knowledge, skills and relationships to lead the ECE financial assessment. Additionally, through this strategic partnership, First 5 LA will leverage various resources from CCF including an additional \$75,000 in funding, project management and thought partnership. By working hand in hand with another grant-giving institution, the initiative paves the way to galvanize the philanthropic community around ECE advocacy and systems change. First 5 LA and CCF are working to solicit additional philanthropic support for this assessment as well.

Assessing the Financial State of the ECE Sector – The goal of the Financial Assessment of the ECE Sector is to understand the fiscal challenges faced by ECE providers and identify policy and systems change strategies to strengthen the sector. In order to begin the journey to build up the financial sustainability of ECE providers, it is essential to first understand the assets and challenges within the existing system. To assess the ECE field, First 5 LA and CCF will partner with the Nonprofit Finance Fund (NFF), an organization that advances missions and social progress in underserved communities through financing, consulting, partnerships and knowledge-sharing that empowers leaders, organizations and ideas. Given their role as Bridge Fund lead agency, CCF is uniquely positioned to connect NFF with the local ECE sector. Since 2008, NFF has led the national State of the Nonprofit Sector Survey which is a widely cited barometer of US nonprofits' programmatic, management, and financial health. Based on their experience conducting the Nonprofit Sector Survey, the project would enlist the support of NFF to develop a financial assessment of the ECE sector. The assessment would explore ECE financial adaptability, financial health, profitability and savings, revenue and expense dynamics, health of balance sheet and liquidity. The sample size would be large enough to examine the strengths and needs of both center-based care and family child care providers. First 5 LA staff are also working in partnership with the Policy Roundtable for Child Care and Development's Office of Child Protection ECE Workgroup to align this project with their efforts to assess the ECE financial system.

Once the assessment is completed, NFF will develop a report that will synthesize the data collected in order to inform the next steps for system-wide change. NFF will also be able to leverage the results of its current 2018 State of the Sector survey that is the largest bi-annual survey of nonprofit organizations across the country to include up-to-date comparison findings to inform the report. In spring 2019, CCF, First 5 LA and NFF will convene stakeholders around the findings including ECE agencies, policy leaders and the philanthropic community. The conversations at the convening will serve as a guiding mechanism to propose policy and systems change strategies that are responsive to the needs of the ECE field. At this point, a policy and systems change strategy may be brought back to the First 5 LA Commission for consideration. First 5 LA's cost of the Financial Assessment of the ECE Sector is anticipated not to exceed \$150,000 and will take place over a 12 month period from July 1, 2018 – June 30, 2019. In addition to First 5 LA's investment of \$150,000, CCF will contribute \$75,000 to the initiative.

GOVERNANCE GUIDELINES: LEVERAGING AND SUSTAINABILITY:

The following outlines how First 5 LA and California Community Foundation will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability – As an initial step in a systems change strategy, conducting a financial needs assessment for the ECE sector provides First 5 LA and its partners with the information needed to create long-term policy and systems change. Once the data is collected on financial opportunities and challenges, ECE advocates will be fueled with new evidence to tackle policy issues instrumental to the financial health of the ECE sector like increasing State reimbursement rates for ECE providers, increasing caps on reserves based on CDE contracts and advancing a system to administer speedier contract payments.

Leveraged Resources – The Financial Assessment of the ECE Sector is a strategy that leverages funding from various avenues to elevate ECE quality issues. As a core partner, CCF will be matching First 5 LA's investment of \$150,000 with an additional \$75,000. Also, First 5 LA and CCF are exploring

additional funding to support the project through the Partnership for Early Childhood Investment and the Ralph M. Parson's Foundation. Finally, by hosting a stakeholder's convening that includes philanthropy, First 5 LA and CCF expect to engage additional funders and leverage resources for policy and systems change strategies identified in the Financial Assessment of the ECE Sector report.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

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

By approving the strategic partnership with the California Community Foundation, the Financial Assessment of the ECE Sector project can leverage additional funding. As partners in the project, the California Community Foundation will match First 5 LA's investment of \$150,000 with \$75,000. In addition, this leveraging strategy serves as a catalyst to galvanize the philanthropic community to support investments in early care and education policy and systems change.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan:

As a strategy to improve the access and quality of early learning for children 0-5, the Financial Assessment of the ECE Sector project is aligned with the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. One of the four outcome areas outlined in First 5 LA's 2015-2020 Strategic Plan is to increase access to quality ECE. The Strengthening Financial Sustainability Initiative increases access to quality early education programs by strengthening the financial policies and systems that impact ECE providers.

FIRST 5 LA

SUBJECT:

Request to:

- 1. Extend a Strategic Partnership with Community Partners in the Amount of \$327,000 for Two Additional Years for a Total Project Cost of \$401,500 and**
- 2. Authorize First 5 LA Staff to Execute a Contract for the Period of July 1, 2018 – June 30, 2020 in the Amount of \$327,000 (Estimated Expenditures for FY 2018-19 are \$215,000, Fund Balance Category: Assigned)**

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo was provided as information for the Board's consideration at the May 31, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee. At today's June 14, 2018 Meeting of the Board of Commissioners, First 5 LA staff recommends that the Board approve the extension of a Strategic Partnership with Community Partners for two additional years from July 1, 2018 through June 30, 2020 for an amount not to exceed \$327,000¹ for a total project cost of \$401,500 and authorize staff to execute a contract from July 1, 2018 to June 30, 2020 for \$327,000. Funds for FY 2018-19 will be included in the FY 2018-19 First 5 LA Programmatic Budget under Health Strategy 2 Trauma-Informed Care which will be brought to the Board of Commissioners for approval in June 2018. Funds for FY 2019-20 will be included in the FY 2019-20 First 5 LA Programmatic Budget under Health Strategy 2 Trauma-Informed Care which is anticipated to be brought to the Board of Commissioners for approval in June 2019. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

Staff presented this opportunity as an informational item at the May 31, 2018 Special Meeting of the Board of Commissioners/Program & Planning Committee, during which it was presented as a strategic partnership with Community Partners. The Trauma-Informed Care Strategy, included in the FY 2015-20 Strategic Plan, continues to grow and evolve in partnership with others. In 2016, First 5 LA, along with The California Community Foundation, The California Endowment, The Conrad N. Hilton Foundation and The Ralph M. Parsons Foundation (collectively known as the "funding partners"), contributed funds to a pooled fund for the Trauma and Resiliency-Informed Systems Change Initiative. The pooled funds² are managed by Community Partners, a third-party fiscal intermediary. Pooling funds at a neutral location facilitates collaboration and allows First 5 LA to leverage additional funding from philanthropic partners to support our trauma-informed care strategy.

The funding partners identified Community Partners as the neutral partner to house the pooled funds. Community Partners has over 20 years of experience as a technical assistance provider, initiative coordinator, network facilitator and intermediary. Conceived as a "foundation for emerging philanthropies," Community Partner's fiscal sponsorship program has grown steadily over the years to include an average of 145-150 projects and work with multiple funders and other institutional partners. Today, Community Partners is engaged in over a dozen programs and initiatives through their grantmaker partnerships managing more than \$42 million a year. In their role as a fiscal sponsor,

¹ Up to \$200,000 of the \$327,000 will be dedicated to support ongoing exploration and convening of the countywide systems change work, with the remainder of the funds being contributed to the pooled fund to cover administrative costs and support emerging opportunities that advance specific strategies towards trauma and resiliency-informed systems change.

² In FY 2016-17, First 5 LA contributed \$74,500 to the pooled fund at Community Partners to support the convening of the workgroup and environmental scan. Being under \$75,000, this item did not require Board action per the procurement policy. The contract was brought to the Board as part of the Executive Director's Report on September 8, 2016. First 5 LA's contribution to the pooled fund leveraged an additional \$80,000 from other funders. The contribution to the pooled fund by all partners totaled \$154,500.

Community Partners helps foundations, corporations, government agencies and other institutions achieve greater impact. They have been a fiscal sponsor to initiatives such as the California Accountable Communities for Health Initiative (CACHI), a statewide partnership of The California Endowment, Blue Shield of California Foundation and Kaiser Permanente.

As the fiscal intermediary for the pooled fund, Community Partners provides accounting, bookkeeping, contract management, and administrative back-office services for the Trauma and Resiliency-Informed Systems Change Initiative. They also serve as the contracting entity for any contractors or consultants needed. Other partners that wish to contribute financially to this effort can do so through contribution to the pooled fund.

With pooled funds, Community Partners contracted with The Center for Collective Wisdom (C4CW) to conduct the initial exploratory work and canvassing for this initiative in 2016. For Phase I, C4CW convened a workgroup of foundations, service delivery organizations and Los Angeles County departments who had expertise in addressing trauma and the passion and commitment to deepen and sustain this work through systems across the county. In addition to dialogues with workgroup members and senior leaders from county systems, an environmental scan of trauma and resiliency-informed systems change initiatives and resources was conducted and summarized in a final report, "Trauma and Resiliency: A Systems Change Approach." Staff shared the final report with the Board at the July 13, 2017 Meeting of the Board of Commissioners as part of the 2015-2020 Strategic Plan Year 1 Update. The final report highlighted emerging lessons and a developmental framework to initiate and sustain systems change efforts focused on trauma. It also outlines potential strategies to grow this movement, including strategies to deepen change within particular systems, nurture cross-system learning and action, promote broad community awareness, and build needed infrastructure to support the next level of work. The completion of the final report concluded Phase I of the exploratory work.

The systems change work entered Phase II the following year in 2017 to implement the recommended strategies listed in the final report. First 5 LA contributed \$74,500 into the pooled fund through a Strategic Partnership with Community Partners which leveraged \$70,000 from other funders for a total pool fund of \$144,500. Being under \$75,000, this item did not require Board action per the procurement policy. The contract was brought to the Board as part of the Executive Director's Report on September 14, 2017. Through this pooled funding, Community Partners contracted with The Center for Collective Wisdom to meet with LA County Departments to raise awareness and find opportunities to integrate a trauma and resiliency-informed approach by advancing the strategies included in the final report. As a result of this effort, demonstration projects across the county have started undergoing this transformation.³

Given the challenging nature of this systems change work, it is requested to extend Phase II for an additional two years through June 30, 2020. Continued dialogues are needed to inform, advocate and connect large systems impacting the lives of children and families in Los Angeles County. Through the pooled fund at Community Partners, C4CW will continue to explore opportunities with county partners on ways to integrate a trauma and resiliency-informed approach through countywide efforts (e.g. Hubs, Continuum of Care Reform, LA County Department of Mental Health's Innovations 2, Los Angeles Unified School District, Prevention and After Care Networks, etc.). Through this Strategic Partnership with Community Partners, First 5 LA will contribute to the pooled fund to continue supporting C4CW's efforts as well as emerging opportunities to advance this initiative. For example, in response to the LA County Board of Supervisors' motion to establish a countywide Office of Violence Prevention, the pooled fund, with support from First 5 LA and other public and private funders, could support the anticipated strategic planning process. Support will ensure alignment to the Trauma and Resiliency-Informed Systems Change Initiative.

³ The City of Long Beach will hire a staff person to oversee trauma and resiliency-informed change in their departments and community work. The Home 4 Good Funders Collaborative will support the coordinated entry system for homeless to be trauma and resiliency-informed. First 5 LA's Best Start Partnerships will onboard their new regional support structure in a trauma and resiliency-informed way.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an extension of Phase II of this strategic partnership for two additional years through June 30, 2020 for an amount not to exceed \$327,000 for a total project cost of \$401,500 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 1, 2018 to June 30, 2020 for \$327,000.

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

This project strongly reflects First 5 LA's intent to invest through partnership. Pooling funds at a neutral location facilitates authentic collaboration. In addition, a Strategic Partnership with Community Partners provides an opportunity to leverage First 5 LA funds to garner additional funding from philanthropic partners to support our trauma-informed care strategy. Community Partners is trusted in the community and has a long history of being a fiscal sponsor for community-led initiatives. First 5 LA and our partners have also worked with Community Partners in the past. All funding partners collectively agreed that Community Partners would be the appropriate fiscal intermediary to operationalize this effort.

As strategies were identified in the initial exploratory phase of this project, continued planning is needed to identify and cultivate opportunities around implementation, warranting the continued contribution of funds into the pool for an additional two years, through the current 2015-2020 Strategic Planning period. First 5 LA's contribution into the pooled fund will leverage additional funds from other funders. Additionally, all contributing partners are committed to continuing to outreach to additional funding partners to support the overall effort. This effort creates a space for funders to align their own agency mission and goals to a trauma and resiliency-informed approach and facilitates aligned funding. In this regard, the initial establishment of this fund has been a catalyst for attracting additional funders and contributions to leverage the effort. The pooled fund can also be utilized to make joint investments on emerging trauma and resiliency-informed efforts that align with the purpose and goals of this initiative. For example, in response to the LA County Board of Supervisors' motion to establish a countywide Office of Violence Prevention, the pooled fund, with support from First 5 LA and other public and private funders, could support the anticipated strategic planning process. Support will ensure alignment to the Trauma and Resiliency-Informed Systems Change Initiative.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership. This project strongly reflects First 5 LA's intent to invest through partnership. Pooling funds at a neutral location facilitates

authentic collaboration. First 5 LA and our partners have worked with Community Partners in the past. Given their expertise and track record, all funding partners collectively agreed that Community Partners would be the appropriate fiscal intermediary to operationalize this effort. As strategies were identified in 2016 during Phase I, continued planning is needed for Phase II to determine priorities and opportunities around implementation, warranting the contribution of funds into the pool for the remainder of the Strategic Plan until June 30, 2020.

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service. Through the Strategic Partnership with Community Partners, First 5 LA's contribution into the pooled fund will continue to leverage additional funds from other funders. As noted above, during FY 2017-18, First 5 LA leveraged \$70,000 from other funders for a total pool fund of \$144,500. Funding partners are currently exploring what they can contribute to the pooled fund. First 5 LA's contribution of \$327,000 is expected to leverage an estimated \$120,000 from other contributing funders as well as in-kind resources of staff time. The Trauma and Resiliency-Informed Systems Change Initiative creates a space for funders to learn about trauma-informed care work, assess if it is aligned with their own agency mission and goals and potentially contribute financially to the effort. In this regard, the initial establishment of this fund has been a catalyst for attracting additional funders and contributions to leverage the effort. The pooled fund can also be utilized to make joint investments on emerging trauma and resiliency-informed efforts that align with the purpose and goals of this initiative. For example, in response to the LA County Board of Supervisors' motion to establish a countywide Office of Violence Prevention, the pooled fund, with support from First 5 LA and other public and private funders, could support the anticipated strategic planning process. Support will ensure alignment to the Trauma and Resiliency-Informed Systems Change Initiative

Alignment with Strategic Plan:

The proposed Strategic Partnership is aligned with the adopted Strategic Plan by supporting First 5 LA's trauma-informed care strategy and related implementation activities. Phase I of the project created a workgroup and building of a pooled fund of philanthropic investors; Phase II will focus on implementation of trauma-informed care strategies with key county partners. The two core principles of this trauma-informed care strategy include partnership building and the use of policy and systems change approach, which are fundamental principles within the 2015-2020 Strategic Plan.

Related to partnership building, the initial launch of the effort and establishment of the pooled fund was a joint partnership with the California Community Foundation, The California Endowment, the Conrad N. Hilton Foundation and The Ralph M. Parsons Foundation. The pooled fund is a mechanism for First 5 LA and partners to support a platform to carry out strategies and activities that will be grounded in a policy and systems change approach. This platform will support the implementation of the strategies identified in the environmental scan final report that will be focused on how to impact county systems and embed a focus on trauma-informed care.

Memo

To: Board of Commissioners
From: Kim Belshé, Executive Director
Date: June 14, 2018
Subject: EXECUTIVE DIRECTOR'S REPORT

EXECUTIVE DIRECTOR'S HIGHLIGHTS

At the June 14 Board meeting, the Board will be presented the final First 5 LA budget for fiscal year 2018-19 for its consideration and action. As our Chair noted at the May 10 Board meeting, budgets reflect the values and priorities of an organization. For First 5 LA, the proposed budget reflects our vision for a better, stronger and more equitable future for all of LA County's children and our role as a partner, collaborator, funder and catalyst to help achieve that vision. We are grateful for the Board's counsel and feedback across multiple touchpoints in the budget development process. We look forward to presenting the final budget on June 14 for your consideration and approval.

First 5 LA's budget for FY 2018-19 reflects our focus on policy and systems change as essential to substantial, sustainable change, consistent with the Strategic Plan. First 5 LA's focus on being a systems and policy change leader, in partnership with others, reflects an evolution from being a funder of direct services, which was a principal focus of our work for First 5 LA's first 15 or so years.

As a part of our organizational transformation, we have dedicated time at various Commission meetings this spring to explore different aspects of what it takes for First 5 LA to be an effective policy and systems change funder. Recent Commission presentations and Board discussions have allowed Board and staff alike to:

- Reflect on First 5 LA's evolving strategy, role and intended impact at a systems and policy change level, as articulated in our Strategic Plan;
- Listen to and learn from others in the field, including foundations and others engaged in systems change work; and
- Learn from our own experience and reflect on how our work is changing and, informed by experience, can be refined to increase our contribution to better outcomes for young kids.

COMMISSIONERS

Los Angeles County Supervisor	Jane Boeckmann	Yvette Martinez
Sheila Kuehl	Bobby Cagle	Romalis J. Taylor
<i>Chair</i>	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Joseph Ybarra Jr., Ph.D.
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Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

I'm proud to be a part of an organization that recognizes learning as a strategic asset. Informed by First 5 LA's commitment to learning and to results, recent Board meetings have allowed us to learn from others and from our experience:

- At the March 8 Meeting of the Board of Commissioners, we invited key County agency partners to participate in discussions with the Board and staff regarding aligned priorities in such areas as family-strengthening home visiting and early intervention – which provided powerful evidence of First 5 LA working differently with county agencies in furtherance of change for kids at a larger scale.
- At the April 26 Special Meeting of the Commissioners/Program and Planning Committee, the Board explored evaluation of collaborative systems-change focused work – which shined a light on how policy and systems change efforts require different approaches to measurement and learning.
- At the May 10 Meeting of the Board of Commissioners, the Board and staff discussed with representatives of private philanthropy, what it takes to advance, monitor and measure systems change work? – which lifted up of important themes for all social change agents and funders to consider, including First 5 LA. For an overview of the key themes that emerged from that panel, please see attachment A.

At today's Board meeting, we have invited experts from the fields of family-strengthening home visiting and oral health. First, the Board will hear from Dr. Deb Daro, one of the nation's leading experts in the area of child abuse prevention policy and early home visiting research. Dr. Daro will speak to home visiting as a powerful prevention strategy and the importance of a systems building mindset and strategy to expand and sustain support for all families. Dr. Daro will also speak to LA County's home visiting systems building and sustainability efforts which were catalyzed by the 2016 Board of Supervisors home visiting motion and are receiving state and national attention.

Second, our Health Systems Department Director, Tara Ficek, will facilitate a conversation with oral health leaders from UCLA, USC and Western University of Health Sciences regarding First 5 LA's Children's Dental Care Program. Panelists will share learning from this legacy investment from a policy, systems change and sustainability perspective with a focus on implications for our work going forward.

Finally, looking ahead, at the July 12 Meeting of the Board of Commissioners we will focus on the Impact Framework. The Impact Framework will incorporate an overarching impact statement as well as a set of county-level population outcomes, monitoring measures and reporting plan. A First 5 LA Impact Framework is essential to articulating our intended impact, understanding the systems change work underway and the types of changes we can expect to see, tracking our progress, and informing our strategies for First 5 LA's work going forward. In July, we'll remind the Board of the key questions the Impact Framework is intended to answer, use the Early Care and Education and Health Systems Impact Frameworks to dig more deeply into our approach to measurement and learning and to solicit Board feedback, and connect how learning from the Impact Framework process will be used to further refine our strategies and activities going forward.

We look forward to what we expect will be a rich discussion with the Board across multiple subjects in June.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. FAMILY SUPPORTS

First 5 LA Influencing Early Childhood in Other States

On March 26th, Family Supports Senior Program Officer, Leticia Sanchez was invited by First Steps Kent, Michigan to participate on a panel at the inaugural Ready By Five Conference. First Steps Kent is leading efforts to fund early childhood programming in Kent, Michigan. The national conference was an opportunity to bring together individuals and organizations that play a role in early childhood development.

Conference attendees included providers, parents, local leaders and state agency personnel and policymakers. First Steps Kent is leading an effort to place an early childhood millage on the November 6, 2018 county-wide ballot to support early childhood development and health. First 5 LA and Best Starts for Kids Seattle King County Public Health, Washington were invited to speak about their experience in creating and utilizing ballot measures to support early childhood.

This was an opportunity for First 5 LA to inform the field and influence policy in Kent, Michigan. Leticia presented First 5 LA's dedicated funding journey, including significant outcomes as it relates to Best Start Communities, policy and systems change and contributions to creating an innovative and robust countywide home visiting system. Leticia discussed the importance of partnership, collaboration and engaging families in achieving impact. We look forward to hearing more from our partners in Kent, Michigan and the outcome of their effort.

Staff Contact: Leticia Sanchez (lsanchez@first5la.org)

Family Strengthening Summit

The Family Strengthening Summit was held on June 13 and attended by over 500 staff from Welcome Baby and Select Home Visitation grantees. As a critical component of the Families Outcome work of the 2015-2020 Strategic Plan, the Family Strengthening grantees consist of fourteen Welcome Baby and nineteen Select Home Visitation sites across LA County. The Summit is an opportunity to celebrate and reflect on another year's worth of implementation efforts of contribution to strong families.

The goal of the Summit was to celebrate the achievements of a fifth year of implementation, highlight the role of home visiting in meeting the needs of families, and provide ongoing learning around the essential ingredients to support the health and social, emotional, and cognitive success of young children. It was also an opportunity to emphasize the multi-faceted sustainability efforts taking place across multiple local entities as a result of the Board of Supervisors Motion on Home Visitation, as well as advocacy and policy efforts at the state and federal level. The Summit was organized by the Family Strengthening Oversight Entity, led by Los Angeles Best Babies Network. Key speakers included Dr. Gloria Castro from the University of California, San Francisco, whose work focuses on perinatal mental health with extensive experience in working with mental health providers and

immigrant communities; Trinity Wallace-Ellis, who has worked for the betterment of the lives of youth in foster care for the past twenty years and is an author, professional trainer and inspirational speaker; and a panel discussion with past program participants that addressed the impact of the program on their lives.

Additional learnings and highlights from the Family Strengthening Summit will be shared at the July 11, 2018 Meeting of the Board of Commissioners.

Staff Contact: Diana Careaga (dcareaga@first5la.org)

II. COMMUNITIES

Los Angeles County Metropolitan Transportation Authority (Metro) Vision 2028 Strategic Plan

With the release of the Metro Vision 2028 Strategic Plan, an opportunity to amplify Best Start community voices to advocate for safe and affordable transportation for low-income families was realized. The Metro Vision 2028 Strategic Plan, which was released on April 24, 2018 with a 30 day public comment period by Metro's Office of Extraordinary Innovation, will guide transportation development in Los Angeles County for the next ten years. A unifying theme throughout the 14 Best Start communities is the critical role that Metro and public transportation plays in the lives of children and families.

Many pregnant mothers, parents, and caregivers of young children across *Best Start* communities say that Metro plays a critical role in their lives. Families depend on Metro and other transit providers within LA County to take their children to and from school, medical appointments, recreational activities, and other daily necessities. Ensuring that families with young children have high-quality mobility options, speeding up busses, and reducing wait times will greatly enhance the quality of life of *Best Start* residents. The following are challenges community members across all *Best Start* communities consistently expressed:

- Safety
 - Waiting at bus stops, especially parents who work late at night
 - Walking and crossing the street with young children
 - Riding buses and trains with a large family and being able to stay together and have safe seating when transit is full
- Access
 - Affordability of public transit for families and caregivers with young children
 - Improving bus reliability
 - Expanding transit service at night and on weekends

The Communities Department staff (an integrated team across all the strategies) convened and collected input from several *Best Start* community partnerships, including Broadway-Manchester, Lancaster, Palmdale, and Metro LA. More than 200 comment cards were collected to elevate parent voice and inform Metro's Vision 2028 strategic plan.

In addition, on May 16, 2018 Best Start Metro LA mothers testified at the Metro Agency Board hearing to advocate for safe, efficient, and equitable transportation for low-income families as the

agency approved its FY 2018-2019 budget. As a result of the testimony, the group was able to meet with David Sutton, Director of TAP Operations, to discuss the pending elimination of tokens and provide direct feedback on TAP's fare structure and the impact it has on low-income families. Parents elevated the need to make it easier to load and use TAP cards, to increase security and safety across the transportation system, and to make new investments equitable and with families in mind. Through the advocacy of one of the mothers in the group, Best Start Metro LA was able to secure more than 1,000 free Metro TAP cards. Communities Department staff will continue to meet with Metro staff to help connect other Best Start communities with the agency and to create a continued opportunity to elevate parent voice in major transportation decisions that impact mobility for families and children in Los Angeles County.

Building on past models of parent engagement such as the Antelope Valley Transportation Forum, First 5 LA's and Best Start's continued engagement with Metro's Office of Extraordinary Innovation is another step towards meaningful policy change to benefit transportation systems that serve families and young children. Next, First 5 LA Communities Department staff will continue to work with Metro on projects that impact families in Los Angeles County, such as the NextGen bus study and Measure M project implementation.

Staff Contact: Hector Gutierrez (hgutierrez@first5la.org); Debbie Sheen, (dsheen@first5la.org)

III. EARLY CARE AND EDUCATION SYSTEMS

Early Care and Education Policy and Advocacy Fund

As previously reported, the Early Care and Education Policy and Advocacy Fund (ECE PAF) was launched in 2017 with an initial cohort of grantees working to increase access to quality, affordable early care and education programs in LA County: Advancement Project, Child 360, Children Now, Early Edge, LA Chamber, and a partnership of the Child Care Alliance of Los Angeles, Crystal Stairs, and Child Care Resource Center. In addition, the fund continues to support emerging opportunities with other critical ECE advocates. The emerging opportunities grantees are also working to advance access to quality early learning. However, unlike the initial cohort of PAF grantees, these organizations do not have a presence both locally here in LA County and statewide. As previously reported, the ECE PAF has already funded the California Child Care Resource and Referral Network, the California Child Development Administrators Association, Child Care Law Center, and the Council for a Strong America, the umbrella organization coordinating the work of brands including Fight Crime Invest in Kids and Ready Nation.

Since the last report, the following four organizations have received funding through the ECE PAF: Parent Voices, Moms Rising, Common Sense Kids, and the REAL Coalition, a group uniting regional business chambers for common advocacy goals in California. With the addition of these organizations, the ECE PAF is supporting groups who represent diverse voices to expand early learning including parents and business interests.

Additionally, the ECE PAF is funding one research project through the third allocation of the fund, rapid response. In order to support field-building across advocates, rapid response allocations are project based and the results of the project must benefit and be available to the field at large. The research proposal, submitted by Early Edge, the LA Area Chamber of Commerce, and LA County's

Office for the Advancement of Early Care and Education, will be conducted by an independent group and focus on the pay disparity between preschool and transitional kindergarten teachers on school district campuses.

As Commissioners will recall, the ECE PAF is being coordinated by Community Partners. In addition to serving as fiscal sponsor, technical assistance provider, and intermediary, Community Partners is facilitating an ongoing learning process with grantees. As the ECE PAF enters its second year, Community Partners will facilitate a number of individual and group learning sessions, including a debrief of the work of the California Early Care and Education Coalition and its relationship to the ECE PAF.

Staff Contact: Becca Patton (rpatton@first5la.org)

Update on Kindergarten Readiness Assessment (KRA)

As part of First 5 LA's Kindergarten Readiness Assessment (KRA) Initiative, seven school districts and communities have completed their Early Development Instrument (EDI) data collection and are heading into a planning and community engagement phase. Districts and community-based organizations will include local stakeholders as they analyze the data and determine how to utilize results to inform policy and systems change. Relevant stakeholders also participate in the quarterly Southern California EDI Learning Exchange which convenes community members and school district staff to develop key actions based on EDI data results. Currently, First 5 LA is collecting data on approximately 6% of Los Angeles County. First 5 LA is also outreaching to new school districts and communities that are interested in collecting KRA data for the 2018-2019 school year.

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IV. HEALTH-RELATED SYSTEMS

Updates on Strategic Partnership with the American Academy of Pediatrics (AAP)

This past April, First 5 LA celebrated the culmination of our Strategic Partnership with the American Academy of Pediatrics—California Chapter 2 (AAP-CA 2), which resulted in six countywide Town Hall sessions that educated 129 pediatricians across Los Angeles County.

"Pediatricians face the challenge of practicing medicine in a fragmented health care system," Dr. Tomás Torices, Executive Director of the AAP shared. "Evidence-based medicine is confronted with high implementation costs. Consequently, practices are not screening children utilizing the most effective developmental screening tools."

The Town Hall sessions focused on the importance of using an evidenced based developmental screening tool, resources available in the community, as well as, the importance of systematizing the practice and using screening results for referrals. In addition to pediatricians and primary care providers, representatives from Los Angeles Unified School District, the Department of Public Health, First 5 LA, First Connections, as well as intervention specialists also attended the Town Hall sessions.

Town Hall sessions were held in the North, South, East, West, and Central regions of Los Angeles

County and specifically included the City of Pomona, Lancaster, Woodland Hills, Marina del Rey, Torrance, and Los Angeles.

In addition to the Town Hall sessions, First 5 LA also sponsored the annual AAP-CA 2 Pediatric Symposium held April 27 and 28, 2018. The symposium provided an opportunity to increase awareness of Help Me Grow efforts in LA County and statewide and illustrated how health care providers can support early identification and intervention for children at risk and with developmental and behavioral needs.

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14th Annual Community Conference on Early Childhood at RAND in Santa Monica

First 5 LA Health Systems and Strategic Partnerships staff attended the 14th Annual Community Conference on Early Childhood hosted by RAND and the Santa Monica Early Childhood Task Force on May 21st. First 5 LA Commission Vice Chair Judy Abdo suggested Help Me Grow (HMG) as this year's topic. The HMG model closely relates to Santa Monica's focus on improving coordination among existing agencies and services.

As HMG-LA is in early implementation planning, Commissioner Abdo recommended Rebecca Hernandez, Manager of HMG Orange County, as keynote speaker. HMG Orange County has been operating for 13 years and was the first replication site of the HMG national model. First 5 LA Vice President of Programs Christina Altmayer in her former role as Executive Director of The Children and Families Commission of Orange County oversaw the early implementation of HMG-OC. After the keynote presentation, Christina Altmayer provided attendees with an overview and update on HMG-LA and answered questions about design and timeline.

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Partnership with LA County Department of Public Health's Office of Violence Prevention

On Tuesday, March 13th, 2018, The Los Angeles County Board of Supervisors unanimously passed a motion related to gun violence prevention, of which one part of the motion calls for the Los Angeles County Department of Public Health (LACDPH) to design and develop a new Office of Violence Prevention. LACDPH has 90 days to report back with an overview of how the Office of Violence Prevention, working with partner agencies, will develop and roll out a Countywide violence prevention strategic plan, including providing a strategic planning process timeline, identifying resources needed to complete the strategic plan and identifying possible funding sources.

In an effort to support our County partners and to align First 5 LA's desired outcomes with those of larger county systems, on May 3rd, 2018, First 5 LA's Health Systems staff met with LACDPH staff working on responding to the Board motion. Key milestones for this process include providing a response to the Board of Supervisors by June 15, 2018, outlining the plan which includes the infrastructure for the Office of Violence Prevention, as well as a process for strategic planning for the office. Another milestone will be the completion of the strategic planning process by December 2018.

Following that meeting, First 5 LA Health Systems staff identified a number of opportunities for collaboration. The first opportunity is a connection to First 5 LA's Communities staff and the Best Start partnerships. LACDPH staff would like to connect with Best Start staff to have informational

meetings about how the Office of Violence Prevention can elevate the community voice. The second opportunity for collaboration is working to infuse a trauma informed approach as foundational to the Office of Violence Prevention's work. LACDPH staff recognizes the impact of trauma and how critical the utilization of a trauma informed approach is to advancing their desired outcomes. First 5 LA Health Systems staff can serve as allies to the new Office as LACDPH staff explore operationalizing that concept. The third opportunity for collaboration that can tie into the first two is to support the Office's strategic planning process. It will be important for First 5 LA to be a stakeholder that participates in the Office's Strategic Planning process. Additionally, in response to LACDPH's interest in having First 5 LA support the strategic planning process in partnership with them, First 5 LA has dedicated funds to contribute to hire a consultant for the strategic planning process and will work with other funders to leverage First 5 LA funds for additional support.

Staff Contact: Pegah Faed (pfaed@first5la.org)

Policymakers Education Day

First 5 LA staff from Health Systems and Public Policy & Government Affairs participated in the California Campaign to Counter Childhood Adversity's (4CA) policymakers education day on May 22 in Sacramento. Joining staff from other organizations across California committed to addressing adversity, our team met with legislative leaders and staff to educate on the long-term impact of childhood adversity and advocate for improved trauma-informed policy and programming. To help prepare for these meetings, attendees heard from Assemblymember Joaquin Arambula and staff from First Five Association of California, California Youth Connection, Center for Youth Wellness and Children Now.

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V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Immigration Related – Overview Across Policy & Strategy Division

Sign On Letter - Opposing Immigrant Parent-Child Separation

- On June 1st, First 5 LA signed on to a letter circulated by Children's Defense Fund and Young Center for Immigrant Children's Rights opposing immigrant parent-child separation at the border. This anti parent-child separation letter was supported by 540 organizations from all 50 states, and the practice has also received condemnation from the Office of the United Nations High Commissioner on Human Rights. Moreover, Senator Wyden and Senator Murray, joined by 38 other Senators, called on the President to end this "cruel" policy and specifically cited this letter as evidence of the groundswell of opposition to this practice. First 5 LA joined a growing list of national and statewide child, immigrant, and service provider organizations opposing the policy as it negatively impacts the healthy development of children and increases the likelihood of trauma-related outcomes. For a copy of the letter see Attachment B.

This builds on First 5 LA's immigration work in June 2017, in which First 5 LA joined 200 philanthropic institutions from across the country by signing the bipartisan Grantmakers Concerned

with Immigrants and Refugees (GCIR) Joint Statement. The Statement rejects discriminatory policies directed toward immigrant and naturalized families, and affirmed support of inclusion, diversity, and the rights of all persons.

Thank you notes to LA members of Congress:

- As of last week, 86 Congressional representatives signed onto a letter urging the Trump Administration to not adopt the proposed/rumored public charge rule. Drafts of this public charge rule leaked in March 2018 suggest that acceptance of public benefits – including benefits by children for health, nutrition, education, and social services – will negatively affect immigration and naturalization decisions by the government. Such a rule would be expected to have a chilling effect on Angelenos to forego benefits for which they are eligible and entitled in California. We sent out thank-you messages to the seven Los Angeles members who signed the proposed public charge drafts, and our colleagues at First 5s in other counties also are thanking their members of the California delegation as well.

Strategic Partnership with Liberty Hill Foundation:

- In March 2018, First 5 LA entered into a Strategic Partnership with the Liberty Hill Foundation in support of immigrant families. Our partnership will enable Liberty Hill to establish the Rapid Response for Young Immigrant Children Fund, which supports grassroots, community-based organizations (CBOs) in providing specific prenatal to five related immigration resources and services. Resources provided to CBOs include education, information, referrals, and CBO capacity building. Services offered by Liberty Hill's CBO grantees include home visiting and child care, trauma-informed family counseling, and family reunification plan trainings appropriate for young children.

“Brown Bag” on Immigration

- The Community Relations team invited Angelica Salas, Executive Director of the Coalition for Humane Immigrant Rights (CHIRLA) to join First 5 LA staff for a “brown bag” conversation on immigration policies on June 6th. Angelica shared with staff how prior and current immigration policies are having a detrimental impact on Los Angeles’ immigrant families and their children. Some of the points Angelica raised included family separation due to deportations, temporary protection status (TPS), public charge, the upcoming census and the trauma being experienced by very young children as a result of immigration policies. Staff also shared with Angelica anecdotal information on the impact immigration policies are having on our investments (i.e., decline in enrollments in Project Dulce and Home Visitation).

Staff contact: Jamie Zamora (jzamora@first5la.org); Kim Pattillo Brownson (kpattillo@first5la.org); Gabriel Dee (gdee@first5la.org); Rachel Chang Binns (rbinns@first5la.org); Rafael Gonzalez (rgonzalez@first5la.org);

Legislative Agenda

The Public Policy and Government Affairs Department continues to actively develop and advocate for First 5 LA's legislative agenda, aligned with the Policy Agenda approved by the Board in November 2017. As Commissioners will recall, First 5 LA is already actively supporting the following legislation:

- AB 11 (McCarty), Early Childhood Interventions: Development Screenings (Health Systems), which would require screening services under the Early and Periodic Screening, Diagnostic and Treatment (EPSDT) program to include development screening services for 0- to 3- year olds and be validated and standardized.
Status: Senate Health Committee
- AB 605 (Mullin), Day Care Centers: Integrated Child Care License (ECE), which proposes to create a single license for center based care regardless of ages served.
Status: Senate Human Services Committee
- AB 992 (Arambula), CalWORKS: Baby Wellness and Family Support Home Visiting Program (Families), which establishes funding for home visiting programs through CalWORKS.
Status: Senate Human Services Committee
- AB 1754 (McCarty), Pre-K for All Act of 2018 (ECE), which proposes to guarantee that all children eligible for state preschool receive access to programs.
Status: In Assembly, ordered to 3rd reading
- AB 2001 (Reyes), Family child care home education networks (ECE), which proposes to codify and formalize the network of family child care home education networks.
Status: Senate Appropriations Committee
- AB 2292 (Aguiar-Curry), Child care: reimbursement rates: start-up costs: grants (ECE), which would increase the reimbursement rate factor for infants and toddlers and provide funding for ECE program start-up costs, among other adjustments.
Status: In Senate, ordered to 3rd reading
- AB 2626 (Mullin), Child Care and Development Services Act (ECE), which makes a number of adjustments to improve the quality and availability of ECE programs in California aligned with the State ECE Coalition's budget ask.
Status: In Assembly, ordered to 3rd reading

Since the May 10 commission meeting, First 5 LA has taken formal support positions on the following legislation:

- SB 982 (Mitchell), CalWORKS grant disbursements (Families), which would increase CalWORKs grant levels to ensure no grant falls below 50% of the federal poverty level.
Status: In Senate, ordered to 3rd reading

- AB 2960 (Thurmond), Online child care portal (ECE), which would require the state Department of Education to develop and operate an online portal for early childhood and expanded learning services.
Status: In Assembly, ordered to 3rd reading
- AB 2698 (Rubio), Teacher support (ECE), which would create a 1.05 adjustment factor for state subsidized preschools and care centers that offer trainings on effectively managing children with challenging behaviors.
Status: Senate Rules Committee
- AB 2289 (Weber), Pupil Parental Leave (Families), which would mandate that California schools provide 8 weeks of parental leave for pregnant or parenting pupils, as well establishing other accommodations.
Status: Senate Rules Committee

For the complete list of First 5 LA's current state legislative agenda, please see Attachment C.

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Legislator Engagement

On May 9, 2019, Vice President for Policy and Strategy Kim Pattillo Brownson, Senior Policy Strategist Becca Patton, and Senior Government Affairs Strategist Jamie Zamora joined the Early Care and Education Policy Advocacy Fund (ECE PAF) grantees Crystal Stairs and Parent Voices for their annual Stand for Children Advocacy Day in Sacramento. The day was filled with a rally on the Capitol steps, followed by a march, which led into several legislative meetings. Visits included meetings with Assembly Speaker Anthony Rendon, Assemblymember Wendy Carrillo, Assemblymember Blanca Rubio, Assemblymember Freddie Rodriguez, and Senator Holly Mitchell.

On May 22-23, the Public Policy and Government Affairs and Strategic Partnerships Departments sponsored and participated in the annual Los Angeles Chamber of Commerce's Access Sacramento legislative advocacy trip to Sacramento. The trip served as an opportunity for First 5 LA to continue to build relationships with Los Angeles business partners based on our legislative agenda and the "One Billion for Babies," budget ask. It also supported the Strategic Partnerships Department's engagement with high profile business leaders to build awareness of First 5 LA goals and mission, and to cultivate them as early childhood champions.

First 5 LA supported several events including the opening reception and dinner, which featured keynote Assembly Speaker Anthony Rendon. Kim Pattillo Brownson provided introductory remarks for the program lunch keynote speaker Dan Morain, Senior Editor at CalMatters, and followed remarks by State Controller Betty Yee. Staff were assigned to several teams including ECE, K-12, Health Care, and Higher Education. The teams met with 19 different legislative offices including meetings with Assemblymembers Patrick O'Donnell, Adrin Nazarian, Tony Thurmond, Wendy Carrillo, Blanca Rubio, and Kevin McCarty. Meetings also included visits with the California Department of Education, Superintendent of Public Instruction, and the Governor's Office.

In addition, on May 29, Kim Pattillo Brownson, Jamie Zamora, and Becca Patton joined members of the California Early Care and Education Coalition, an advocacy coalition co-funded by First 5 LA and

First 5 California, for an ECE advocacy day in Sacramento, urging legislative leadership to champion the Coalition's "Billion for Babies" budget ask. Further information about ECE advocacy is included in an item immediately following below.

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State Early Care and Education Coalition

The State Early Care and Education (ECE) Coalition was joined by the Legislative Women's Caucus in support of the Coalition's budget ask, "One Billion for Babies." The Legislative Women's Caucus sent a letter to Governor Brown and leadership asking that the final budget prioritize access to childcare, increase reimbursement rates for providers caring for vulnerable populations, and drive additional federal investment through the Child Care and Development Block Grant (CCDBG) to increase available child care spaces. This letter can be found at Attachment D.

ECE Coalition partners also worked with our federal representatives in sending a congressional letter encouraging the state legislature to invest the increased CCDBG dollars to increase access to early care and education. This letter can be found at Attachment E.

Finally, the ECE Coalition coordinated a day of advocacy on May 29 in Sacramento. Joined by more than 50 members of the Coalition and parent advocates, the Coalition met with key members of the state legislature and participated in a press conference and rally with Assemblymember Cecilia Aguiar-Curry.

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California's Child Care Development Fund State Plan

Every three years, as part of the Child Care Development Block Grant (CCDBG), states must submit a state plan outlining how they are effectively implementing CCDBG. A robust public input process is part of the development and submission of this state plan. First 5 LA sent two letters as part of the public input process. This first letter, Attachment F, outlined areas of the plan where California is still falling short of CCDBG requirements and noted ways California could come into compliance with the law and thereby increase the quality of our early care system. The second letter was submitted on behalf of First 5 LA, First 5 CA, and First 5 Association, and focused on how to fully invest the CCDBG set-aside dollars for quality improvement. Overall, the First 5s supported aligning quality improvement efforts with the current efforts underway through counties' implementation and rollout of their quality improvement systems. This letter can be found in Attachment G.

Staff Contact: Becca Patton (rpatton@first5la.org)

Business Associations

First 5 LA's Strategic Partnerships and Community Relations Department staff attended the Central City Association (CCA) Annual Treasures of Los Angeles Luncheon on May 17, 2018. The event included more than 1200 of L.A.'s business, elected, and civic leaders who contribute to the vibrancy of L.A.'s economy. Strategic Partnerships staff also attended the National Association of Women Business Owners (NAWBO) Annual Leadership and Legacy Awards on May 18, 2018. The NAWBO event honored women business leaders who have made positive change in their communities and industries through their leadership and advocacy efforts.

First 5 LA's presence at these business association events allows staff to engage with high profile business leaders to build awareness of First 5 LA goals and mission and begin to cultivate local business leaders as early childhood champions. Strategic Partnerships will continue conversations with CCA and NAWBO leadership to identify future partnership opportunities which advance our mutual goals.

Staff Contact: Jennifer Cowan (jcowan@first5la.org)

California State University Northridge

First 5 LA's Strategic Partnerships has facilitated an emerging relationship between the Communities Department and faculty at CSUN's (California State University at Northridge) Tseng College, Department of Child and Adolescent Development, and Neighborhood Partners in Action. The ongoing conversations are exploring opportunities for a partnership with the University to create community-centered learning opportunities, internships, and credit certification programs to further cultivate and develop early childhood leaders and advocates. First 5 LA Strategic Partnerships Department, in collaboration with Communities Department colleagues, will continue conversations to further explore partnership opportunities in the Northeast Valley that serve children prenatal through five and their families.

Staff Contact: Sharon Murphy (smurphy@first5la.org)

Southern California Grantmakers (SCG) Philanthropy in Sacramento

First 5 LA's Strategic Partnerships Department Manager Alba Bautista joined Southern California Grantmakers (SCG) on May 21 and May 22 for Philanthropy California's (CA) visit to our State Capitol to develop and cultivate relationships with legislators and policymakers. First 5 LA, along with staff from the Eisner Foundation and the California Endowment, met with Senator Holly Mitchell, Asm. Autumn Burke's staff, Asm. Wendy Carrillo, Asm. Richard Bloom and others to share philanthropy's efforts to ensure an accurate and complete Census count, particularly of hard-to-count populations like young children. Participants advocated for increased and agreed upon funding between the State Assembly and Senate, as well as support for \$1 billion for babies (infant and toddler care) and routine developmental screenings with a validated tool for infants and toddlers in Medi-Cal (AB 11).

Philanthropy CA—an alliance of Northern California Grantmakers (NCG), San Diego Grantmakers (SDG), and Southern California Grantmakers (SCG)—provides a unified voice on public policy issues affecting philanthropy and works collaboratively with statewide partners to advocate for policies that promote the wellbeing of our communities. Before meeting with legislators, Philanthropy CA hosted panels on California's policy landscape; strategic partnerships for public policy impact; and an issue dive into the 2020 Census with Assembly Member Marc Berman and Senator Dr. Richard Pan, who are both on the Select Committee on the Census. First 5 LA's participation ensures the voice of young children and their families is represented during Philanthropy CA.

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Economic Mobility Collaborative Open Letter

First 5 LA and the First 5 Association of California joined leading business, philanthropic, nonprofit,

and policy leaders on an open letter urging California's elected officials to prioritize anti-poverty measures, including directing resources to early childhood education and focusing on multi-agency initiatives like the Lifting Children and Families Out of Poverty Task Force. This Task Force was created by legislation supported by First 5 LA in 2017. The letter demonstrates an important step forward in galvanizing the business and economic development interests in California around prevention strategies. For a copy of the final letter, please see Attachment H.

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Foster Care Hackathon & Visitation

On May 21, 2018, Strategic Partnerships staff joined representatives from the County, Silicon Beach tech community, nonprofits, and philanthropy at #HackFosterCareLA+1. Building on the momentum of the 2017 Foster Care Hackathon, and supported in part by First 5 LA, #HackFosterCareLA+1 featured nine projects that were developed at or inspired by last year's event. The sessions most relevant to young children and families were: Time2Connect: A Technological Solution for Scheduling & Managing Visitation; FosterLAKids.org: Using Technology to Recruit and Develop Resource Families; and Harnessing Digital Media to Improve Foster Parent Recruitment & Retention.

L.A. County Board Supervisor Mark Ridley-Thomas, and L.A. County Department of Children and Family Services (DCFS) Director and First 5 LA Commissioner Bobby Cagle provided opening remarks. Both leaders recognized the Hackathon as a model for public-private collaboration, creating innovative solutions to promote systems change.

First 5 LA, in partnership with DCFS, the Pritzker Foster Care Initiative, and other funders, is providing financial support for the development of the Time2Connect app and data analyses by Chapin Hall to optimize parent-child visitation for families in the L.A. County foster care system. Time2Connect is a web-based scheduling tool designed for use by parents, youth, caregivers, monitors, Foster Family Agencies (FFA), and DCFS social workers. DCFS is now developing the back-end of the tool. DCFS is also working with the County Chief Executive Office and County Council to obtain the necessary approvals needed to enter into the next phase of development and rollout. Assuming the County contract with the developer is approved, DCFS will aim to test in two pilot sites (DCFS Regional Offices in Pasadena and South County) in partnership with six volunteer FFAs in January 2019.

First 5 LA's Family Supports and Strategic Partnerships Departments are working with DCFS and other partners to ensure the visitation project's commitment to addressing the needs of children age 0 to 5 and their families, as well as promote linkages to other First 5 LA strategies (i.e., Family Strengthening and Community Resource Networks) and the L.A. County Prevention Plan.

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Philanthropy and Public Policy Institute

Community Relations manager Fabiola Montiel participated in the second annual Philanthropy and Public Policy Institute (PPPI 2018), sponsored by The Women's Foundation of California, in Sacramento from May 7-9. Through an application process, a total of nine representatives from

California grantmaking organizations were selected to deepen their knowledge on the concept and practice of engagement with public policy. In addition, participants attended “meet and greets” with legislative staff and elected officials.

PPPI 2018 co-chairs Senator Holly J. Mitchell, 30th District, and Surina Khan, CEO of the Women’s Foundation of California, posed questions on efforts to have increased stakeholder engagement along the policymaking process, and to identify common goals across coalitions. The “meet and greets” included Assemblymember Wendy Carrillo, Senator Nancy Skinner, Chief of Staff for Senator Ricardo Lara Erika Contreras, Special Assistant to the California State Assembly Speaker Gail Gronert, Chief Counsel of Senate Public Safety Mary Kennedy, Legislative Affairs Secretary for Governor Jerry Brown Camille Wagner, and Senator Holly Mitchell.

Staff Contact: Fabiola Montiel (fmontiel@first5la.org)

LA March for Moms

Community Relations staff attended the “LA March for Moms” rally on May 6th, an event that highlighted issues important to mothers, such as family leave policies, perinatal health, mental health, and maternal death. The “LA March for Moms” connected to other rallies across the country, including a larger one in Washington D.C., and was a call to action to demand better care for moms. Regionally, this effort was coordinated by Breastfeed LA, Improving Birth, Doula Association of Southern California, and United State of Women. Over 250 attendees gathered at Pershing Square in downtown LA. First 5 LA served as a sponsor for the event.

Staff Contact: Fabiola Montiel (fmontiel@first5la.org)

Magnolia Community Initiative

On April 18th and May 23rd, Rafael Gonzalez participated with other community leaders in a road mapping process to guide the Magnolia Community Initiative (MCI) in their journey over the next 3-5 years. This was an opportunity for MCI (which celebrates 10 years this year) to reaffirm and renew their commitment to children and community, and to refresh their approach to reflect the changing context and evolving needs of the community.

While officially beginning in 2008, the Magnolia Place Community Initiative was born out of a strategic planning process begun by Children’s Bureau of Southern California in 2001. Children’s Bureau identified the key areas that research had shown to be necessary to create safe and supportive environments in which children achieve the best results and live free of abuse and neglect. The four goal areas that anchor the Magnolia Community Initiative are educational success, good health, economic stability, and safe and nurturing parenting. First 5 LA is proud to have contributed to MCI’s community goals.

Staff Contact: Rafael González (rgonzalez@first5la.org)

Census 2020

On May 23rd, the NALEO Educational Fund, in collaboration with Los Angeles Mayor’s Office and the Los Angeles County Chief Executive Office, convened a roundtable discussion with Los Angeles area stakeholders to address the need for a full and accurate count of the region’s population in Census 2020, especially among immigrant and other hard-to-count populations. The roundtable

was facilitated by Maria Garcia, Director of the City of Los Angeles Census 2020 Initiative, and included Daisy Esqueda, LAUSD; Angelica Salas, CHIRLA; Stewart Kwoh, Advancing Justice; and Arturo Vargas, NALEO. During the 2010 Census, close to a million children were undercounted. In 2010, the net undercount for very young Latino children in Los Angeles County was 47,000, the highest of any county in the nation. Responding to and addressing the undercount of children in LA County is a reason why Census 2020 is important to First 5 LA and other children's organizations.

On May 24th, Rafael Gonzalez and Fabiola Montiel of Community Relations attended the 2020 Countywide Outreach Complete Count Committee convened by the City and County of Los Angeles. The Census 2020 Initiative is comprised of a broad-based coalition of community organizations, advocates, interfaith communities, philanthropy, and the private sector. The coalition works together to inform, educate, and mobilize all Angelenos to get counted in 2020. Both Rafael and Fabiola serve as members in this committee.

At the meeting, members were provided with updates from the U. S. Census Bureau, U.S. citizenship questions and pending lawsuits, and upcoming state convenings in LA County. A report back from the countywide outreach sub-committee was also given. It included reports from county and city departments, government and quasi-government groups, and stakeholder and community groups.

Staff Contact: Rafael González (rgonzalez@first5la.org)

Sign On Letter - Opposing Immigrant Parent-Child Separation

First 5 LA signed on to a letter circulated by Children's Defense Fund and Young Center for Immigrant Children's Rights opposing immigrant parent-child separation at the border. For a copy of the letter see Attachment A. The Trump Administration has proposed a zero-tolerance policy placing immigrant parents seeking asylum in detention centers while attempting to enter the U.S., and placing their accompanying children in the custody of U.S. Department of Health and Human Services, where they are housed in facilities in several states across the country. These children could be separated from their parents for several months at a time as their cases are reviewed. Reports have suggested that the Administration has already implemented the zero-tolerance policy for all unlawful immigration to the U.S., as this past spring more than 50,000 immigrants were detained per month, along with 8,400 unaccompanied children.

Advocates have suggested that the new practice is a way to discourage immigrants from Latin American countries in seeking asylum in the U.S. The new policy has received condemnation from the Office of the United Nations High Commissioner on Human Rights by calling on the Administration to end the policy. First 5 LA added its name to a growing list of national and state-wide child, immigrant, and service provider organizations opposing the policy as it directly decreases the support for the optimal development of children and increases the likelihood of trauma related outcomes.

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Earned Media: "That Early Help You Need for Your Child Doesn't Come Soon Enough"

Sacramento Bee: May 29, 2018

The article highlights how the Early Start federal program and statewide systems are failing infants and toddlers with developmental delays because of a lack of access to supports and services and insufficient pediatrician screenings and referrals.

The author of this article is Jocelyn Wiener, a writer for the Center for Health Reporting at the USC Schaeffer Center for Health Policy & Economics. Reporting for this story was supported by a grant from First 5 LA and by USC Annenberg's Center for Health Journalism. The full article can be viewed at <http://www.sacbee.com/latest-news/article211958049.html>.

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Communications Events

- Saturday May 19 – Los Angeles Child Guidance Clinic (LAGC) 20th Annual Resource Fair
The fair celebrated Mental Health Awareness Month at Exposition Park in Los Angeles. More than 35 agencies participated, and approximately 1,000 families attended. First 5 LA set up a resource table where we distributed Parenting Guides, Fathers Resource Guides, Sesame Street books and balls to children under 5 years old. This connects to our Family Strengthening Outcome area.
- Saturday May 19 – Story time with Potter the Otter in Huntington Park
Child 360 sponsored a community event with First 5 LA. Potter the Otter and First 5 LA event staff read the Potter the Otter book and distributed books to children during the story time. Potter was present during the morning of the event and took pictures with children and families. An estimated 100 families were in attendance during story time. This ties in to our Family Strengthening Outcome area.
- Wednesday May 23 – Los Angeles County Office of Education (LACOE) Parent University
This event focused on teaching parents skills to support their children throughout their education. First 5 LA participated with a resource table where we distributed Parenting Guides, Fathers Resource Guides, pre-school writing books and Potter the Otter books. An estimated 400 families with preschool children attended. This is part of our Family Strengthening Outcome area.
- Saturday May 26 and Sunday May 27 – Viva Los Dodgers, Dodger Stadium
First 5 LA and Mobile Express collaborated on this event. Viva Los Dodgers is a family-friendly event featuring live music, player autographs and interactive games. First 5 LA participated along with First 5 California. We distributed Parenting Guides, Fathers Resource Guides and water bottles to children under 5 years old. The event was held two hours before the beginning of each game on both Saturday and Sunday May 26th and 27th. Approximately 1,000 families with children under five years old attended. This is part of our Family Strengthening Outcome area.
- Thursday May 31 – Perinatal Advisory Council: Leadership, Advocacy and Consultation at the California Endowment
First 5 LA had a booth at this event where we distributed advocacy information, Parenting Guides and Fathers Resource Guides. An estimated 200 people attended. This is tied into our Family Strengthening Outcome area.

- Saturday June 9 – Story time with Potter the Otter in San Fernando
First 5 LA was present and read stories with Potter the Otter. In addition to the story time, we also distributed Potter the Otter books to children and took pictures with families and children. Approximately 400 families attended. This is part of our Family Strengthening Outcome area.

Staff Contact: Violet Gonzalez (vgonzalez@first5la.org)

VI. MEASUREMENT, LEARNING AND EVALUATION

CDN Update: Crossover Youth Study

In 2012, First 5 LA partnered with the USC Suzanne Dworak-Peck School of Social Work to create the Children's Data Network (CDN). The purpose of the CDN is to link administrative data across state and local government systems to understand the trajectories of children and families, and to conduct policy-relevant research to inform decision making and create greater impact. Over the past 5 ½ years CDN has worked to link a wide variety of statewide administrative datasets and has started to generate critical research findings that highlight the importance of focusing on children prenatal to five and their families.

One concrete example emerged at a May 18th convening held at USC to examine findings from a retrospective analysis of the timing and degree of previous involvement with the Department of Children and Family Services (DCFS) for a recent cohort of Probation youth. The CDN study "determined the proportion of youth with intensive probation involvement who had also touched the child protection system at an earlier point in their lives, but were not necessarily known to both systems simultaneously. The study was designed to identify possible touch points when prevention-oriented family support and strengthening could have helped to resolve family problems at an earlier stage, potentially preventing later entry into the juvenile justice system." The study was conducted in partnership with California State Los Angeles School of Criminalistics and Criminal Justice. The study brief can be found here: <http://www.datanetwork.org/wp-content/uploads/CrossoverYouth.pdf>.

The convening brought together a wide range of funding partners including The Conrad Hilton Foundation, The Reissa Foundation and the Liberty Hill Foundation. In addition, policy makers and leaders from the Office of Child Protection, LA County Probation Department and the LA County Department of Children and Family Services were there to share the program perspective and comment on the implications of the research. There were over 150 participants from government, research institutions and community-based advocacy organizations.

The major takeaways from the convening were: 83% of the Probation youth had been referred to child protective services for maltreatment at some earlier point in their lives. Four out of ten Probation youth had a substantiated report of maltreatment. Of those Probation youth that had been referred to child protective services, 43% were referred to child protective services before age 5.

The panel discussion that followed the research presentation emphasized the need to implement

prevention strategies as early as possible and highlighted the need to address children in the prenatal to age 5 population.

Staff Contact: Armando Jimenez (ajimenez@first5la.org)

VII. LEGACY INVESTMENTS

Nothing to highlight for this month.

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

IT Equipment Obsolescence

IT recently cleared out nearly 4,500 pounds of obsolete computer equipment from storerooms. Homeboy Industries, which picked up the equipment, also shredded/destroyed 62 hard drives to ensure data remaining on the drives is not compromised.

Staff Contact: Bill Baer (bbaer@first5la.org)

IX. ORGANIZATION-WIDE AND CROSS CUTTING RECENT CONFERENCES AND EVENTS

Nothing to highlight for this month.

X. UPCOMING EVENTS

Nothing to highlight for this month.

XI. CONTRACTS EXECUTED BETWEEN \$25K - \$75K

Procurement Update

Pursuant to the Procurement Policy adopted on February 13, 2014, "The Executive Director (or designee) may approve any contract less than \$75,000 in the aggregate in a fiscal year, and will establish appropriate internal policies and controls for those awards. Copies of contracts executed in the amount of \$25,000 or more and up to \$75,000 within a fiscal year will be provided to the Commission during the course of its normal business and be provided as informational items."

The following contracts were executed between April 19, 2018 and May 24, 2018. Copies of the executed contracts can be found here:<http://www.first5la.org/postfiles/files/June2018Contracts.pdf>

#10019 CITY OF PASADENA – Contract Amount: \$38,816

Contract Period: 1/1/2018 – 6/30/2018

The Kindergarten Readiness Assessment (KRA) measures the school readiness of children entering Kindergarten and engages community stakeholders around the results for systems

change. The objectives for KRA are: 1) Collect Early Development Instrument (EDI) data to assess kindergarten readiness of children in the community; 2) Strengthen school district and community agency staff capacity to support systems change; 3) Build capacity of stakeholders to understand and act on the EDI results. First 5 LA funds will support the Contractor in elevating results from the EDI to inform policy and systems change.

#10052 KENYON CONSULTING, LLC – Contract Amount: \$74,870

Contract Period: 3/29/2018 – 12/31/2018

The consultant will provide technical assistance, project management and facilitation support for projects to support the First 5 LA Programs Division on an as needed basis.

#10057 LIBERTY HILL FOUNDATION – Contract Amount: \$74,500

Contract Period: 4/16/2018 – 4/16/2019

The Contractor will establish the Rapid Response for Young Immigrant Children Fund, which supports grassroots, community-based organizations that serve immigrant families, many within and serving Best Start communities. The fund will enable these organizations to better respond to the growing demand for immigrant related services.

#10063 MAX FREUND DBA LF LEADERSHIP – Contract Amount: \$74,025

Contract Period: 4/23/2018 – 4/22/2019

The Consultant will help design, support and facilitate planning sessions and will provide technical assistance and coaching to improve strategy coordination for the Communities Department.

#10078 SOUTHERN CALIFORNIA GRANTMAKERS – Contract Amount: \$75,000

Contract Period: 5/1/2018 – 4/30/2019

Southern California Grantmakers is the fiscal sponsor for the County of LA's Center for Strategic Public Private Partnerships. This project will provide technical assistance to the County of LA's Department of Mental Health (DMH) through a consultant, Gita Murthy-Cugley and Associates, as DMH works to plan and operationalize Mental Health Services Act/Prevention and Early Intervention Funds for prevention-related efforts, particularly home visiting.

#10061 CENTER FOR COLLECTIVE WISDOM LLC – Contract Amount: \$ 74,500

Contract Period: 5/2/2018 – 9/3/2018

The Contractor will support the Communities Department with incorporating trauma and resiliency informed systems change framework into its onboarding of the Best Start Regional Networks (RNs) and Local Networks (LNs). The Contractor will provide technical assistance and training for the planning and delivery of the onboarding. The Contractor also will facilitate staff sessions and onboarding sessions with RNs, LNs and Community Partnership leaders.

#10079 SOUTHERN CALIFORNIA GRANTMAKERS – Contract Amount: \$25,000

Contract Period: 5/10/2018 – 1/31/2019

Southern California Grantmakers is the fiscal sponsor for the County of LA's Center for Strategic Public Private Partnerships. The One Roof Leadership Initiative (ORLI) is a model that seeks to address homelessness for families involved in the child welfare system. An interagency, interdepartmental workgroup, which includes representatives of Center for Strategic Public Private Partnerships, Los Angeles Homeless Services Authority, the Department of Children and Family Services, the Community Development Commission, and the County Chief Executive Office, seeks

to implement the ORLI in Los Angeles County. First 5 LA's funds will contribute to hiring a consultant to help the interdepartmental workgroup draft a plan to implement the ORLI in the County of LA.

#10083 BLACKBAUD, INC. – Contract Amount: \$59,900

Contract Period: 5/25/2018 – 5/24/2019

The Vendor provides licenses for Blackbaud Grantmaking, First 5 LA's online grant making system. This initial contract is for the implementation of Blackbaud Grantmaking, including data migration. The initial contract is for 15 universal users and 15 view only users.

Vendors for Promotional Items

First 5 LA released a Request for Vendors (RFV) in FY 17-18 to establish a Qualified Vendors List (QVL) for branded promotional items. The QVL serves as a source of prequalified vendors to support the production of branded promotional items. For FY 17-18, a total of five (5) new vendor agreements were executed. If expenses for a vendor are projected to exceed \$75,000 in the aggregate within the fiscal year, continued use of the vendor shall be presented to the Commission on a consent calendar for approval as required by the Procurement Policy.

#10068 ADAPT CONSULTING, INC. – Contract Amount: \$50,000

Contract Period: 5/7/2018 – 6/30/2018

#10069 ALLIANCE PRINTING ASSOCIATES, INC. – Contract Amount: \$50,000

Contract Period: 5/7/2018 – 6/30/2018

#10070 CORPORATE SPECIALTIES – Contract Amount: \$50,000

Contract Period: 5/7/2018 – 6/30/2018

#10073 KAREN KLAPARDA – Contract Amount: \$50,000

Contract Period: 5/7/2018 – 6/30/2018

#10074 PROMO SHOP, INC. – Contract Amount: \$50,000

Contract Period: 5/7/2018 – 6/30/2018

Staff Contact: Junette Sheen (jsheen@first5la.org)

May 10, 2018 First 5 LA Board of Commissioners meeting
The Funders Perspective: What does it take to do systems change?
Peter Long/Blue Shield of CA Foundation; Meera Mani/Packard Foundation; Shane Goldsmith/Liberty Hill Foundation

Panel: What does it take to do policy/systems change work? Key themes:

1. Policy and systems change as key strategy to impact. Recognize that big, transformative social goals are not achievable without policy and systems change.
 - *“The goal for us is really to get beyond just serving 300 and 500 kids and feeling good that the evidence has been built about knowing how to do it for those small numbers of children; it’s really about impact at scale.”* (Meera Mani)
 - *“I don’t think any of us would say that we exist to change systems. We are changing systems in order to make sure that people are better off.”* (Shane Goldsmith)
 - *“We believe it’s only possible to achieve substantial, sustainable change through policy and systems work.”* (Peter Long)
2. Contribution, not attribution. Bring humility and an understanding that you can’t do this work alone.
 - *“Contribution is much more important than attribution if you want to change the system”* (Peter Long)
3. Control. Be willing to cede control.
 - *“If you need control, you’re not going to get very far on systems and policy change if you have to control the outcome and you have to control the processes.”* (Peter Long)
4. Success/Failure. Redefine “success” and “failure” and be prepared to fail.
 - *“We have to redefine your sense of what is failure and what is success. It’s not always binary.”* (Peter Long)
5. Community Voice. Include the voices and perspectives of residents and beneficiaries in policy and systems change work.
 - *“The beneficiary and the end user really must be a part of creating the solutions to these problems.”* (Meera Mani)
 - *“As an institution yourself, find ways to make sure that you are hearing directly from the people who are directly impacted.”* (Shane Goldsmith)
 - *“It’s critically important to bring the voices, the aspirations, and expectations of the beneficiaries to the table at the outset.”* (Peter Long)
6. (Non-)negotiables. Be clear about what to “hold tight” and what to “hold loose.”
 - *“The systems that you’re really trying to engage in this work is a north star that will remain unshakeable and that you hold tight collectively. What you hold loose is really the path that it’s going to take to get there.”* (Meera Mani)

7. Time, partnerships, trust. Recognize that policy and systems change is a long-term proposition; be patient; develop relationships; build trust.
 - *“...build trust and make sure (the community) understand that...you’re leveraging your power as a funder and as an institution so that you can open doors for them in order to get them to the table.”* (Shane Goldsmith)
 - *“(Policy and systems change) is about time, it’s about partnerships, it’s about measurement, it’s about being iterative...”* (Meera Mani)

8. Maximizing Opportunities/Adaptation. Be opportunistic, adapt and iterate, informed by experience and learning; build internal capacity to do policy and systems change work to allow an organization to respond to opportunities, changes in the landscape that arise.
 - *“One of the unintended benefits of doing systems and policy work is that you are ready when moments come.”* (Peter Long)

9. Demand. Create demand for what works, both via engagement of the community/end users and via broader public will-building.
 - *“It’s so important as you’re trying to change the culture within systems, to figure out where and how you create demand for the thing that works.”* (Meera Mani)

10. Measurement. For measurement of policy/systems change work.
 - *“Achieving impact at scale is really about having population level change.”* (Meera Mani)
 - *“(We are) asking ourselves questions of what we’re going to achieve and what we think is going to happen...(we) make it an inquiry, not an accountability...it’s been an important distinction for us.”* (Peter Long)

via electronic mail

June 7, 2018

The Honorable Kirstjen M. Nielsen
 Secretary
 U.S. Department of Homeland Security
 3801 Nebraska Avenue, NW
 Washington, DC 20016

**Renewed Appeal from Experts in Child Welfare, Juvenile Justice and Child Development
 to Halt the Separation of Children from Parents at the Border**

Dear Secretary Nielsen:

We represent 540 organizations from all 50 states, the District of Columbia and Puerto Rico that have well-recognized expertise in the fields of child welfare, juvenile justice and child health, development and safety. We first sent this letter to you on January 16, 2018 and resubmitted the letter on January 23, 2018 to include additional organizations. Since then, DHS implemented a systematic practice of separating children from their parents—as many as 658 children in just two weeks in May 2018¹—and our ranks grew by more than 300 organizations.

We write again today, after the formal implementation of practices to separate immigrant families, to renew our shared concern that your agency is harming children by taking them from their parents to deter or punish parents and children who come to our border seeking protection. The separation of children from their parents to deter migration, or to punish migration, will have significant and long-lasting consequences for the safety, health, development, and well-being of children. We therefore urgently request that the Administration reverse course on its practice of separating families at the border.

Countless reports have documented that these families are fleeing persecution and violence in their countries, and come here seeking protection. While many come from Central American countries, the parents and children arrive at our border from all over the world, including countries in Africa, the Caribbean, South America, Asia, the Middle East and Europe.

Since early May, DHS in collaboration with the Department of Justice has routinely separated immigrant children from their parents and families. Parents may be placed in adult immigration detention centers and/or summarily deported, while their children are transferred to the custody of the Department of Health and Human Services (HHS) in facilities across the country—as far away as Illinois, Washington, New York, Florida, and Michigan. HHS bears the responsibility of caring for the traumatized children and finding suitable, alternative caregivers.

¹ See Testimony of Richard Hudson, Deputy Chief of Operations Program for Customs and Border Protection (CBP) before Senate Judiciary Committee, May 23 (2018), available at <https://www.judiciary.senate.gov/meetings/tvpra-and-exploited-loopholes-affecting-unaccompanied-alien-children>.

The children could remain in government care for months or more than a year, during which time the continued separation from their parents would compound their trauma and the time it would take them to recover and return to a trajectory of good health and normal development. Nor does it make any sense to require the children to participate in a formal legal proceeding about their immigration case while separated from the parent who brought them here, who may have critical information—or the only information—about the child’s claim for protection.

There is overwhelming evidence that children need to be cared for by their parents to be safe and healthy, to grow and develop.² Likewise, there is ample evidence that separating children from their mothers or fathers leads to serious, negative consequences to children’s health and development.³ Forced separation disrupts the parent-child relationship and puts children at increased risk for both physical and mental illness. Adverse childhood experiences—including the incarceration of a family member—are well-recognized precursors of negative health outcomes later in life.⁴ And the psychological distress, anxiety, and depression associated with separation from a parent would follow the children well after the immediate period of separation—even after eventual reunification with a parent or other family. We are deeply concerned that recent agency actions institutionalize such harm by taking children from their parents as a matter of policy.

Family unity is a foundational principle of child welfare law. In order to grow and develop, children need to remain in the care of their parents where they are loved, nurtured and feel safe. Thus parents’ rights to the care and custody of their children are afforded particularly strong protection under the U.S. Constitution.⁵ While parent-child relationships are generally the province of state law, federal law also recognizes the principle of family unity by providing strong incentives for states to keep children with their parents and to provide services to families to prevent separation and maintain family unity.⁶ The administration’s current policies and practices eviscerate that principle.

² See, e.g., American Psychological Assn, *Parents and Caregivers are Essential to Children’s Healthy Development*, available at <http://www.apa.org/pi/families/resources/parents-caregivers.aspx>.

³ See, e.g., Sankaran, Vivek, Church, Christopher, “Easy Come, Easy Go: The Plight of Children Who Spend Less than 30 Days in Foster Care,” 19 U. Pa. J. L. Soc. Change 207 (2017) (identifying harms to children arising from even short-term separation from a parent’s custody as a result of state action); and Zayas LH, Aguilar-Gaxiola S, Yoon H, Rey GN, “The Distress of Citizen-Children with Detained and Deported Parents,” J. Child & Fam. Studies, 2015; 24(11):3213-3223 (the arrest and separation of parents “serve[s] only to complete the trauma, and the certain detrimental impact on the children’s mental health.”).

⁴ See, e.g., Dube SR, Cook ML, Edwards VJ, Health-related Outcomes of Adverse Childhood Experiences in Texas, 2002, *Prev Chronic Dis.*, 2010; 7(3):A52, available at http://www.cdc.gov/pcd/issues/2010/may/09_0158.htm.

⁵ See, e.g., *Santosky v. Kramer*, 455 U.S. 745, 753 (1982) (a parent’s right to the care and custody of her child is a fundamental liberty interest).

⁶ See U.S. Dep’t of Health and Human Services, Children’s Bureau, Child Welfare Information Gateway, *Reasonable Efforts to Preserve or Reunify Families and Achieve Permanency for Children*, (March 2016), available at <https://www.childwelfare.gov/pubPDFs/reunify.pdf> (“Federal law has long required State agencies to demonstrate that reasonable efforts have been made to provide assistance and services to prevent the removal of a child from his or her home.”).

For all of these reasons, we urge you to abandon current policies and practices that systematically separate children from their families absent evidence that a specific parent posed a threat to the safety and well-being of his or her child, as required by the laws of all 50 states. Should you have any questions about the serious concerns raised in this letter, or wish to respond to us directly, please contact MaryLee Allen, Director of Policy, Children's Defense Fund at mallen@childrensdefense.org.

Sincerely,

National Organizations

Academic Pediatric Association
Adopt America Network
Adoption Exchange Association
Alliance for Early Success
Alliance for Strong Families and Communities
American Academy of Pediatrics
American College of Physicians
American Pediatric Society
American Psychological Association
Association of Children's Residential Centers
Association of Medical School Pediatric Department Chairs
Boys Town
BUILD Initiative
Campaign for Youth Justice
Casa de Esperanza: National Latin@ Network for Healthy Families and Communities
Center for Children's Law and Policy
Center for Law and Social Policy (CLASP)
Center for the Study of Social Policy
Center on the Developing Child at Harvard University
Child Care Aware of America
Child First, Inc.
Child Welfare League of America
Children and Family Futures
Children's Advocacy Institute
Children's Defense Fund
Children's Law Center
Children's Home Society of America
Coalition for Juvenile Justice
Community Catalyst
Dave Thomas Foundation for Adoption
Division for Early Childhood of the Council for Exceptional Children
Disability Rights Education & Defense Fund
Dorothy Day Catholic Worker
Every Child Matters
Every Mother is a Working Mother Network
Family Focused Treatment Association

Family Voices
Field Center for Children's Policy, Practice & Research
First Focus
First Star Institute
Foster Care Alumni of America
FosterClub
Futures Without Violence
Generations United
Georgetown University Center for Children and Families
Girls, Inc.
HEAL Trafficking
Healthy Teen Network
Institute for Child Success
Jim Casey Youth Opportunities Initiative
Justice Policy Institute
Juvenile Law Center
MomsRising
National Alliance of Children's Trust Funds
National Asian Pacific American Women's Forum
National Association for Children's Behavioral Health
National Association for the Education of Young Children
(NAEYC)
National Association of Counsel for Children
National Association of Pediatric Nurse Practitioners
National Association of Social Workers
National Center for Child Abuse Statistics & Policy
National Center for Housing and Child Welfare
National Center for Parent Leadership, Advocacy, and Community
Empowerment National Center for Youth Law
National Center on Adoption and Permanency
National Coalition Against Domestic Violence
National Crittenton Foundation
National Domestic Violence Hotline
National Family Preservation Network (NFPN)
National Indian Child Welfare Association
National Juvenile Defender Center
National Juvenile Justice Network
National Migrant Seasonal Head Start Association (NMSHSA)
National Network for Youth (NN4Y)
National Respite Coalition
National Scientific Council on the Developing Child
National Youth Advocate Program (NYAP)
New America Education Policy Program
North American Council on Adoptable Children
PACER Center
Partnership for America's Children
Pediatric Policy Council

Ray E. Helfer Society
 RISE
 Robert F Kennedy Children's Action Corps
 School Social Work Association of America
 SchoolHouse Connection (SHC)
 Society for Adolescent Health and Medicine
 Society for Pediatric Research (SPR)
 The Children's Village
 The Sentencing Project
 UNICEF USA
 Voice for Adoption
 W. Haywood Burns Institute
 Within Our Reach
 Year Up
 Youth Advocate Programs (YAP)
 Youth Catalytics
 Youth Law Center
 ZERO TO THREE

State and Local Organizations

Alabama

- Alabama Chapter of the American Academy of Pediatrics
- Alabama Institute for Social Justice
- First 5 Alabama
- VOICES for Alabama Children

Alaska

- Alaska Children's Trust
- Northern and Interior Alaska Association for the Education of Young Children (NIAAEYC)
- Northwest Resource Associates
- Presbyterian Hospitality House

Arizona

- A New Leaf
- American Academy of Pediatrics – Arizona Chapter
- Arizona Association for the Education of Young Children (AzAEYC)
- Arizona Coalition to End Sexual and Domestic Violence
- Arizona Council of Human Service Providers

(Arizona continued)

- Arizona Legal Women and Youth Services (ALWAYS)
- Child and Family Resources
- Children's Action Alliance
- Lutheran Social Services of the Southwest
- National Association of Pediatric Nurse Practitioners – Arizona Chapter
- National Council on Alcoholism and Drug Dependence – Phoenix
- Prevent Child Abuse Arizona
- Southern Arizona Association for the Education of Young Children (SAZAEYC)
- Southwest Key Programs

Arkansas

- Arkansas Advocates for Children and Families (AACF)
- Arkansas Association for Infant Mental Health (AAIMH)
- National Association of Pediatric Nurse Practitioners – Arkansas Chapter

California

- American Academy of Pediatrics – California Chapter
- California Association for the Education of Young Children (CAAEYC)
- California Child Care Resource & Referral Network
- California Department of Social Services
- Casa Pacifica Centers for Children & Families
- Children Now
- Children’s Defense Fund – California (CDF-CA)
- Children’s Law Center of California
- Consortium for Children
- County Welfare Directors Association of California
- Family Violence Appellate Project
- Family Voices of California
- First 5 Association of California
- First 5 LA
- Harriet Buhai Center for Family Law
- Hillside
- Interfaith Movement for Human Integrity
- Kids in Common, a program of Planned Parenthood Mar Monte
- Legal Services for Children
- National Association of Pediatric Nurse Practitioners – San Francisco Bay Area Chapter
- OneJustice
- Parent Voices
- San Diego Volunteer Lawyer Program
- Southwest Key Programs
- Sunny Hills Services
- The Children’s Partnership
- The Law Foundation of Silicon Valley
- University of California, Berkeley Center for the Study of Child Care Employment
- VOICES Youth Centers
- Wayfinder Family Services
- Youth Justice Coalition

Colorado

- American Academy of Pediatrics – Colorado Chapter
- Clayton Early Learning
- Colorado Association for Infant Mental Health (COAIMH)
- Colorado Children’s Campaign
- Colorado Office of the Alternate Defense Counsel
- Colorado Office of the Child’s Representative
- Colorado Juvenile Defender Center (CJDC)
- Rocky Mountain Children’s Law Center
- The Adoption Exchange

Connecticut

- All Our Kin
- Center for Children’s Advocacy, Inc.
- Children in Placement – CT, Inc.
- Connecticut Alliance of Foster and Adoptive Families, Inc
- Connecticut Association for Human Services
- Connecticut Early Childhood Alliance
- Connecticut Voices for Children
- National Association of Pediatric Nurse Practitioners – Connecticut Chapter
- National Association of Social Workers (NASW) Connecticut Chapter

Delaware

- American Academy of Pediatrics – Delaware Chapter
- Girls Incorporated of Delaware

Florida

- American Academy of Pediatrics – Florida Chapter
- Florida Health Justice Project
- Florida Policy Institute
- Florida’s Children First
- Heartland for Children
- Legal Aid Society of Palm Beach County, Inc.
- One Hope United
- Sant La Haitian Neighborhood Center
- Southwest Key Programs
- University of Miami School of Law Children and Youth Law Clinic

Georgia

- CHRIS 180
- Families First
- Georgia Early Education Alliance for Ready Students (GEARS)
- Quality Care for Children
- Voices for Georgia's Children

Hawaii

- EPIC ‘Ohana
- Hawaii Association for the Education of Young Children (HIAEYC)
- Hawaii Children’s Action Network (HCAN)

Idaho

- Idaho Association for Infant & Early Childhood Mental Health (AIM Early Idaho)
- Idaho Parents Unlimited, Inc.

Illinois

- A Safe Place
- AIDS Foundation of Chicago
- Allendale Association
- Alternatives, Inc.
- American Academy of Pediatrics - Illinois Chapter
- Arden Shore Child and Family Services
- Bethany for Children & Families
- Beyond the Baby Blues

(Illinois continued)

- Center on Halsted
- Chicago Children's Advocacy Center
- Chicago Survivors
- Children’s Place Association
- Community Behavioral Healthcare Association of Illinois
- Community Crisis Center, Inc.
- Connections for Abused Women and their Children (CAWC)
- Duane Dean Behavioral Health Services
- East Side Aligned
- Elgin Partnership of Early Learning
- Erickson Institute
- Erie Neighborhood House
- Esperanza Health Centers
- EverThrive Illinois
- Family Focus
- Forefront
- Foster Care Alumni of America-Illinois Chapter
- Heartland Human Care Services
- HOPE of Ogle County
- Hoyleton Youth & Family Services
- Illinois Action for Children
- Illinois AfterSchool Network
- Illinois Association for Infant Mental Health (ILAIMH)
- Illinois Association for the Education of Young Children (Illinois AEYC)
- Illinois Association of Early Childhood Teacher Educators (ILAECTE)
- Illinois Association of Rehabilitation Facilities
- Illinois Childhood Trauma Coalition
- Illinois Coalition Against Domestic Violence
- Illinois Collaboration on Youth
- Illinois Head Start
- Illinois Partners for Human Service
- Illinois PTA
- Illinois Public Health Association
- Illinois Public Health Institute
- Instituto del Progreso Latino
- Jewish Child and Family Services
- Juvenile Justice Initiative of Illinois

(Illinois continued)

- Juvenile Protective Association
- Kaleidoscope
- Legal Council for Health Justice
- Leslie Bates Davis Neighborhood House, Inc.
- Loyola University Chicago Civitas Childlaw Center
- Mano a Mano Family Resource Center
- Maryville Academy
- Metropolitan Family Services
- Mid Central Community Action, Inc.
- National Alliance on Mental Illness Chicago (NAMI Chicago)
- National Association of Social Workers (NASW) Illinois Chapter
- One Hope United
- Ounce of Prevention Fund
- Puentes de Esperanza
- Rincon Family Services
- Safe Passage
- Starfish Family Homes
- Stopping Woman Abuse Now (SWAN)
- The Baby Fold
- Thresholds
- Treatment Alternatives for Safe Communities
- Voices for Illinois Children
- Youth Employment Coalition
- YMCA Sauk Valley
- YWCA of Elgin

Indiana

- Family Voices Indiana
- Indiana Association for the Education of Young Children (Indiana AEYC)
- Indiana Division for Early Childhood of the Council for Exceptional Children
- Marion County Commission on Youth, Inc.
- The Villages of Indiana, Inc.

Iowa

- Bethany for Children & Families
- Child and Family Policy Center
- Iowa Association for the Education of Young Children (Iowa AEYC)
- Iowa Coalition Against Domestic Violence (ICADV)
- National Association of Pediatric Nurse Practitioners – Iowa Chapter
- YSS

Kansas

- Alliance for Childhood Education
- Children’s Alliance of Kansas
- El Centro
- Foster Adopt Connect
- Kansas Action for Children
- Kansas Appleseed
- Kansas Association for the Education of Young Children
- Kansas Head Start Association
- Saint Francis Community Services
- United Community Services of Johnson County

Kentucky

- Juvenile Restorative Justice, Inc.
- Kentucky Coalition Against Domestic Violence
- National Association of Social Workers (NASW) Kentucky Chapter
- Omni Visions

Louisiana

- Agenda for Children
- American Academy of Pediatrics - Louisiana Chapter
- Families and Friends of Louisiana’s Incarcerated Children
- Kingsley House
- Louisiana Policy Institute for Children

Maine

- American Academy of Pediatrics - Maine Chapter
- Community Concepts, Inc.
- Helping Hands with Heart
- Maine Association of Psychiatric Physicians
- Maine Children's Alliance
- Maine Community Action Association
- Maine Council of Child and Adolescent Psychiatrists
- Maine Resilience Building Network (MRBN)
- Tri-County Mental Health Services

Maryland

- Advocates for Children and Youth
- Identity, Inc.
- Maryland Family Network
- Montgomery County Department of Health and Human Services

Massachusetts

- Association for Behavioral Health Care
- Children's Law Center of Massachusetts
- Children's Mental Health Campaign
- Citizens for Juvenile Justice
- Committee for Public Counsel Services
- Communities for People (CFP)
- Health Law Advocates
- Lower Roxbury Coalition
- Massachusetts Adoption Resource Exchange
- Massachusetts Association for the Education of Young Children (MassAEYC)
- Massachusetts Law Reform Institute (MLRI)
- Massachusetts Society for the Prevention of Cruelty to Children
- National Association of Pediatric Nurse Practitioners – Massachusetts Chapter
- National Association of Social Workers (NASW) Massachusetts Chapter
- Parent/Professional Advocacy League (PPAL)

Massachusetts

- Strategies for Children (SFC)
- The Children's League of Massachusetts
- Whittier Street Health Center

Michigan

- Heartland Human Care Services
- Methodist Children's Home Society
- Michigan DEC
- Michigan's Children
- National Association of Social Workers (NASW) Michigan Chapter

Minnesota

- AspireMN
- Center for Advanced Studies in Child Welfare at the University of Minnesota
- Children's Law Center of Minnesota
- Minnesota Association for the Education of Young Children & MN School-Age Care Alliance
- Minnesota CEC/DEC
- National Association of Social Workers (NASW) Minnesota Chapter
- North Homes Children and Family Services

Mississippi

- American Academy of Pediatrics - Mississippi Chapter
- Mississippi Coalition Against Domestic Violence (MCADV)
- Mississippi Low Income Child Care Initiative

Missouri

- Alliance for Childhood Education
- American Academy of Pediatrics - Missouri Chapter
- Foster Adopt Connect
- One Hope United

Montana

- Child Care Resources

Nebraska

- National Association of Pediatric Nurse Practitioners – Midwest Chapter (Nebraska)
- PromiseShip
- Saint Francis Community Services
- Voices for Children in Nebraska

Nevada

- ACTIONN
- Children’s Advocacy Alliance
- Community Chest, Inc
- Family to Family Connection, ISD 13
- Foster Change
- Foster Kinship
- Hispanic Caucus
- Make it Work Nevada
- Make the Road Nevada
- Nevada Coalition to End Domestic and Sexual Violence
- Progressive Leadership Alliance of Nevada (PLAN)
- The Foster and Adoption Coalition of Nevada
- The Gay and Lesbian Community Center of Southern Nevada
- The Adoption Exchange
- The Hills Preschool

New Hampshire

- American Academy of Pediatrics - New Hampshire Chapter
- Girls Incorporated of New Hampshire
- New Hampshire Association for the Education of Young Children (NHAEYC)

New Jersey

- Advocates for Children of New Jersey
- Bridges to Learning
- Family Voices New Jersey
- National Association of Social Workers (NASW) New Jersey Chapter
- New Jersey Association for the Education of Young Children (NJAEYC)

New Jersey

- New Jersey Parents Caucus, Inc
- NMCAN
- SPAN Parent Advocacy Network
- The Children 's Home Society of New Jersey

New Mexico

- All Faiths Children’s Advocacy Center
- American Academy of Pediatrics – New Mexico Chapter
- Brindle Foundation
- National Association of Social Workers (NASW) New Mexico Chapter
- New Mexico Voices for Children

New York

- All Our Kin
- American Academy of Pediatrics – New York Chapter 3
- ANDRUS
- Association to Benefit Children
- Bronx Defenders
- Brooklyn Defender Services
- Catholic Charities Community Maternity Services
- Center for Children’s Initiatives
- Center for Family Representation
- Child and Family Services
- Child Welfare Organizing Project
- Children’s Aid
- Children’s Defense Fund – New York
- Citizens' Committee for Children of New York, Inc.
- Coalition for Asian American Children and Families
- Council of Family and Child Caring Agencies
- Forestdale, Inc.
- JCCA
- Jewish Board
- Martin de Porres Group Homes
- MercyFirst
- National Association of Pediatric Nurse Practitioners – Greater New York Chapter

(New York continued)

- New York Association for the Education of Young Children (NYAEYC)
- New York City Administration for Children's Services
- New York State Association for Infant Mental Health
- Northern River Family of Services
- NYCOAC
- Sanctuary for Families
- Schuyler Center for Analysis & Advocacy Southwest Key Programs
- Society for the Care and Protection of Children
- The Children's Agenda
- Women's Housing and Economic Development Corporation

North Carolina

- Alexander Youth Network
- Children First/Communities in Schools of Buncombe County
- Children's Homes of Iredell County, Inc.
- Child Care Services Association
- Monarch
- National Association of Pediatric Nurse Practitioners – North Carolina Chapter
- NC Child
- North Carolina Association for the Education of Young Children (NCAEYC)
- North Carolina Pediatric Society
- Omni Visions
- Southlight HealthCare
- Timber Ridge Treatment Center, Inc.
- YWCA of Asheville

North Dakota

- Family Voices of North Dakota
- Pride Inc., Pride Manchester, Inc., Pride Wilton, Inc.

Ohio

- Advocates for Basic Legal Equality, Inc. (ABLE)
- Children's Defense Fund – Ohio
- Justice for Children Project, Moritz College of Law
- Ohio Association for the Education of Young Children (Ohio AEYC)
- Ohio Domestic Violence Network
- National Association of Pediatric Nurse Practitioners – Ohio Chapter
- The Ohio Division for Early Childhood

Oklahoma

- American Academy of Pediatrics - Oklahoma Chapter
- Oklahoma Association for the Education of Young Children
- Oklahoma Institute for Child Advocacy
- Saint Francis Community Services

Oregon

- Children First for Oregon
- Oregon Pediatric Society
- National Association of Pediatric Nurse Practitioners – Oregon Chapter
- Northwest Resource Associates
- Youth, Rights and Justice

Pennsylvania

- Pennsylvania Association for the Education of Young Children (PennAEYC)
- Pennsylvania Chapter of DEC
- Public Citizens for Children and Youth (PCCY)
- National Association of Pediatric Nurse Practitioners – Pennsylvania/Delaware Valley Chapter
- National Association of Pediatric Nurse Practitioners – Pennsylvania/Three Rivers Chapter
- Support Center for Child Advocates
- Three Rivers Adoption Council
- Trying Together
- Youth Service, Inc.

Rhode Island

- Adoption Rhode Island
- Communities for People
- Rhode Island Association for the Education of Young Children (Rhode Island AEYC)
- Rhode Island Coalition for Children and Families
- Rhode Island KIDS COUNT
- St. Mary's Home for Children

South Carolina

- American Academy of Pediatrics - South Carolina Chapter
- National Association of Pediatric Nurse Practitioners – South Carolina Chapter
- South Carolina Appleseed Legal Justice Center
- South Carolina Association for the Education of Young Children (SCAEYC)
- South Carolina Infant Mental Health Association

South Dakota

- American Academy of Pediatrics - South Dakota Chapter
- South Dakota Association for the Education of Young Children (SDAEYC)
- South Dakota Parent Connection

Tennessee

- Black Children's Institute of Tennessee
- Harmony Family Center
- Nashville Area Association for the Education of Young Children (NAAEYC)
- National Association of Social Workers (NASW) Tennessee Chapter
- Omni Visions
- Tennessee Alliance for Children and Families
- Tennessee Commission on Children and Youth
- Tennessee Justice Center

Texas

- Center for Public Policy Priorities
- CHILDREN AT RISK
- Children's Defense Fund - Texas
- Clarity Child Guidance Center
- National Association of Pediatric Nurse Practitioners – Austin, Texas Chapter
- National Association of Pediatric Nurse Practitioners – Greater Texas Chapter
- National Association of Social Workers (NASW) Texas Chapter
- Saint Francis Community Services
- Southwest Key Programs
- Texans Care for Children
- Texas Association for the Education of Young Children (Texas AEYC)
- Voices for Children of San Antonio

Utah

- Children's Service Society
- The Adoption Exchange
- Utah Association for the Education of Young Children (UAEYC)
- Voices for Utah Children

Vermont

- Let's Grow Kids
- Voices for Vermont's Children

Virginia

- American Academy of Pediatrics - Virginia Chapter
- Legal Aid Justice Center
- Northern Virginia Association for the Education of Young Children (NVAEYC)
- Virginia Association for the Education of Young Children (VAAEYC)
- Virginia Poverty Law Center
- Virginia Sexual and Domestic Violence Action Alliance

Washington

- American Academy of Pediatrics – Washington Chapter
- Children’s Alliance
- Legal Counsel for Youth and Children
- National Association of Pediatric Nurse Practitioners – Washington Chapter
- Northwest Resource Associates
- Partners for our Children
- Treehouse
- Washington State Association of Head Start and ECEAP

West Virginia

- American Academy of Pediatrics – West Virginia Chapter
- TEAM for West Virginia Children
- West Virginia Child Care Association
- West Virginia Coalition Against Domestic Violence

Wisconsin

- American Academy of Pediatrics – Wisconsin Chapter
- AVAIL, Inc.
- Community Referral Agency
- Embrace Services, Inc.
- End Domestic Abuse Wisconsin
- Family Advocates, Inc.
- Haven Inc.
- Kids Forward
- Lutheran Social Services of Wisconsin
- Milwaukee Center for Children and Youth (MCCY)
- One Hope United
- People Against a Violent Environment, Inc. (PAVE)
- Rainbow House Domestic Abuse Services
- Southwest Key Programs
- Stepping Stones, Inc.
- Wisconsin Association of Family & Children's Agencies
- Wisconsin Early Childhood Association

Wyoming

- American Academy of Pediatrics – Wyoming Chapter
- UPLIFT
- Wyoming Afterschool Alliance
- Wyoming Community Foundation

Washington, D.C.

- Children's Law Center
- DC Association for the Education of Young Children (DCAEYC)
- Mary’s Center

Puerto Rico

- Centro Pediátrico de Lactancia y Crianza
- Puerto Rico Association for the Education of Young Children
- Youth Development Institute of Puerto Rico

AB 2168	Thurmond (D-Oakland)	<p>Special Education Teacher Grants: This bill would appropriate \$2,000,000 in carryover funding from the federal Individuals with Disabilities Education Act to the Superintendent of Public Instruction to make grants to local educational agencies or consortia of local educational agencies to assist those agencies to recruit and retain high-quality special education teachers. The bill would authorize a local educational agency or consortia of local educational agencies to apply for a grant to be used for a program aimed at solving the special education teacher shortage, with a specific aim at recruiting and retaining high-quality special education teachers.</p>	Senate Rules Committee	Watch
AB 2960	Thurmond (D-Oakland)	<p>Child Care Online Portal: This bill would require the Superintendent, on or before June 30, 2022, to develop and post on the department's website, for use by the general public, an online portal for the state's comprehensive child care and development services, as provided. The bill would require the online portal to accomplish certain things, including assisting families in gaining access to information about child care and development services, as provided. The bill would require, on or before January 1, 2020, the Superintendent to submit a report to appropriate committees of the Legislature detailing the current landscape of programs that provide child care and development services, among other things.</p>	In Assembly, ordered to 3 rd reading.	<p>Support</p> <p style="text-align: right;">197</p>

SB 837	Dodd (D-Napa)	Transitional Kindergarten: Enrollment for 4-year olds; This bill would require that by the 2022-23 school year that all 4-year-olds be admitted to a transitional kindergarten (TK) program. TK would be progressively phased in until full implementation is reached in 2022-23. While LEA would be required to offer TK to all 4-year-olds, the program would remain optional for families.	Senate Appropriations Committee – Held under submission	Watch
SCR 41	Pan (D-Sacramento)	Bill of Rights for the Children and Youth of California: This measure would state the Legislature’s support for a Bill of Rights for the Children and Youth of California that resolves to ensure that all children and youth under 21 years of age, as applicable, residing in California, regardless of gender, class, race, ethnicity, national origin, culture, religion, immigration status, sexual orientation, or ability, have the inalienable right to live in a just, safe, and supportive society and are entitled to specified rights. The measure would state the Legislature’s intent that this measure expands a previous resolution, Assembly Concurrent Resolution 80 of the 2009–10 Regular Session, in order to establish a comprehensive framework relating to the health, safety, well-being, early childhood and educational opportunities, and familial supports necessary for all children and youth to succeed.	Senate Rules Committee	Watch
198				
Health				
AB 11	McCarty (D-Sacramento) Bonta, Carrillo, Nazarian	Developmental Screenings: Requires screening services under the EPSDT program to include development screening services for 0- to 3- year olds and be validated and standardized.	Sponsored by First 5 Association, Children Now Senate Health Committee	Support

AB 1893	Maienschein (R-San Diego) Acosta, Baker, Beall, Gallagher, Harper, Kiley, Rodriguez	State: Maternal Mental Health, Federal Funding: Requires the Department of Public Health to investigate and apply for federal funding opportunities around mental health, and to report to the Legislature on how it plans to use the funding it.	Senate Health Committee	Watch
SB 1004	Weiner (D-San Francisco) and Moorlach (R-Orange County) Mullin, Arambula, Chiu, Eggman, Mayes, Portantino)	Mental Health Services Act: prevention and early diagnosis: This bill would require county MHSA funds to be spent on childhood trauma prevention and early intervention, in addition to several other mental health related circumstances.	Sponsored by Steinberg Institute In Senate, ordered to 3 rd reading.	Watch
AB 2122	Reyes (D-San Bernardino) Arambula, Leyva, C.Garcia, Hueso	Childhood lead poisoning prevention: Specifies that all Medi-Cal enrolled children shall receive periodic lead screenings, and requires both DHCS to report progress on their compliance status and to notify those responsible for a child's care of any missed screenings.	In Assembly, ordered to 3 rd reading.	Watch
SB 1041	Leyva (D-San Bernardino) Arambula, C. Garcia, Hueso, Reyes	Childhood lead poisoning prevention: This bill requires lead blood screenings for any child at risk for lead exposure as well as setting periodic lead screening requirements for children enrolled in Medi-Cal. Like AB 2122, the bill would require compliance reporting measures, but extends the responsibility to both DHCS and local agencies. This bill would create a state-mandated local program to ensure all children that fall under these categories are screened.	In Senate, ordered to special consent calendar.	Watch

AB 2976	Quirk (D-Hayward)	Childhood lead poisoning prevention: Requires the State Department of Health Care to ensure children enrolled in Medi-Cal receive blood lead screening tests at ages 1- and 2-, and also to ensure children ages 2- to 6- receive a lead screening test if there is no record of a previous one.	In Assembly, ordered to 3 rd reading.	Watch
SB 1315	Nielsen (R-Roseville)	Cannabis labeling: Makes technical, non-substantive changes to provisions around restrictions on packaging and labeling of cannabis and cannabis products, including a prohibition on packaging and labeling that is attractive to children.	Senate Rules Committee	Watch
AB 1883	Weber (D-San Diego)	Child Care and Development Services, Military Families and Alternative Payment Programs: This bill would clarify that basic allowance for housing (BAH) should not be considered income in determining eligibility for subsidized child care services and CalFRESH. This eligibility determination follows criteria set by Head Start, WIC, the Earned Income Tax Credit, and the Child Tax Credit. The bill would also allow AP programs to have no less than 12 months to expend child care funding and allow AP providers to adjust their rates as they deem appropriate. Current law restricts subsidized child care providers to an adjustment of their rates only once per year.	Sponsored by the California Alternative Payment Program Association (CAPP) In Assembly, ordered to 3 rd reading.	Watch 200
AB 2587	Levine (D-San Rafael)	Family leave: This bill would eliminate provisions in the current law requiring an employee to take up to 2 weeks of earned but unused vacation before utilizing paid family leave.	Senate Labor & Industrial Relations Committee	Watch

AB 3032	Frazier (D-Sacramento)	Maternal Mental Health: The bill would require a general acute care hospital that has a prenatal unit to develop and implement, by January 1, 2020, a quality management program related to maternal mental health disorders including, but not limited to, postpartum depression.	Sponsored by 2020 Moms, Maternal Mental Health Now Senate Rules Committee	Watch
Sustainability				
AB 1744	McCarty (D-Sacramento)	After school programs: substance use prevention: funding: cannabis revenue. Allows the 21st Century Community Learning Centers program and the 21st Century High School After School Safety and Enrichment for Teens programs to be allowable funding recipients of Prop 64 revenues.	Senate Rules Committee	Watch



May 7, 2018

The Honorable Jerry Brown
Governor of California
State Capitol, First Floor
Sacramento, CA 95814

Dear Governor Brown:

The Legislative Women's Caucus remains wholeheartedly committed to ensuring a one billion dollar investment in child care in the upcoming budget. California families are desperately trying to balance work and family life. When parents cannot find or afford child care, the economy loses valuable workers and children miss opportunities to learn. The achievement gap in California has been well documented and is often referenced by leaders like you.

In a very real sense, child care keeps California working and children learning.

While we have made gains in supporting the workforce, families still struggle to access the child care that meets their needs. A recent report estimated that six out of seven children eligible for subsidized child care in California did not receive services from state programs; the estimated number of children eligible for subsidized childcare is 1,479,000.¹ We cannot ignore the fact that there is an 85 percent unmet need for subsidized child care for California families. While we might not meet all the need this year, we owe it to developing kids, their working parents, and our status as the 5th largest economy in the world to do our best.

Specifically, we believe the structure of the upcoming budget should address the lack of child care slots that exist for families in need via the Alternative Payment (AP) and General Child Care Program. AP child care has the most flexibility to meet the needs of the state's working parents, who often work non-traditional hours. An increase of AP childcare is paramount to addressing the crisis we face today. General Child Care also has capacity to absorb the need.

Secondly, it is critical that we ensure rate increases for our most vulnerable populations. Increasing both the infant and toddler rates, as well as addressing the rates for special needs children, allows the providers who do this important work to remain viable and persist in a workforce that desperately needs them.

¹ <http://calbudgetcenter.org/resources/1-2-million-california-children-eligible-subsidized-child-care-not-receive-services-state-programs-2015/>

In addition, as part of the billion dollar investment, we urge that the 236 million dollars coming from the federal government for the Child Care Development Block Grant² also be used to increase access for families in need.

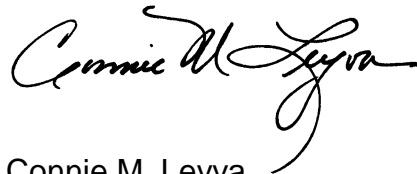
As a caucus, we are united in the fight for our current workforce and the next generation of California's workers and leaders. We have done well in years past. We have used a collaborative and thoughtful approach. It is through this approach that we were able to see incremental changes; changes that will positively impact the predominantly female workforce that delivers care to our children, the families who remain working and the children who benefit now. We have fought for rate increases that reflected the current cost of doing business in California, we have worked for continuity of care in updated eligibility standards, but we must continue this united fight to allow greater access for families to stay in the workforce while their children can thrive in quality, caring environments.

We cannot grow this next generation without a greater investment in childcare.

Respectfully,



Susan Talamantes Eggman
Acting Interim Chair
Assemblywoman, 13th District



Connie M. Leyva
Vice Chair
Senator, 20th District

Cc: Members, California Legislative Women's Caucus
Senate President pro Tempore Toni G. Atkins
Assembly Speaker Anthony Rendon
Senator Holly J. Mitchell, Chair, Senate Budget Committee
Assemblymember Phil Ting, Chair, Assembly Budget Committee

² <https://edsource.org/2018/california-to-get-huge-boost-in-child-care-funds-from-federal-budget/596092>

NORMA J. TORRES

35TH DISTRICT, CALIFORNIA

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FAX: (909) 941-1362**Congress of the United States****House of Representatives****Washington, DC 20515**

COMMITTEE ON RULES

FOREIGN AFFAIRS
WESTERN HEMISPHERE
TERRORISM, NONPROLIFERATION, AND TRADE

ASSISTANT WHIP

May 22, 2018

The Honorable Jerry Brown
Governor
Capitol Office
State Capitol, Suite 1173
Sacramento, CA 95814The Honorable Toni Atkins
Senate President Pro Tempore
Capitol Office
State Capitol, Room 205
Sacramento, CA 95814

204

The Honorable Anthony Rendon
Speaker of the Assembly
Capitol Office
State Capitol, Room 219
Sacramento, CA 95814The Honorable Susan Talamantes Eggman
Acting-Interim Chair
California Legislative Women's Caucus
13th Assembly District
State Capitol, Room 4117

Dear Governor Brown, Senate Pro Tem Atkins, Speaker Rendon, and Chair Susan Talamantes Eggman:

As strong supporters of the Child Care and Development Block Grant (CCDBG) program, we write to you to emphasize the importance of utilizing additional CCDBG funds to expand child care assistance, and therefore serve more children.

Under your leadership, California has invested towards rebuilding the ECE and child care programs throughout the state by increasing provider reimbursement rates, enhancing quality improvement activities and expanding family income eligibility. We are excited to continue your great work by utilizing these additional CCDBG funds to expand child access and improve provider quality.

As you well know, child care remains one of the highest costs for working families, resulting in millions of parents forced to choose between economic security and quality care for their children. To combat the growing need for child care assistance, Congress passed a FY 2018 omnibus spending bill with the single largest increase in federal funding for the CCDBG program, adding \$2.4 billion in discretionary funds.

Since the financial crisis in 2007, Congress has failed to sufficiently fund child care and development programs, instigating a drastic decline in access to affordable child care. CCDBG specifically, has continued to be funded at below pre-recession levels, resulting in the smallest number of children served in the program's history.

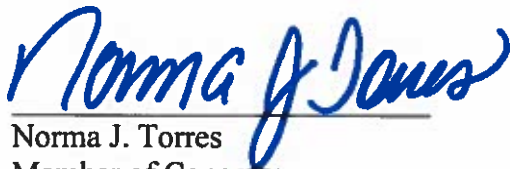
In California alone – despite the state’s ability to match CCDBG funding – the program serves fewer than 14% of income eligible children, with an estimated 1.2 million eligible children not being served. Additionally, California child care waitlists contain over 400,000 eligible children.

We know you would agree with us that we can and must do more for California’s working families. With this tremendous need for expanded child care services, the allocation of new CCDBG funds must prioritize serving a greater pool of children.

We hope you will join us in upholding CCDBG’s mission and guaranteeing that CCDBG is effectively implemented.

Sincerely,

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Norma J. Torres
Member of Congress



Mark Takano
Member of Congress



J. Luis Correa
Member of Congress



Judy Chu
Member of Congress



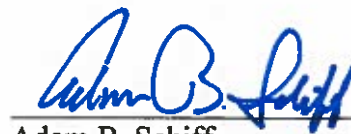
Salud O. Carbajal
Member of Congress



Jerry McNerney
Member of Congress



Grace F. Napolitano
Member of Congress



Adam B. Schiff
Member of Congress



Tony Cárdenas
Member of Congress



Ted Lieu
Member of Congress

Scott H. Peters
Member of Congress

Alan S. Lowenthal
Member of Congress

Zoe Lofgren
Member of Congress

Jimmy Gomez
Member of Congress

Pete Aguilar
Member of Congress

John Garamendi
Member of Congress

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Nannette Diaz Barragan
Member of Congress

Jackie Speier
Member of Congress

Maxine Waters
Member of Congress

Ro Khanna
Member of Congress

Raul Ruiz
Member of Congress



May 21, 2018

State Plan Public Hearing Coordinator
 Early Education and Support Division
 California Department of Education
 1430 N Street, Suite 3410
 Sacramento, CA 95814

Re: Input on Draft FY 2019-21 CCDF State Plan

The federal Child Care Development Block Grant Act (CCDBG) of 2014 represents the most significant change in the child care legal landscape in the last two decades. The new law provides clear directives to help states improve the health, safety and quality of early care and education settings while also addressing disparities within their subsidized systems so that more low-income working families have access to stable, quality child care.

The organizations listed above submit these comments jointly, demonstrating broad consensus on a number of recommendations for California Department of Education (CDE) in its design and implementation of its Child Care Development Fund (CCDF) State Plan for

FY 2019-21. Individual organizations may also be submitting their own comments, which provide greater detail in areas of specific concern or expertise.

California has made some notable strides in meeting the intent of the federal law, particularly its improvements in family eligibility policies to ensure continuity and stability of child care services. Yet there are still critical steps that must be taken, not only to meet remaining federal requirements, but to ensure California is on the path toward a family-friendly, comprehensive, quality child care system that truly meets the needs of California's children and working families.

We believe the FY 2019-21 CCDF State Plan represents an opportunity for CDE, as lead agency, to put forward an aspirational vision for the state's early care and education system. While several sections of the draft State Plan include constructive ideas, it largely *reports on* the current provision of services without indicating how CDE *plans* to improve access, coordination and delivery of quality services over time. Given California's CCDF allocation is now set to increase by \$232 million, it is all the more urgent for the State Plan to provide a tangible roadmap that reflects existing strategies and recent progress, articulates significant challenges and potential remedies, and lays out key multi-year milestones.

We encourage the revision of the following sections of the draft State Plan so that they better reflect the key priorities of the early care and education field and provide solid markers for CDE, other state agencies and the Legislature to act upon:

Section 1.1 – CCDF Leadership and Coordination with Relevant Systems

We encourage the State Plan to actively describe the leadership CDE will provide to better coordinate child care, especially for programs that benefit children with special needs and other vulnerable children, including infants and toddlers, homeless children, children living in high poverty communities, low-income children of color, and children who are Dual Language Learners. CDE should also indicate its role in advocating for additional resources to address unmet need for services in the state.

Section 1.3 – Consultation in the Development of the Plan

CDE should not merely engage in consultation for the development of the State Plan, it should also reference and incorporate comprehensive action plans already in existence, produced external to the plan process. A key source is the California Comprehensive Early Learning Plan (CCELP) that came out of deliberations by the Governor's appointed State Advisory Council on Early Learning (SAC) and was jointly released by CDE and the California Department of Social Services (CDSS) in 2013. Although not produced as part of the State Plan process, referencing and adopting the CCELP as a guiding policy statement for the State Plan will further the general goals of the Act, provide a comprehensive roadmap to guide the Lead Agency, and fulfill the specific requirement to consult with the SAC in developing the State Plan.¹

¹ Section 658E(c)(2)(R).

1.4 – Coordination with Other Federal, State, Local Early Childhood Programs Serving Infants and Toddlers with Disabilities

The Act requires that the state coordinate CCDF child care services with early childhood programs that serve infants and toddlers with disabilities, among other vulnerable populations. The goal of this coordination is to (1) ensure that children with disabilities or developmental delays, or at risk of developmental delays, are being identified, screened, and provided comprehensive and inclusive child care and other services;² and (2) expand accessibility and continuity of care for children with disabilities.

The State Plan should spell out CDE’s coordination with the State Interagency Coordinating Council on Early Intervention (ICC), which advises the California Department of Developmental Services (CDDS) regarding the California early intervention services system established under the federal early intervention program, Part C of the Individuals with Disabilities Education Act (IDEA). The Plan should reference the ICC and the Early Start Program and how CDE will pursue coordination of services for infants and toddlers through the ICC. Further, county-led early intervention systems, like Help Me Grow, are connecting families to relevant information regarding their child’s development and referring families to appropriate interventions daily. Given the Act’s requirement on local coordination, we strongly encourage CDE to include Help Me Grow in their planning and coordination efforts.

Section 2.3 – Consumer Education Website

The State Plan should detail CDE’s commitment to fully implementing the state’s consumer education database, now known as the My Child Care Plan database. Beyond just stating that a database feasibility study and additional funds are needed for the website to be operational, we urge the commitment of a portion of the one-time quality set-aside funds for the next phase of the database. This section should also provide an estimated timeline for this project, the scope of the project and the anticipated benefits of the database. For example, the My Child Care Plan database could serve the function of providing real-time data to inform the Regional Market Rate, which would create cost savings and efficiencies in the long-term. Additionally, the State Plan should articulate the need to develop an integrated child care data system that allows linkages between the consumer education database, the workforce registry, and the CDSS Licensing and QRIS websites to ensure streamlined eligibility and enrollment for families, quality services for children, and accessible workforce and program supports.

Section 4.2 – Assessing Market Rates and Child Care Costs

We urge the State Plan to more accurately describe the need for reimbursement rate reform, the current efforts that are underway to develop plans for a single rate system, an anticipated timeline and what legislative and administrative changes will be necessary to reach that goal. This section should be informed by the work of the stakeholder group that has been meeting for the past year to look at the best strategies to consolidate the current bifurcated reimbursement system into a single regional system which would increase

² The Individuals with Disabilities Education Act, 20 U.S.C. § 1400 *et seq.*, 34 C.F.R. Part 303.

overall compensation for providers based on the existing requirements for care, and support the economic viability of all types of care.

The stakeholder group has been actively considering the implications for raising existing compensation in higher cost regions while keeping up with the cost of living throughout the state. There is interest in the group in building the system over time to compensate for higher quality standards across all types of care, with the understanding that caution will need to be taken to minimize impact on the 70% of fee paying parents who struggle to pay for their care, while trying to promote and improve care quality overall.

It is also important that the State Plan reflect the need to address rate issues as part of the state's plan to improve quality. A key strategy to consider as the state looks to increase quality training and assessment requirements is to pace the increases in requirements and expectations with increases in funding for reimbursement rates. Existing providers are struggling to meet existing demands and without compensation increases they will not be able to maintain services or their workforce.

Section 4.5 – Ensuring Timely Payments to Providers

The Plan does not adequately describe how the Lead Agency will ensure the timeliness of payments by either paying prospectively or paying within no more than 21 days of invoice submission. CDE does not currently have payment practices that ensure that sub-grantees are complying with this specific time frame. Current regulations delegate to the sub-grantee the discretion to decide what constitutes a timely payment. These rules do not comply with the Act and make it more difficult for providers to stay in business.

Section 5.2 – Health and Safety Standards for CCDF Providers

To meet federal requirements, California must institute ongoing health and safety training beyond the state's mandated bi-annual child abuse reporter training. We urge CDE to articulate the state's plan, including a timeline for implementation, for coordinating and offering ongoing health and safety trainings in the 10 required topics that are free, available on-line and in all of the threshold languages; and provide the regulatory or statutory mandates for that training and its frequency. To the extent that statutory authorization is needed to mandate these trainings, or to offer specific ones on-line, the State Plan should describe those needed legal changes.

Section 5.3 – Monitoring and Enforcement Policies and Practices for CCDF Providers

The State Plan should firmly emphasize the commitment of CDE and CDSS to ensuring the state implements annual inspections for licensed providers, any current administrative efforts underway to plan for this transition, cost implications and anticipated legislative changes that will be necessary.

Additionally, the State Plan should provide more concrete details on the proposed license-exempt pilot program, including the intent of the pilot program and connection to existing licensing and quality improvement systems, its projected timeline, and any further research and stakeholder engagement that will be necessary to take the pilot to scale in order to meet the federal requirement.

We urge CDE to articulate its commitment to ensuring license-exempt monitoring be done with great care and consideration for the providers and the parents who will be utilizing license-exempt care. The process should be inclusive of both the parent and provider and not punitive in nature. The value of creating an inspections process whereby the parent and provider begin to form a relationship to serve the children in care is paramount. It is also important that CDE provides resources for providers to acquire the necessary items to pass the inspection such as fire extinguishers, fire alarms, cabinet locks, and outlet covers. These items can be expensive and can be a barrier to providing safe care for children.

The State Plan should also detail the work of the CCDF health and safety workgroup that has been actively meeting for the last year and a half. As part of this workgroup, child care providers, parents and advocates developed strategies and tools to create a fair process whereby license-exempt monitoring visit will take place, including a checklist that can be used by both the parent and provider prior to the licensing visit to prepare them for evaluation. The State Plan should indicate that the tools created in this workgroup will be used in the pilot program and then broadly across California if deemed effective.

Section 7.2 – Use of Quality Funds

While Section 7 describes various quality improvement and workforce initiatives that are funded with quality set-aside funds, it fails to articulate a plan for ensuring the full spectrum of subsidized providers have access to a range of supports through the newly established Quality Counts California. We urge CDE to describe the intent and scope of Quality Counts California and how it can create an aligned and coordinated infrastructure for professional development and quality improvement, indicating the challenges of bringing the system to scale and plans for growth over time. CDE should articulate its vision for a system that:

- Enables career mobility, incentivizes education and training, and captures available resources in a workforce registry;
- Makes quality coaching and technical assistance available to support providers;
- Informs providers of training requirements and how they are tracked, either through the consumer education database or workforce registry;
- Provides a clear framework for quality improvement to guide locally driven efforts and requires all entities that receive state funding for quality improvement or professional development to develop a plan to collaborate at a regional level;
- Includes statewide evaluation, reporting mechanisms and additional state-level management capacity.

The proposed changes to the Quality Improvement Expenditure Plan and how they further CDE's overarching goals around workforce and quality improvement should be described within the State Plan, as well as how the efficacy of the various initiatives will be evaluated. Specifically, we urge the State Plan to specify that one-time CCDF carryover quality funds for FY 2018-2019 will be utilized in areas including to support implementation of the My Child Care Plan database, to expand the Child Care Initiative Project to recruit and train more family child care providers, and to re-establish professional development days for

providers. We also recommend increased funding for AB 212 and expansion of the program so that Title 22 providers can benefit as well. Finally, CDE could dedicate some resources for convening a workgroup to map out steps for achieving an integrated ECE data system, as indicated in currently proposed AB 2960.

In conclusion, we appreciate the opportunity to provide feedback on the draft State Plan and look forward to working with you on a number of these areas to ensure that California not only meets pending federal requirements, but works to significantly improve its child care system so that it can provide quality services to more children and families throughout California.

In partnership,

Advancement Project California
Alameda County Early Care and Education Program
California Alternative Payment Program Association (CAPPA)
California Child Care Coordinators Association (CCCCA)
California Child Care Resource & Referral Network
California Child Development Administrators Administration (CCDAA)
California Family Child Care Network
Child Care Alliance of Los Angeles
Child Care Law Center
Child360
Children Now
CocoKids
Community Child Care Council of Sonoma County (4Cs)
Early Edge California
First 5 Association of California
First 5 California
First 5 Los Angeles
Northern Directors Group
Parent Voices
San Francisco Office of Early Care and Education
SEIU State Council
United Domestic Workers/AFSCME Local 3930



May 21, 2018

State Plan Public Hearing Coordinator
 Early Education and Support Division
 California Department of Education
 1430 N Street, Suite 3410
 Sacramento, CA 95814

**COMMENTS REGARDING THE CHILD CARE AND DEVELOPMENT FUND (CCDF) PLAN
 FY 2019-2021**

Dear State Plan Public Hearing Coordinator,

On behalf of First 5, we thank you for the opportunity to provide comments on the California Department of Education's (CDE) Child Care and Development Fund (CCDF) State Plan for FY 2019-2021. First 5s across California play a foundational role promoting local efforts to improve the availability, affordability and quality of early learning, and we are excited by the opportunity CCDF implementation provides to support these efforts across California.

Our recommendations encourage the CDE to prioritize key investment areas, enhance the infrastructure of the state's largest quality improvement effort - Quality Counts California (formerly California Quality Rating and Improvement System), and allow for more local flexibility to ensure locally driven priorities can be maximized. California's CCDF plan should be a multi-year plan that is both strategic and holistic. For the past several years, local Quality Counts California and Quality Improvement Systems (QIS) consortia have expanded and coordinated quality efforts throughout the early learning field. In alignment with these efforts, we believe the CCDF plan should assess and prioritize all scarce resources in our growing state and local quality systems to increase capacity and build upon existing infrastructure.

In an effort to use limited dollars effectively and build upon the existing Quality Counts California/QRIS infrastructure found across all 58 counties in CA, First 5 makes the following recommendations to better align quality improvement efforts:

Section 2.3 Consumer Education Website

Strengthen infrastructure to support quality and efficiency

We strongly support continued efforts to strengthen the infrastructure to support quality and efficiency through the creation of a statewide database and online portal that not only connects existing early care

and education data but provides an opportunity for better consumer accessibility to information about California’s existing early care system.

Recognizing the tremendous local efforts to build the infrastructure necessary to provide this information, CDE must coordinate and build upon existing efforts in order to avoid duplication, best use limited resources, and consider key lessons learned.

Section 5.3 Monitoring and Enforcement Policies and Practices for CCDF Providers

Compliance to the CCDF annual visits requirement

We recommend leveraging current inspections by CDE, local Quality Improvement (QI) consortium, DSS and other approved groups as meeting the annual inspection requirement of licensed child care facilities who receive CCDF assistance. We believe this is a prudent approach to coordinate and streamline inspections that are already occurring and will reduce the number of required visits.

In addition, we recommend the development and execution of an interagency agreement between Department of Social Services (DSS) and CDE to create procedures for identifying major health and safety violations and a process to immediately report to DSS when major health and safety violations are identified.

R&R license-exempt visiting pilot

We are supportive of the proposed license-exempt monitoring pilot to determine how to most effectively monitor license-exempt providers. License-exempt care plays a critical role in the early care and education system to meet the unique needs of families, whether to accommodate a parent’s non-traditional work schedule or a parent’s preference to have a relative or other close acquaintance care for his or her children.

We support the CDE’s intent to differentiate the annual inspection of unlicensed care that is most appropriate to, and most supportive of, license-exempt providers. In addition, we recommend renaming the pilot program to “R&R license-exempt visiting pilot” to reflect that the visits are intended to be a means of support for license-exempt providers, not a punitive process.

Section 6.1 Professional Development Framework

Expanding AB 212 Programs to support training and professional development of child care workforce

We recommend significant increases in funds for AB 212 programs. In recognition of the importance of quality child care on a child’s development, AB 212 has been a critical cornerstone for retaining and training our child care workforce. First 5s have made a significant investment over the last several years in training, professional development as well as coaching, and AB 212 programs have been an important resource to leverage and complement our investments.

In addition, we request embedding AB 212 programs in the state’s quality improvement system. AB 212 programs should be expanded to allow Title 22 provider participation. In Los Angeles County, a contracted child care center, Family Child Care Home Education Network or a licensed provider where

51% of children receive a child care subsidy are eligible to participate in AB 212 programs. These programs should also prioritize stipends proven to benefit retention in the field, such as linking the stipends to educational attainment or to a site continuous improvement plan. The state should establish a minimum standard to define effective retention of early childhood educators and determine how best to spend AB 212 program funds based on this definition.

Section 6.2 Training and Professional Development Requirements

Supporting professional development for family child care home providers

We support the expansion of the California Child Care Initiative Project (CCIP) and would request additional one-time funds for a multi-year investment in the program. CCIP provides training for new and prospective family child care home providers, which helps build the capacity of the child care workforce providing infant/toddler care.

Section 6.3 Early Learning and Developmental Guidelines

Provide local flexibility for the child assessment system

We strongly recommend expanding local options for the child assessment system beyond exclusively offering the Desired Results Developmental Profile for both child care professionals participating and not participating in QRIS/QIS. The CDE should compile a list of acceptable child assessment and observation tools or establish parameters for an acceptable tool, and provide local flexibility that allows consortiums to pick what tool best fits their locally-driven priorities and needs.

Section 7.1 Quality Activities Needs Assessment for Child Care Services

Improving the supply and quality of child care for infants and toddlers

We support the \$4.6 million in one-time funding earmarked for quality improvement activities. In addition, we support the significant increase to the Infant/Toddler Block Grant and the renaming of the funds to Quality Counts California, which better reflects the cost of quality care for children in the state. We also support CDE's continued efforts to align and integrate quality improvement (QI) projects with local QI consortiums.

Increasing First 5 IMPACT Hubs assessor capacity

We recommend \$2.5 million in one-time funds over three years to fund regional assessor capacity in the IMPACT Hubs. Rating in the Quality Counts California system drives provider access to local QRIS block grants and services. However, rating systems are still in development and underresourced. Local First 5s, County Offices of Education and IMPACT Hubs have all highlighted the need for additional assessors to support local providers participating in the Quality Counts California system.

In addition, we request some flexibility with these funds to address local needs. We recommend these one-time dollars be allowed to pay for staff salary support for regional assessment needs, such as local assessor travel to assessor certification trainings, coaching certification, and the assessments themselves. The field has also expressed the need for geographic flexibility such as working outside county boundaries to create regionalized assessor pools.

One-time proposals for additional quality funds

With the additional \$17.162 million in one-time funds added to the quality budget in the May Revise, we suggest the following one-time proposals for the use of these funds to improve the early learning system:

- Establish an AB 212 pilot program for Title 22 providers serving subsidized children, with one-time funds spent over a five-year period;
- Support early identification practices by creating a pilot program in strong early intervention counties, for example where Help Me Grow systems have been well-established, to support child care providers in developmental screening, monitoring, and family outreach.

In closing, we appreciate your consideration of the specific recommendations outlined in this letter, and we look forward to continued public discussion to ensure California's CCDF plan supports a multi-year, comprehensive plan to prioritize scarce resources and support local, regional, and state infrastructure goals within our burgeoning QI system.

Sincerely,

First 5 Association of California, First 5 California and First 5 LA



To Our Fellow Californians:

Everyone in California, of all places, should have a shot at the American Dream: *A chance to work, to discover one's potential, and to share that potential with others.* But for too many Californians, that Dream is fading.

Our great state, the fifth largest economy in the world and a global leader in innovation, is now home to the [most extreme inequality in the nation](#). Whether measured in terms of income, educational attainment, or life expectancy, California is falling behind. Adjusting for inflation, California's median wage was 6.5 percent *lower* in 2017 than in 1979. Our economy has largely recovered from the last recession, but an [increasing portion](#) of jobs are in lower-wage occupations. This crisis is further worsened by the rising median cost of a home, now [2.5 times](#) more expensive in California than elsewhere nationally. Working Californians often are forced to commute many miles to work, while paying the [highest gas prices](#) in the country. And after a lifetime of work, many retiring baby-boomers face a future [without a pension or a 401\(k\)](#), leaving them dependent on relatives for support, while their adult children grapple with how to cover the costs of infant care, [now equivalent in cost](#) to college tuition and fees.

Anyone who thinks he or she is immune should think again. The consequences of these conditions [radiate throughout our society and economy](#). Our state is projected to produce [2.4 million fewer college degrees](#) and certificates than the workforce will demand by 2025. Housing shortages cost California's economy [well over \\$143 billion](#) annually because households spend income on rent or mortgage that they'd otherwise be spending on consumer goods.

Although California is rightfully proud of being a national [leader in research & development, patents, start-ups, and venture capital funding](#), most Californians have not benefited from the tech boom which has brought unimaginable wealth to a small cohort of Silicon Valley billionaires. The average small business or working-class Californian instead struggles to survive in [one of the least business-friendly climates](#) in the nation. The only remedy for some has been to give up and simply [leave the state](#), with thousands of residents each year taking their dreams, talents, and economic potential with them.

Many smart, compassionate people and organizations have worked tirelessly to improve this state of affairs, and continue to do so, but the magnitude of the challenge demands a unified, statewide response.

This is why the undersigned will call upon the incoming Governor to announce, on the first day of his/her first term, an intention to put California on track to significantly increase economic opportunity and mobility *within the next ten years.*

California has long been admired as a national and global policy leader by establishing big goals with real deadlines. Because of that optimistic “can do” attitude California now leads the nation in renewables, through establishment of a 50% goal by 2030; in waste diversion, with a 75% goal by 2020; and in CO2 reductions, with an 80% goal by 2050. We believe it is time to apply this same ambitious metric-driven approach to ensuring all California residents have real access to the opportunities and tools we know are needed for individuals, communities and the economy to flourish.

We will urge the next Governor to endorse clear, specific targets for the state to achieve by 2030, and easy-to-follow metrics to track progress. Our shared goal should be measurable, visible change. Example targets might include a reduction in the number of Californians living in poverty; increased numbers of middle-class families, defined both by rising incomes as well as increasing affordability of essential goods such as housing; and increased access to early childhood education as well as college readiness and completion rates of post-secondary education. The targets should be identified through a transparent, inclusive, collaborative process.

True success also will require a commitment to designing a data collection, evaluation and reporting process that is transparent and accessible, promotes accountability, and is welcomed as a useful tool by those who work in relevant fields. The State Legislature has a valuable role to play as well, and initiatives such as the “Lifting Children and Families out of Poverty” Task Force, established by AB 1520 (Burke) and set to produce recommendations in November, 2018, can help reach this goal.

We believe every individual has the power to make our communities better and a responsibility to try to do so; this is what compels us to act. We also believe every Californian should have access to skilled jobs at which they can excel, and opportunities to enjoy and contribute to their communities and to our collective future. This also happens to be the surest way to a strong and resilient economy that prepares the next generation to thrive as workers, employers, inventors, parents, and civic stewards.

We speak as a small subset of the thousands of Californians in our state’s world class universities, its diverse non-profits, its civically conscious business community, and its dedicated civil service, ready to shoulder this effort. ***We are confident that there are thousands more Californians who agree with the diagnoses and proposal in this letter, and who want to be part of a solution. If you are one of them, please add your name in support, and join us. We need you, and California needs all of us—right now.***

Very sincerely,

Lande Ajose, Executive Director, California Competes

Sam Blakeslee, Founding Director, Institute for Advanced Technology and Public Policy, Cal Poly San Luis Obispo; former California State Senator, Assemblyman, and Assembly Republican Leader

Virginia Hamilton, former Regional Administrator, U.S. Department of Labor

Lenny Mendonca, Senior Partner Emeritus, Washington D.C. and San Francisco offices of McKinsey & Company; Chair, New America; Co-Chair California Forward

Kathay Feng, Executive Director, California Common Cause*

Pete Peterson, Dean & Senior Fellow, Pepperdine School of Public Policy, Davenport Institute, Pepperdine University*

Michele Siqueiros, President, Campaign for College Opportunity

David B Smith, CEO, X Sector Labs; former Managing Director, Presidio Institute

Jonathan Stein, Voting Rights Program Manager, Asian Americans Advancing Justice—Asian Law Caucus*

Ashley Swarengin, President and CEO, Central Valley Community Foundation, Former Mayor, Fresno

Zabrae Valentine, Co-founder, CA Forward and the CA Forward Action Fund

Pete Weber, former Vice-President, FMC Corporation; former CEO, TeKnowledge, Inc.; former CEO, Riverbend International; Founder and Chair, Fresno Bridge Academy; Co-Chair California Forward

Elisabeth Mason, Venture Philanthropist; Founding Director of the Technology, Opportunity and Poverty Lab, Stanford University

Hilary Hoynes, Professor of Economics and Public Policy; Co-Director, Berkeley Opportunity Lab, UC Berkeley

David Grusky, Professor of Sociology; Director, Center on Poverty and Inequality, Stanford University

Elizabeth Hill, former Legislative Analyst, State of California

Sandra Susan Smith, Professor of Sociology; Interim Director, U.C. Berkeley Institute for Research on Labor and Employment

Nadia Diaz Funn, Executive Director, Alliance for a Better Community

Carla Javits, President and CEO, REDF*

Dowell Myers, Professor of Policy, Planning, and Demography, Sol Price School of Public Policy, USC

Kim Belshé, Executive Director, First Five LA; former Secretary of Health and Human Services, State of California

Manuel Pastor, Professor of Sociology & Director, USC Program for Environmental and Regional Equity

Joseph N. Sanberg, Founder, CalEITC4Me

Natalie Foster, Co-chair, Economic Security Project; Advisor, The Aspen Institute Future of Work Initiative

Neil Malhotra, Edith M. Cornell Professor of Political Economy, Stanford Graduate School of Business

Joel Fox, Founder and Editor, FoxandHoundsDaily.com

Miriam Kuppermann, Professor and Vice Chair for Clinical Research, Dept. of Obstetrics, Gynecology & Reproductive Sciences, UCSF

Dan Schnur, Professor, Annenberg School of Communications, University of Southern California; former Chairman, California Fair Political Practices Commission

Jeannine English, 2018 Stanford Fellow, Distinguished Career Institute; former State and National President, AARP; Former Executive Director, Little Hoover Commission

Bob Lanter, Executive Director, California Workforce Association

Roger Niello, Business Owner; former State Assemblyman; former County Supervisor

Megan Joseph, Executive Director, Rise Together Bay Area

Radhika Shah, CoPresident Stanford Angels & Entrepreneurs, Founding Chair, Tech Advisory Group Stanford Handa Center for Human Rights, Advisor SDG Philanthropy Platform

Julia Lopez, former President and CEO, College Futures Foundation

Sarah Swanbeck, Executive Director, Berkeley Institute for the Future of Young Americans

Zac Townsend, former Chief Data Officer of the State of California; Partner, Deciens Capital; Research Scientist, Stanford University*

Melissa R. Michelson, Professor of Political Science, Menlo College, Author

Malka Kopell, Co-Founder, Civity

Jessica Lavariega Monforti, Dean of the College of Arts and Sciences, California Lutheran University

Laura N. Chick, former Ca Inspector General for federal stimulus funds; former L.A. City Councilmember; former LA City Controller

Heather McLeod Grant, Co-Founder, Open Impact

David Wolf, Executive Director Emeritus, Accrediting Commission for Community and Junior Colleges (Western Association of Schools and Colleges); Co-Founder, Campaign for College Opportunity

Sabrina Moyle, CEO, Hello!Lucky

John Pimentel, President, White Hat Renewables; Co-founder, Independent Alliance for California

Steve Boilard, Immediate Past Executive Director, Center for California Studies, Sacramento State University

Caroline L. Whistler, CEO and Co-Founder, Third Sector

Jim Heerwagen, Founder and Chair, The Voters Right to Know Project; Founder/CEO IQVine & Sunvolt Nanosystems

Wade Rose, System Vice President, Dignity Health

Jim Mayer, President and CEO, California Forward; former Executive Director, Little Hoover Commission

Deb Nankivell, CEO, Fresno Business Council

Bill Shireman, President/CEO Future 500; Lecturer, U.C. Berkeley Haas School of Business

Larry Rosenthal, Program Director, UC Berkeley Center on Civility & Democratic Engagement

Julia Rhodes Davis, Chair, Vote.org; former Managing Director, DataKind

Jessica Pitt, Executive Director, HealthPATH

Pam Calloway, Executive Director, The Bread Project

Kay O'Neill, Co-founder, OpenAccess; former Director of Workforce Development, Cañada College

Brian Brennan, Senior Vice President Silicon Valley Leadership Group

Todd Dipaola, CEO and Founder, inMarket; Co-Chair, Represent.Us*

Mary Hanna-Weir, Civil rights attorney, Santa Clara

Bill Bloomfield, President, web service company (retired)

Roy Ulrich, President, California Tax Reform Association

Norman Kline, Founder and CEO, LibraryWorld, Inc.; former Mayor, City of Saratoga

Terri Feeley, Founder and Principal, Workforce Success; former Executive Director, SF Works

Lauryn Agnew, Founder, Bay Area Impact Investing Initiative; President, Seal Cove Financial

Louise Rothman-Riemer, President, Oakland League of Women Voters

Marian Kaanon, President/CEO, Stanislaus Community Foundation

Fernando Guerra, Professor of Political Science and Chicana/o Studies, Director of the Thomas and Dorothy Leavey Center for the Study of Los Angeles, Loyola Marymount University

Sunne Wright McPeak, President and CEO, California Emerging Technology Fund, former Secretary of the California Business, Transportation and Housing Agency; former President and CEO of the Bay Area Council

Robert B. Reich, Chancellor's Professor of Public Policy, UC Berkeley; former U.S. Secretary of Labor

Ted Lempert, President, Children Now; Co-founder, former CEO, EdVoice; former California State Assemblyman

Connie Rice, Civil Rights Attorney

Kristin Connelly, President and CEO, East Bay Leadership Council*

Moira Kenney, Executive Director, First 5 Association of California

Laura D. Tyson, Distinguished Professor, Graduate School, Berkeley Haas School of Business; Board of Trustees Chair, Blum Center for Developing Economies, UC Berkeley; former Chair, Council of Economic Advisers; former Director, National Economic Council

Christopher Edley, Jr., Professor and Former Dean, UC Berkeley Law School; President, Opportunity Institute

Nora Silver, Founder and Faculty Director, Center for Social Sector Leadership, UC Berkeley-Haas School of Business

Gabe Kleinman, Director of Portfolio Services & Marketing, Obvious Ventures

Anne Wilson, CEO, United Way Bay Area

Steve Westly, Former California State Controller; Founder of the Westly Group



FY 2018-19 BUDGET:

TRANSMITTAL MEMO

Memo

To: Program and Planning Committee

From: Kim Belshé, Executive Director

Date: June 14, 2018

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2018-19 BUDGET**

Honorable Chair and Members of the Commission,

We are pleased to submit for your review the FY 2018-19 Proposed Budget, the fourth budget to align with the 2015-2020 Strategic Plan: Focusing for the Future. The FY 2018-19 Budget has been presented and reviewed by the Budget & Finance Committee, Executive Committee, Program & Planning Committee and was also shared as a Written Only Item at the May Board of Commissioners meeting. The resulting budget is one that is one that is closely aligned with the FY 2017-18 Revised Budget estimates but was thoughtfully developed in furtherance of the Strategic Plan goals and activities in the coming year.

The FY 2018-19 proposed budget presented today includes changes since the first draft presented at the Special Meeting of the Board of Commissioners – Budget & Finance and Executive Committee meeting, which lead to a net increase of \$563,000, or 0.4% for a total budget of \$140 million as presented in the table below. Initial funding requests were generated using the latest information available at the time the budget was developed and were updated to reflect new data available to inform budget development. In addition, one legacy project that was slated to end in FY 2017-18 will continue into FY 2018-19, with no new/additional resources requested.

BUDGET CATEGORY	Draft Proposed FY 2018-19 Budget (May 2018)	Final Proposed FY 2018-19 Budget (June 2018)	Variance
Program			
<i>2015-2020 Strategic Plan: Focusing for the Future</i>			
a. Strategic Plan Priority Outcome Areas	\$ 88,218,000	\$ 88,781,000	\$563,000 0.6%
b. Strategic Plan Related Investment Areas & Support Costs	10,768,000	10,713,000	(55,000) -0.5%
c. Integration & Learning	5,941,000	5,941,000	- 0.0%
<i>Total 2015-2020 Strategic Plan</i>	\$ 104,927,000	\$ 105,435,000	\$508,000 0.5%
<i>Legacy Investments</i>	11,653,000	11,708,000	55,000 0.5%
Total Program	\$ 116,580,000	\$ 117,143,000	\$563,000 0.5%
Operating	22,849,688	22,849,688	- 0.0%
TOTAL BUDGET	\$ 139,429,688	\$ 139,992,688	\$563,000 0.4%

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A PUBLIC ENTITY

These changes are outlined in the “Summary of Changes from the Draft Proposed Budget” schedule subsequent to this memo.

What follows are a number of observations about key themes and issues associated with the proposed FY 2018-19 Budget.

Strategy Implementation

In its adoption of the 2015-2020 Strategic Plan in November 2014, the Board recognized both the fiscal realities of our declining revenues and the strategic value of First 5 LA approaching its work differently to achieve our goals for young children. First 5 LA’s evolving approach – anchored in partnership and focused on policy and systems change – is reflected in the attached proposed FY 2018-19 Budget. The proposed budget represents staff’s best estimate of the financial resources needed to move work forward to advance the goals and priorities articulated in our Strategic Plan – and the evolving nature of our approach to impact. The following are a number of key themes to highlight relative to the proposed budget:

- Exciting progress in implementation of the Strategic Plan. Significant progress has been made in executing the Strategic Plan this past year. As we enter the next two years of our current 5-year strategic plan period, the proposed budget recognizes implementation began at different starting points. We are both building on the foundation of First 5 LA’s longer-term signature investments, such as Welcome Baby and Best Start, expanding work in its early phases, such as kindergarten readiness assessment efforts, and transitioning from planning to implementation of new work, such as early identification and intervention (Help Me Grow) and the built environment. The varying stages of early development and implementation are reflective of First 5 LA’s new strategic direction and approach. Advancing meaningful change in policies and systems and achieving progress towards population-level improvements for all children in LA County is a long-term proposition; it’s exciting to see First 5 LA gaining some real momentum in this work.
- Policy and systems change: at the center of our work. First 5 LA’s Strategic Plan recognizes that the path to widespread impact and sustainability runs through communities, systems and public policies. The proposed FY 2018-19 budget reflects a continued transition away from funding discrete direct services with impact at the participant level and an increased emphasis on collaboration, systems change and public policy in furtherance of population-level outcomes. This work is complex and multi-faceted; and, it’s encouraging to see early signs that we’re moving in the right direction. The proposed budget requests funding to support such work, including the next phase of Countywide trauma- and resiliency-informed systems work; the testing of sustainability strategies for home visiting, such as Medicaid Targeted Case Management; and policy and advocacy activities to advance a focused, shared Early Care and Education state budget agenda.
- Partnerships are the heart of our work to change systems for children in LA County; and, partnerships are at the heart of the proposed budget. Partnerships are at the heart of First 5 LA’s mission, strategy and tactics. Throughout the proposed budget, Commissioners will see the evolution in First 5 LA’s approach and role, shifting from primarily a funder role to a lead convener, partner and catalyst role. This partnership work is challenging. It requires time and effort to build relationships, engage others, and forge a common agenda in the context of competing needs and demands. And, our experience demonstrates that multiple

partnerships are critical to long-term, sustained systems changes. With the resources proposed in the draft budget, First 5 LA has the opportunity to build on extensive partnerships and current momentum to advance shared systems change goals to benefit young kids. Examples in the budget include: multiple First 5 LA-LA County partnerships, including continued support for the Department of Social Services CalWORKs home visiting pilot and for work emerging from the Office of Child Protection Prevention Plan; various funder partnerships, such as the funder collaborative to advance a trauma- and resiliency-informed LA County; and cross-sector partnerships, such as reflected in our early screening and intervention initiative (Help Me Grow).

- Value of strategic opportunism: The proposed budget recognizes the importance of being focused and disciplined in our work in support of First 5 LA's four outcome areas. At the same time, systems change work requires that we be responsive to opportunities that arise. The proposed budget for FY 2018-19 strikes a healthy balance between strategic focus on First 5 LA's organizational strategy and nimbleness to respond to opportunities. Towards that end, resources are included in each Division's budget to support emerging opportunities, including efforts emerging from the Board of Supervisors' actions, opportunities to leverage First 5 LA funds, and activities to address unexpected threats to child well-being.
- First 5 LA as an impact-focused learning organization: As we enter the second full year of standing up First 5 LA's new Integration & Learning Division, we will move forward with the learning agendas for Welcome Baby and Best Start, strengthen the foundational elements required for First 5 LA to be a learning organization and finalize the Impact Framework. The Impact Framework will clarify our intended impact, tell the story of how our funding and activities contribute to systems change, track our progress against the Strategic Plan, and inform our strategies. Consistent with the Strategic Plan, the proposed budget recognizes the importance of using data, evaluation, and learning to advance strategies that change policies and systems that benefit young children, measure progress toward our outcomes, and continuously inform organizational performance and improvement.
- Sustainability planning and projects. Consistent with the Strategic Plan's direction that First 5 LA make progress in aligning its expenditures to its declining revenues, First 5 LA's programmatic efforts are including a more intentional focus on sustainability and leveraging. In particular, the proposed budget includes resources to support sustainability efforts underway relative to our family-strengthening home visiting investments. In addition, our Policy & Strategy Division will continue its work to build coalitions of support for increased investment in priority areas, such as home visiting and early care and education, and execute a strategy related to alternative revenue generation at the municipal level.

Organization Alignment

The FY 2018-19 Budget represents the second budget reflecting First 5 LA's new organizational structure and staffing aligned to First 5 LA's strategic direction, role and impact. Highlights to call out here include:

- Staffing. First 5 LA's evolving approach to impact – one that places less emphasis on direct services and more emphasis on partnership, policy and systems – has implications for First 5

LA's staffing. Our more collaborative, partners-focused approach to advancing shared policy and systems goals is more staff-intensive, relative to staff's more traditional contract solicitation and management roles. In an effort to limit growth in First 5 LA's operating budget, the proposed budget caps the number of full time equivalent positions at the number authorized in the current year budget (148); vacant positions will be filled and aligned with our new structure and staffing model.

- Staff development/support. First 5 LA recognizes the importance of supporting staff to learn and grow in their jobs and strengthen the skills and capabilities they need to succeed. In the proposed budget for FY 2018-19, resources are included to support the next iteration of staff training through our Human Resources and Talent Management Department led "First 5 LA University." Training priorities have been identified that are grounded in our commitment to effective execution of the Strategic Plan, to invest in our employees, and to First 5 LA being a high-performing, high-impact organization.
- Infrastructure/systems. Administration Division leadership has worked collaboratively to identify specific business systems and processes to support First 5 LA's new Strategic Plan and direction. For FY 2018-19, resources are proposed to advance a number of foundational projects. Examples include initial implementation of an organization-wide system to enable staff to capture and easily access data and information that can be used to inform our work and course-corrections. This strategy - known as "knowledge management" - is an example of First 5 LA's efforts to create an organizational culture of more intentional learning by charting and accessing the flow of information at First 5 LA.
- Capital improvements. As the owner and operator of its building, into which First 5 LA moved in 2005, we are reaching the point in the life of our facility which will require certain capital expenditures to renovate and maintain this critical asset. Per the FY 2017-18 Budget process, during which the Board established a Capital Improvement Fund (CIF), funded by unspent prior year operating budgets, staff is preparing a Capital Improvement Plan (CIP) to draw upon those funds. In addition to improving the layout of the building to enhance internal collaboration and work, there will be a certain amount of ongoing investment to maintain our building. The creation of this plan will allow immediate needs to be addressed, as well as plan for the future needs of a facility that is now over twelve years old. Staff will bring the CIP to the Board for consideration and action outside the annual budget process this summer.
- Cost-effective operations. Each year, the Commission approves an annual administrative cost limit, which is a percentage of the total fiscal year budget. The administrative cost for supporting First 5 LA programs is projected to be 9.82% of the budget. Consistent with First 5 LA's past practice, First 5 LA continues to have one of the lowest administrative limit percentages among all 58 First 5 Commissions.

The proposed budget for FY 2018-19 reflects First 5 LA's continued implementation and commitment to advancing the goals and activities of the 2015-2020 Strategic Plan, with approximately 75% of the resources slated for these purposes, as presented in the table below.

BUDGET CATEGORY	FY 2017-18 Budget				Proposed		Variance
	Original		Revised		FY 2018-19 Budget		
Program							
<i>2015-2020 Strategic Plan: Focusing for the Future</i>							
a. Programs Division: Four Priority Outcome Areas	\$ 74,617,000		70,712,000		\$ 88,781,000	\$ 18,069,000	25.6%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,441,000		9,941,000		10,713,000	\$ 772,000	7.8%
c. Integration & Learning Division: Learning Organization	6,377,000		5,830,000		5,941,000	111,000	1.9%
<i>Total 2015-2020 Strategic Plan</i>	\$ 91,435,000	63%	\$ 86,483,000	63%	\$ 105,435,000	75%	\$ 18,952,000 35.2%
<i>Legacy Investments</i>	31,824,000	22%	31,724,000	22%	11,708,000	8%	(20,016,000) -63.1%
Total Program	\$ 123,259,000	85%	\$ 118,207,000	85%	\$ 117,143,000	84%	\$ (1,064,000) -0.9%
Operating (Administration Division)	21,614,104	15%	21,614,104	15%	22,849,688	16%	1,235,584 5.7%
TOTAL BUDGET	\$ 144,873,104	100%	\$ 139,821,104	100%	\$ 139,992,688	100%	\$ 171,584 0.1%

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

2. The operating budget includes \$9.1 million, or 40%, in support of programs and \$13.8 million, or 60%, in support of organization-wide administrative functions, the latter being the annual Administrative Cost Limit. See Attachment B - Administrative Limit Calculation for additional detail.

Finally, I'd like to close with a shout out to Finance Department Director Raoul Ortega and his team for guiding and leading this organization-wide process in a manner that reflects a strong commitment to First 5 LA's values and goals on behalf of young children and their families.

DRAFT

SUMMARY OF CHANGES FROM PROPOSED BUDGET DRAFT

INITIATIVE	PROJECT	DRAFT FY 2018-19 BUDGET BFC/EXEC	CHANGE	DRAFT FY 2018-19 BUDGET PPC	% CHANGE	REASON FOR CHANGE	EXPLANATION OF CHANGE	
1	Families Strategy 1 - Home Visiting	Stronger Families Database	935,000	12,000	947,000	1.3%	ND	Adjustment is based on additional resources needed to maintain the 75 Stronger Families Database licenses
2	ECE Strategy 2 - QRIS	QRIS Continuous Site Engagement	13,501,000	201,000	13,702,000	1.5%	ND	An increase is required based on updated information, actual expenditures and a revised estimated need for FY 2018-19
3	ECE Strategy 3 - Professional Development	ECE Financial Assessment	-	150,000	150,000	100%	ND	Identified need for the establishment of a new project to understand the financial challenges faced by ECE providers and to help identify policy and systems change strategies to strengthen the early care and education sector. This will be in collaboration with the California Community Foundation (CCF) and the Nonprofit Finance Fund (NFF).
4	Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	50,000	200,000	250,000	400.0%	ND	Informed by Board Committee discussions, increased resources are being included to respond to emerging needs or unanticipated opportunities where aligned with the organizational direction and strategic plan, specifically as it relates to the health outcome area.
5	Policy Agenda/Advocacy	Strategic Plan Advocacy Strategies	2,500,000	(55,000)	2,445,000	-2.2%	ND	Technical assistance dollars from this project are being redistributed to offset the T.A. cost under the Policy Advocacy Fund Technical Assistance Provider project for FY 2018-19.
6	Policy Advocacy Fund	Policy Advocacy Fund Technical Assistance Provider	-	55,000	55,000	100.0%	D	This project was slated to end June 30, 2018. Based on the expenditure rate and approved scope of work, a request is made to extend the project for an additional year, through June 30, 2019, to complete the current scope of work at no additional cost beyond the current approved total contract amount.
Total			\$ 563,000					

KEY: Reason for Change

ND = New data available to inform budget development

D = Delay in current year activity

O = Oversight led to inadvertent omission in the BFC/Exec budget

RESOLUTION NO. 2018-02

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION
APPROVAL OF THE FY 2018-19 BUDGET, ADMINISTRATIVE COST CAP, AND AFFIRMING
FUND BALANCE ALLOCATIONS**

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission (“the Commission”) hereby finds and resolves as follows:

Whereas, the Commission is authorized by statute and Los Angeles County ordinance to adopt an annual budget for operations and programs;

Whereas, the Commission has adhered to the practice of annually reaffirming the balance of Committed program allocations pursuant to GASB 54 guidelines as outlined in the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission is required to adopt a minimum Fund Balance Reserve, calculated at 25 percent of the annual fiscal year budget per the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission has annually established a limit on administrative costs as defined by the First 5 Financial Management Guide and the First 5 LA Policy and Guidelines for Administrative Costs and Function, revised on June 14, 2012.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Resolution No. 2017-04 approved on June 8, 2017 is hereby superseded; and
2. The FY 2018-19 Proposed Budget of \$139,992,688 (Attachment B – FY 2018-19 Budget Summary) is approved. Staff is authorized to implement and incur costs on the Commission’s behalf, pursuant to Commission Policy, to achieve the objectives and goals adopted within the Budget and the Strategic Plan; and
3. Subject to the final year-end financial audit, the projected balance of previously Committed program allocations totaling \$173,152,912 as of June 30, 2018 is approved, affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines (Attachment H); and
4. The constraints on resources previously set aside in the amounts of \$8,427,763 for initiatives that have ended or are ending in FY 2017-18 are removed, redirecting these funds from First 5 LA’s Committed fund balance to the Assigned fund balance as of June 30, 2018; and
5. A Fund Balance Reserve amount of \$34,998,172 is approved and available for use during the 2018-19 fiscal year only for the purposes outlined in the Fund Balance Policy; and
6. The administrative cap for FY 2018-19 of \$13,745,307, 9.82% of the total budget, is approved, reflecting the common purpose costs and related overhead associated with operating First 5 LA (Attachment A – Administrative Limit Calculation); and
7. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

**PASSED, APPROVED AND ADOPTED THIS 14TH DAY OF JUNE, 2018, BY THE
FOLLOWING VOTE:**

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director



ATTACHMENT A:

**FY 2018-19 BUDGET –
HIGHLIGHTS**

ATTACHMENT A: FY 2018-19 BUDGET – HIGHLIGHTS

The FY 2018-19 Budget represents the fourth fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014, and the second fiscal year reflecting First 5 LA's new organizational approach to structure and staffing, and an alignment of program costs to further reflect realistic expenditures. The relatively steady level of resources proposed in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan reflects the progress of the work undertaken to define our direction, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. Proposed budget resources will be drawn from the Assigned category of the fund balance; at the time of budget approval, requested resources will shift from the Assigned category to the Committed category.

Historically, the Commission approves the budget at the initiative level, with each initiative including one or more programs. These highlights include a summary of budget requests at the initiative level, specifically calling out investments that are large, high-profile, or new/emerging strategies. These highlights provide a general overview of the FY 2018-19 Budget and assumptions that inform the requests, as well as a high-level discussion of the resources for Year 4 activities related to the implementation of the 2015-2020 Strategic Plan. The highlights are presented in the following manner:

- I. Budget Overview
 - A. Budget Development Context
 - B. Overall Budget Summary
 - C. Program Costs Summary
 - 1) 2015-2020 Strategic Plan: Focusing for the Future
 - a. Strategic Plan Priority Outcome Areas
 - b. Strategic Plan Related Investment Areas and Support Costs
 - c. Integration & Learning
 - 2) Legacy Investments
 - D. Internal Operations (Operating Budget)
- II. Budget Development Context
 - A. Format and Approach to the FY 2018-19 Budget
 - B. Potential Future Changes
- III. Revenue Assumptions
- IV. Impact on Fund Balance
- V. Administrative Cost Limit
- VI. Conclusion

Further detail on each program and operating budget request by internal division and departments is provided in Attachments C - G. While the budget document is intended to provide broad parameters around programmatic spending, it is important to note that much of the information included is subject to change, as funding requests were generated using the latest information available at the time the budget was developed. In addition, activities or funding estimates for contracts that have yet to be negotiated may be revised as appropriate.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2018-19 Budget – Highlights

Attachment B: FY 2018-19 Budget

- FY 2018-19 Budget Summary
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment C: Programs Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment D: Policy & Strategy Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment E: Integration & Learning Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment F: Administration Division

Division Summary

Operating Summaries & Detail Tables by Department

Attachment G: Executive Division – Operating Summaries & Detail Tables by Department and Program Budget

For Attachments C – E, operating and program detail are organized by department within the division.

I. BUDGET OVERVIEW

The 2015-2020 Strategic Plan lays out a clear path for First 5 LA to maximize its impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in a changing LA County. Consistent with the Commission's strategic direction, First 5 LA will place greater emphasis on efforts that contribute to the development and improvement of sustainable public financing, public policy and systems-level change to make services and supports work better for children and their families. This ongoing directional shift also means that First 5 LA is placing less emphasis on funding direct services.

To ensure that all children in LA County enter kindergarten ready to succeed in school and life, the Strategic Plan directs that the Commission's work focus on the following four priority outcome areas, as defined below:

Families: Increased Family Protective Factors

- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child’s development.

Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families

- Support a community’s ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

Early Care and Education (ECE) Systems: Increased access to high-quality early care and education

- Increase access to affordable, quality child care and preschool.

Health-Related Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

- Improve how health-related systems coordinate and deliver care to young children and their families in LA County.

Specific program and operating costs associated with each Division are summarized in Attachments C – G.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2018-19 Budget

Consistent with FY 2017-18, the role of the FY 2018-19 Budget is to set the context and provide a proposal for spending on Commission priorities, including setting outside spending parameters based on estimates. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on realistic spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to return to the Commission; however, spending in excess of the Budget Authority will require Commission approval. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level.

Modifications were also incorporated into the process for mid-year adjustments to the overall budget during FY 2017-18. These adjustments resulted in a net decrease to the overall FY 2017-18 Budget of approximately \$5.1 million, for a revised fiscal year budget of \$139.8 million. The FY 2018-19 Budget closely aligns with the revised estimates proposed in FY 2017-18, which was adjusted based on actual expenditure trends, additional contract/vendor information, and projected need based on the project timeline.

B. OVERALL BUDGET SUMMARY

The total FY 2018-19 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$139.99 million, an increase of approximately \$172,000, or 0.1% compared to the FY 2017-18 Revised Budget of \$139.8 million. Costs are estimated to decrease by 0.9% for programs and increase by 5.7% for internal operations.

BUDGET CATEGORY	FY 2017-18 Budget				Proposed		Variance
	Original		Revised		FY 2018-19 Budget		
Program							
<i>2015-2020 Strategic Plan: Focusing for the Future</i>							
a. Programs Division: Four Priority Outcome Areas	\$ 74,617,000		70,712,000		\$ 88,781,000	\$ 18,069,000	25.6%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,441,000		9,941,000		10,713,000	\$ 772,000	7.8%
c. Integration & Learning Division: Learning Organization	6,377,000		5,830,000		5,941,000	111,000	1.9%
<i>Total 2015-2020 Strategic Plan</i>	\$ 91,435,000	63%	\$ 86,483,000	63%	\$ 105,435,000	75%	\$ 18,952,000 35.2%
<i>Legacy Investments</i>	31,824,000	22%	31,724,000	22%	11,708,000	8%	(20,016,000) -63.1%
Total Program	\$ 123,259,000	85%	\$ 118,207,000	85%	\$ 117,143,000	84%	\$ (1,064,000) -0.9%
Operating (Administration Division)	21,614,104	15%	21,614,104	15%	22,849,688	16%	1,235,584 5.7%
TOTAL BUDGET	\$ 144,873,104	100%	\$ 139,821,104	100%	\$ 139,992,688	100%	\$ 171,584 0.1%

The FY 2018-19 Budget reflects an ongoing shift away from Legacy Investments approved as part of previous strategic plans, and an increased emphasis on the strategies and investments prioritized in the 2015-2020 Strategic Plan, including resources to continue expanding our policy and advocacy efforts, strategic communications, and strategic partnership ventures to develop and catalyze organization-wide relationships and partnerships that contribute to the advancement of First 5 LA's strategic plan outcomes.

In addition, although operating resource requirements continue to evolve, management has committed to living within the current level of authorized positions to support First 5 LA's work internally.

C. PROGRAM COSTS SUMMARY

1. 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE

a. Strategic Plan Priority Outcome Areas

The FY 2018-19 Budget reflects further advancement of the 2015-2020 Strategic Plan which includes estimated resources in support of the four priority outcome areas: Families, Communities, Early Care and Education (ECE) Systems, and Health, Mental Health and Substance Abuse (Health) Systems. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 4 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

It is important to note that the development and implementation of the work within the four outcome areas was staggered and therefore proposed costs are indicative of the implementation period. For example, the organization's Welcome Baby and Select Home Visiting and the community capacity building work, within the Families and Communities outcome areas, respectively, represent ongoing work already in progress, while much of the proposed work in Health-Related Systems outcome area is in the beginning stages of implementation.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 4 activities. As the scope of tasks for FY 2018-19 is clarified through continued refinement work, additional information to further define the use of funds will be provided through standard operating procedures.

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2017-18	Proposed FY 2018-19
Families	\$ 29,675,000	\$40,857,000
Communities	18,325,000	20,976,000
Early Care & Education (ECE) Systems	21,244,000	23,261,000
Health-Related Systems	1,468,000	3,687,000
Total Strategic Plan Priority Outcome Areas	\$ 70,712,000	\$88,781,000

Families (\$40,857,000)

Much of the planned FY 2018-19 work in the Families outcome area represents ongoing work related to First 5 LA's investments in Welcome Baby and Select Home Visiting, under Families Strategy 1 – Home Visiting, identified as continuing anchor investments for First 5 LA in the 2015-2020 Strategic Plan. This is consistent with the Commission's dedication in the Strategic Plan to promoting the Protective Factors, which encompass the skills and supports that families need to help their children succeed. Additional activities in support of advancing the anchor investment goals are also included as part of the Strategy 1 – Home Visiting FY 2018-19 project costs. Many of these new activities were identified and established toward the latter part of FY 2017-18 through the emerging opportunities funds. Another significant change from prior year is the inclusion of Universal Assessment of Newborn (UAN) Welcome Baby (non-Best Start) resources within Strategy 1 – Home Visiting, formerly reflected under the Legacy category of work, as current Board policy stipulates the provision of home visiting services to both Best Start and non-Best Start families served by hospitals participating in the Welcome Baby (WB) program. In addition, estimated resources are included for activities to advance the Strategic Plan's Families Strategy 2 – Family Engagement, such as Abriendo Puertas and Project Dulce, which are focused on demonstrating the effectiveness of family engagement strategies in places where families access services including community clinics, schools, faith-based centers.

FAMILIES OUTCOME AREA	Proposed FY 2018-19 Budget	
Strategy 1 - Home Visiting	\$ 38,322,000	94%
Strategy 2 - Family Engagement	2,335,000	6%
Emerging Opportunities	200,000	0%
Total Families Outcome Area	\$ 40,857,000	100%

Families Strategy 1 – Home Visiting (\$38,322,000)

The investments in Welcome Baby and Select Home Visiting represent ongoing programs that the Commission affirmed as core to advancing the Families outcome area defined in the 2015-2020 Strategic Plan. These activities directly support Strategy 1 of the Families outcome area, and begin with engaging families through Welcome Baby, a voluntary hospital and home visitation program designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and postnatally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at one of the 14 Welcome Baby participating hospitals, regardless of income status or place of residence, will receive a Welcome Baby hospital visit at the time of their baby's

birth. Families residing within a Best Start Community and identified as having a great risk for poor child outcomes will be eligible for referral to one of 19 participating providers' intensive Select Home Visitation Program such as Healthy Families America or Parents as Teachers.

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. Families residing within a Best Start Community are eligible for up to nine Welcome Baby engagements: three prenatal, at the hospital, and up to five postpartum engagements. Families living outside Best Start communities, that is, non-Best Start families, facing serious challenges in caring for their newborn due to such factors as lack of social supports or limited knowledge on infant care will be linked to supportive services by implementing a universal risk screening at the birth of their child. Additionally, families who reside outside of the Best Start Communities, i.e. non-Best Start families, will be provided with a hospital visit and up to three postpartum home visits, as needed, to offer basic supports and ensure linkages to needed services. In FY 18-19, costs to provide home visiting services to non-Best Start families are incurred through Universal Assessment of Newborns funding source.

FY 2018-19 Welcome Baby and Select Home Visiting programs costs are fairly consistent with the revised FY 2017-18 Budget, indicating a thorough understanding of project resource needs to achieve outcomes.

Additional project costs proposed for FY 2018-19 include support for home visiting expansion through Department of Mental Health (DMH) Prevention and Early Intervention (PEI) funding and Department of Health Services (DHS) and Department of Public Social Services (DPSS) pilots.

STRATEGY/PROGRAM	Proposed FY 2018-19 Budget	
Families Strategy 1 - Home Visiting		
Welcome Baby Hospitals	\$ 8,572,000	22%
Universal Assessment of Newborns - Welcome Baby Hospitals	10,511,000	27%
Select Home Visiting Programs	13,572,000	35%
Welcome Baby Implementation and Outcomes Evaluation	238,000	1%
Targeted Case Management Implementation Support	200,000	1%
MAMA's Visits Home Visiting Program Training and T.A. Support	334,000	1%
Family Strengthening Oversight Entity	3,577,000	9%
Stronger Families Database	935,000	2%
Home Visiting Sustainability Support in Health Systems	120,000	0%
Home Visiting Sustainability Support in Mental Health Systems	25,000	0%
Home Visiting Compensation and Turnover Analysis	200,000	1%
LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	0%
Total Families Strategy 1	\$ 38,310,000	100%

Families Strategy 2 – Family Engagement (\$2,335,000)

FY 2018-19 work related to Strategy 2 of the Families outcome area includes ongoing work around Abriendo Puertas and Project Dulce program implementation and research, as well as the addition of a Family Engagement Learning Community Support partnership.

The components of these activities are reflected in the table below.

STRATEGY/PROGRAM	Proposed FY 2018-19 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	\$ 1,100,000	47%
Project Dulce	1,215,000	52%
Family Engagement Learning Community Support	20,000	1%
Total Families Strategy 2	\$ 2,335,000	100%

Abriendo Puertas promotes school readiness, family well-being, and advocacy, and is the nation's first evidence-based comprehensive training program developed by and for Latino parents with children ages prenatal to age 5. The FY 18-19 program plan includes the following activities:

- Convene a Summit with Phase 1 partners to share implementation best practices and challenges
- Provide technical assistance to support Phase 1 partners in scaling and sustaining programming
- Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish
- Refine implementation and sustainability tools by identifying factors that inform provider capacity processes and needs to deliver a high-quality program
- Cultivate relationships to advance sustainability efforts with an eye toward the future, with new curricular designs and implementation practices for diverse populations, and
- Evaluate provider capacity issues and conduct a landscape analysis of hard-to-reach populations and the service providing entities to understand how to best meet the populations needs

Also included within this strategy is First 5 LA's investment in Project Dulce, an innovative pediatric-care-based intervention clinical intervention based on the Strengthening Families approach—which puts parent engagement as a foundation—that is designed to address infant/family risks and needs at the earliest possible stage and to partner with families to build strengths and capacities that foster optimal child health and development starting at birth. The program aims to increase connection to much needed concrete supports and community resources; increase utilization of well-child/preventive health care visits; and decrease the use of emergency room care. Each Project Dulce participating clinic is expected to serve approximately 200 infants and their families, build continuous quality improvement capacity in the local CQI teams and participate in the national evaluation and sustainability efforts lead by the Center for the Study of Social Policy (CSSP). The goal for FY 2018-19, is to expand to two additional clinics for a total of five participating DULCE clinics.

Last, resources within Strategy 2 of the Families outcome area will fund the Family Engagement Learning Community Support project – a collaboration with other funders to support the building of the Family Engagement field through shared learning and integration efforts between funders.

Families – Emerging Opportunities (\$200,000)

In addition, First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2018-19 which are found to align with the strategy and goals. Potential opportunities include resources to support strategies in the improvement and integration of Home Visiting systems, as well as continued efforts around family immigration rights and engagement. A total of \$200,000 has been identified for use in FY 2018-19.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2018-19 please refer to Attachment C.

Communities (\$20,976,000)

The Strategic Plan emphasizes the ongoing commitment to the community partnership investments and highlights the critical nature of community environments to the advancement of the Protective Factors. A majority of the planned FY 2018-19 costs within the Communities outcome area is driven by the first full year of the new Best Start Regional and Local Networks structure (regional with local customization) for Best Start community partnerships, endorsed by the First 5 LA Board of Commissioners in May 2017. Estimated resources for the Regional Networks and other place-based activities are included as follows:

COMMUNITIES OUTCOME AREA	Proposed FY 2018-19 Budget	
Strategy 1 - Community Leadership & Collaboration	\$ 18,282,000	87%
Strategy 2 - Coordinated Services & Supports	503,000	2%
Strategy 3 - Built Environment Policy & Advocacy	1,256,000	6%
Cross-Strategy Investments	685,000	3%
Emerging Opportunities	250,000	1%
Total Communities Outcome Area	\$ 20,976,000	100%

Communities Strategy 1 – Community Leadership & Collaboration (\$18,282,000)

This anchor investment includes costs related to the new Best Start community partnership structure for the five Regional Networks (\$15,460,000), Neighborhood Action Councils (\$2,250,000) and the Center for the Study of Social Policy (CSSP) (\$105,000).

Costs associated with the new Regional Network structure are included within Strategy 1 – Community Leadership & Collaboration and were approved for a total sum not to exceed \$15.5 million annually. The five Regional Network grants were approved at the April 12, 2018 Board of Commissioner’s meeting and are included in the FY 2018-19 Budget for a total of \$15,460,000. The grantees represent a network of partners that will work together to fulfill regional and local level roles that support the operations and work of the community partnerships. Additional resources are included to support the transition implementation process. This transition will incorporate trauma and resiliency informed systems change. It will also serve as an opportunity to integrate all three Community outcome area strategies to improve work streams and coordination in a collective effort to achieve the necessary milestones for year 1 of the new structure. These investments are intended

to be longer-term to achieve results at the family and community levels that promote optimal child development.

In addition, Strategy 1 also includes the continuation of the strategic partnership with South Bay Community Counseling (SBCC) Thrive LA, also referred to as the Neighborhood Action Councils, to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents for a total of \$2,250,000. Three-months of resources are also included to transition the Center for the Study of Social Policy (CSSP) out as the lead capacity building support provider for the Best Start partnerships.

Communities Strategy 2 – Coordinated Services & Supports (\$503,000)

With the establishment of the new Best Start structure, capacity building will support the organizational members of the partnerships. Resources will support Regional and Local Networks to deepen understanding of the network building and policy and systems change orientation to the work as well as to facilitate the integration of the countywide trauma and resiliency informed systems change framework to support the implementation of the new Best Start Structure. Additionally, funds will be used to support capacity building opportunities for other non-formally contracted organizational members of the Best Start community partnerships.

Communities Strategy 3 – Built Environment Policy & Advocacy (\$1,256,000)

Major cost drivers in FY 2018-19 will support three primary areas: 1) support to build the capacity of community-based organizations and advocates to work with communities and advocate for healthy places and spaces for children and families; 2) build the capacity of municipalities to engage community residents and stakeholders in the development and implementation of comprehensive plans that position them to compete for and leverage impending Measure A park and opens space funding in 2019, and 3) the continued support of two legacy investments pertaining to food programs that incentivize and improve the access and distribution of healthy food to communities.

Communities – Cross-Strategy Investments (\$685,000)

Resources for FY 2018-19 will fund the Capacity Building Consortium to support peer learning and reflection among grantees across the Communities outcome area. Funds will also support new staff roles as convener, connector and catalyst through local, regional and countywide convenings such as the Transportation Forum, Topic Interest Groups and Best Start Leadership summits.

Communities – Emerging Opportunities (\$250,000)

First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2018-19 which align with the strategy and goals. A total of \$250,000 has been identified for use in FY 2018-19 with prospective opportunities identified around immigration rights and education and LA Walks.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2018-19, please refer to Attachment C.

Early Care and Education (ECE) Systems (\$22,910,000)

Activities for FY 2018-19 related to the ECE outcome area include coordinating advocacy around the need and importance of high-quality and accessible early care and education, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems.

ECE OUTCOME AREA	Proposed FY 2018-19 Budget	
Strategy 1 - Policy/Advocacy	\$ 5,245,000	23%
Strategy 2 - QRIS	15,401,000	66%
Strategy 3 - Professional Development	2,215,000	10%
Emerging Opportunities	400,000	2%
Total ECE Outcome Area	\$ 23,261,000	100%

ECE Strategy 1 – Policy/Advocacy (\$5,245,000)

Resources for FY 2018-19 will support the ECE Policy Advocacy Fund (\$3,000,000), Kindergarten Readiness Assessment (\$1,945,000), and the Educare Policy and Advocacy program (\$300,000).

The ECE Policy Advocacy Fund encompasses two categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, and 2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Funding in FY 2018-19 assumes resources for the cost of partnership grants, technical assistance and capacity building activities, intermediary costs associated with executing and managing contracts, as well as facilitating grantee meetings. Some resources are also available for emerging opportunity grants that arise during the fiscal year.

FY 2018-19 resources will also support the continued advancement of work with school districts across LA County to promote the collection and use of Kindergarten Readiness Assessment (KRA) data through the use of the Early Development Instrument (EDI) that can help inform and drive ECE policy, fiscal and systems change. In FY 18-19, First 5 LA will continue to support the seven existing KRA communities and will expand, with the proposed addition of five new communities. First 5 LA is also continuing the partnership with UCLA to provide EDI data collection technical assistance to the participating KRA communities. The technical assistance component is also expanding to include a partnership with UNITE-LA as a steward for early childhood in the exploration and development of opportunities to expand the use of EDI across LA County and to advocate for resources and policy and systems change at the county, state and federal levels.

Educare is one of the nation's most effective early childhood schools serving financially disadvantaged young children birth to five to ensure the best possible chance for success in life. The launch of Educare in Los Angeles at Long Beach presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. FY 2018-19 funds will focus on expanding professional development for ECE educators, access to the mental health system, family engagement practices, and local evaluation efforts.

ECE Strategy 2 – QRIS (\$15,401,000)

Approximately 89% (\$13,702,000) of the FY 2018-19 budgeted resources under the ECE strategy 2 will support the implementation of First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program, also known as QRIS Continuous Site Engagement. This

initiative supports a network of local quality improvement systems to better coordinate, assess and improve the quality of early learning settings. The majority of projected costs in FY 2018-19 will be spent on the implementation of the quality rating and improvement systems (QRIS) in order to meet the IMPACT site targets and match requirement. Activities will focus on assessing and rating the quality of providers, providing quality improvement services, and providing incentives to support the ongoing quality improvement of the sites. In addition, Child360, formerly LAUP, will continue to engage in policy and advocacy activities to promote long-term, sustainable investment in high quality early learning activities, as well as undertake activities related to the development of a highly qualified early care and education workforce.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to continue the test phase of the single, cohesive QRIS system with a focus on implementing and testing new approaches to QRIS in LA County, with an emphasis on a common data system, a revised incentives model, and the use of the ECE Workforce Registry to assess teacher grants for the QRIS Architects, and costs associated with moving to a common data system;
2. A Strategic Partnership with the Los Angeles County Office of Education (LACOE) that will support the development and administration of the QRIS data system (iPinwheel) for LA County;
3. Ongoing quality coaching support services to providers who had been engaged in existing LA County QRIS efforts through support in ERS, increasing positive adult-child interactions, and providing support for family engagement practices; and
4. Continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County with at least one new shared service alliance launch (for a prospective total of 5 shared service alliances).

ECE Strategy 3 – Professional Development (\$2,215,000)

The aim in FY 2018-19 is to continue the support of the ECE Workforce Registry, continue partnerships with local institutes of higher education to advocate for an ECE credential and increase alignment between coursework and the California Early Childhood Educator Competencies, and to launch a project to increase alignment between professional development trainings and the California Early Childhood Educator Competencies.

The purpose of the Early Childhood Education Credential Advocacy Project is to increase access to quality early care and education by strengthening the preparation and professional development system for early childhood educators. The work will be led by Partnerships for Education, Articulation and Coordination through Higher Education (PEACH), a collaborative of early childhood education/child development faculty from over 20 colleges and universities. In the third year of this four year project, PEACH will continue to implement an advocacy plan to support the adoption of an ECE Credential, convene Los Angeles County colleges and universities to advocate for ECE Credential and connect with advocacy groups to plan strategies around ECE workforce development. In addition, PEACH will lead an element of the work focused on the integration and alignment of the ECE Competencies in college and university courses. This new component will help strengthen the pathway in higher education system for an ECE Credential.

The ECE Competencies Curriculum Project intends to increase access to quality early care and education by strengthening the preparation and professional development system for early care and

education providers by providing resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with state Early Childhood Educator Competencies. Year two activities in FY 18-19 will focus on selecting the seven ECE Competencies grantees, providing grantees with training and technical assistance before grantees develop their own action plans and begin to refine/develop training programs for early educators that incorporate the ECE Competencies.

This ECE Workforce Registry project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, outreach to potential Registry users, support the ongoing development and refinement of the data system and pursue data sharing agreements with state and county agencies to increase efficiency, minimized administrative duplication and expand the Registry to an increased number of users.

ECE – Emerging Opportunities (\$400,000)

Additional resources are included in FY 2018-19 under Emerging Opportunities. These funds are intended to provide flexibility to respond to and implement emerging opportunities that align with the ECE outcome area to help further the Strategic Plan. Prospective projects may include: planning support for the LA County Office of Child Protective Services (OCP) and for the Office for the Advancement of ECE (OAECE) as well as support for the Pomona Unified School District (PUSD) to pilot a Pay for Success project which aims at reinvesting cost savings for ECE programs and services. Additional projects could include further Child Care Needs Assessment results analysis.

For additional information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2018-19, please refer to Attachment C.

Health-Related Systems (\$3,687,000)

Activities for FY 2018-19 related to the Health outcome area are transitioning from the planning and development phase to implementation, and include work to begin implementation of the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA	Proposed FY 2018-19 Budget	
Strategy 1 - Early Identification and Intervention	\$ 2,610,000	71%
Strategy 2 - Trauma-Informed Care	827,000	22%
Emerging Opportunities	250,000	7%
Total Health Outcome Area	\$ 3,687,000	100%

Health Strategy 1 – Early Identification and Intervention (\$2,610,000)

Through Strategy 1 of the Health outcome area, First 5 LA seeks to improve how health-related systems coordinate and connect to provide timely screening, effective care coordination and appropriate referrals with the goal of improving delivery care for young children at risk of developmental delays and their families by using the Help Me Grow model (HMG). HMG is a national framework intended to improve the early detection of developmental delays and connect

children to appropriate services as early as possible. First 5 LA adopted the HMG framework, which includes the following core components:

1. **Child Health Provider Outreach:** Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination;
2. **Community and Family Outreach:** Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers;
3. **Data Collection and Analysis:** Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers; and
4. **Centralized Access Point:** Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 2018-19 resources will focus on supporting LA County Department of Public Health's (LACDPH) transition and on-boarding as the HMG Organizing Entity responsible for both the Centralized Access Point and Data Collection and Analysis components. First 5 LA will be the lead for Community and Family Engagement as well as Health Care Provider outreach. Strategic Partnerships and Requests for Proposals are anticipated to develop in FY 2018-19 in support of the core components. Additionally, First 5 LA will continue to support First Connections, the former Early Identification and Intervention – Autism and Other Developmental Delays project, which was found to align with the Health outcome area through the expiring initiatives process.

Health Strategy 2 – Trauma-Informed Care (\$827,000)

In FY 2018-19, First 5 LA will continue to bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma and Resiliency-Informed Systems Change Work Group to use the action plan and environmental scan developed in FY 2016-17 to inform implementation of strategies across Los Angeles County. First 5 LA, in partnership with other funders will contribute to a pooled fund that will cover the costs associated with a third-party fiscal intermediary to support the workgroup and identification of demonstration projects that align with the strategies identified in the county-wide action plan report. In addition, First 5 LA's Health Systems Department and Communities Department are partnering to advance a trauma and resiliency informed approach within First 5 LA's Best Start communities and County agencies.

Health – Emerging Opportunities (\$250,000)

In addition to the external county-wide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2018-19 that align with the Health-Related strategies and goals. Potential partnership alignment opportunities include the LA County Office of Child Protection and the prospective new LA County Office of Violence Prevention, in support of our trauma-informed care goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2018-19, please refer to Attachment C.

b. Strategic Plan Policy & Strategy Support

The category includes resources for approaches identified as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts and communications and marketing, as well as costs for activities that advance the strategic plan goals, such as strategic partnerships, community engagement and advocacy and county partnerships.

Policy Agenda/Advocacy (\$3,015,000)

First 5 LA invests in key activities to support its work in Home Visiting (HV), Early Care and Education (ECE) and to develop/explore issues related to the 2015-2020 Strategic Plan. The Policy Agenda/Advocacy initiative includes multiple components, including resources funding opinion research, policy briefs, and the work of both the federal and state policy advocates that broadly support First 5 LA priority policy and sustainability issues, aligned with the Strategic Plan. In addition, anticipated work during FY 2018-19 includes key activities to support First 5 LA's policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development. The FY 18-19 budget also includes an increase in advocacy activities related to early identification and intervention and family strengthening.

Communications (\$6,371,000)

The Communications Department will continue to support the implementation of the 2015-2020 Strategic Plan in advancing First 5 LA's programmatic and policy goals in FY 2018-19. The focus will be on developing and implementing strategic communications and marketing plans that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's outcome and priority focus areas, and support First 5 LA's policy and systems change strategies.

The FY 2018-19 Budget includes two components: Communications & Marketing and Conference Funding. The resources for communications and marketing support the general marketing and communications for First 5 LA's projects, efforts and initiatives; marketing funds to support First 5 LA public education campaigns; strategic partnerships to engage decision makers on early care and education; strategic partnerships to engage decision makers on early childhood development; strategic partnership to advance the families outcome area; strategic partnership with the First 5 Association for coordinated communications efforts; research and development of communications and marketing strategies; coordinated communication support of First 5 LA partners and grantees; strategic partnership to elevate awareness of First 5 LA's mission and brand; communications support for the communities department programs and efforts, and promotional and collateral materials to build First 5 LA's brand. All communications and marketing activities are in service of improving implementation of our Strategic Plan outcomes for young children and families.

The Conference Funding provides conference sponsorship funding to applicants in support of knowledge-sharing activities that will advance the field of early childhood development through conferences and events that will increase community and/or professional capacity, disseminate best and promising practices and share new research findings.

Strategic Partnerships (\$946,000)

The Strategic Partnership activities support organization-wide efforts to develop and catalyze relationships and partnerships in arenas such as philanthropy and business that contribute to the advancement of First 5 LA's Strategic Plan. FY 2018-19 Strategic Partnership activities will focus on initiating, developing, and sustaining strong and effective partnerships with key stakeholders that have shared strategic value to First 5 LA at the local, state, and national levels. This will allow the organization to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent by improve the alignment of new resources. Internal support and learning, organizational-wide teams, existing and emerging funder collaboratives, and cross-sector convening activities will also assist in building the advocate base and leveraging resources in service of the policy and systems change goals stated in our 2015-2020 Strategic Plan.

Community Engagement and Advocacy (\$256,000)

This initiative recognizes that parents' and caregivers' experiences provide valuable insight in the direction and development of programs and policies needed to help strengthen families and improve the communities in which they reside. Resources will be utilized to further develop a framework for community parents and caregivers to convene and share their opinions, experiences and expertise to inform First 5 LA's priorities at the community level as well as local civic policies and programs. Funding will also provide flexibility and an opportunity to explore an expanded parent engagement program that advances parent and caregiver leaders advocacy skillset to increase their presence and visibility with local elected officials and district offices.

See Attachment D, for more information on the budget amounts and activities anticipated by the Policy & Strategy Division in FY 2018-19.

County Partnerships (\$50,000)

The County Partnership Fund will help support developing opportunities with County entities, when those emerging needs are assessed by First 5 LA to be aligned to or potentially aligned to the work in the Strategic Plan. These resources will be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan, as well as to support the work itself and inform how our work can enhance the very systems serving a significant amount of the County's population of children prenatal to age 5 and their families. See Attachment G, for more information on this County Partnerships Fund.

c. Integration & Learning

First 5 LA is anticipating expenditures of approximately \$5,941,000 to support the ongoing transformation of the organization to one that is deeply rooted in accountability, learning and knowledge dissemination. The activities within this category include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, align to our legacy investments, and focus on the systematic use of data and evaluation to make decisions in service of better outcomes for our community members. The focus of these activities will be on: evaluation, research, measurement and data development, data integration, data analysis, co-developing learning agendas with key stakeholders, developing technical assistance strategies, and creating the foundation to share lessons and insights to build internal capacity and achieve greater change in outcomes. In addition, the Impact Framework will provide First 5 LA with greater insight and clarity in our systems change efforts through the development and implementation of an interactive tool that

measures our impact in systems outcomes, our progress in support of the mission, and our contribution to the children and families in LA County.

Program Evaluation (\$3,320,000)

Of the nearly \$6 million proposed to advance learning and evaluation, Program Evaluation is the largest of the Integration & Learning initiatives and is focused on both accountability and learning. The purpose and focus of the evaluations differ depending on the scale of the program being evaluated, the maturity of the program, as well as the capacity and resources of the grantees/contractors implementing the program to support evaluation and learning. Evaluation activities range from collecting and reporting common data from all grantees and contractors on services that were implemented as well as data on the recipients of those services to designing highly rigorous implementation and outcome evaluations of First 5 LA's flagship initiatives, such as Best Start and Welcome Baby.

See Attachment E, for more information on the budget amounts and activities anticipated by the Integration & Learning Division in FY 2018-19.

2. LEGACY INVESTMENTS

These investments are existing multi-year programs ("Legacy Investments") representing ongoing work of the Commission that is expected to end according to the terms of the project approval. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process, consistent with the First 5 LA Governance Guidelines.

FY 17-18 was the final year funding several investments, while other investments have ramped down significantly from the previous year toward an expected end in FY 2018-19.

Black Infant Health (\$1,863,000)

The Black Infant Health (BIH) project is a state program of the California Department of Public Health to address the large and persistent disparities in maternal and infant health that affect the African American community. Programs are at local health jurisdictions where the highest rates (more than three quarters) of African-American births occur in Los Angeles County. First 5 LA has been supporting three BIH Programs in Los Angeles County since 2009: Los Angeles County Department of Public Health (LAC DPH), the City of Pasadena, and the City of Long Beach. In November 2013, the Commission approved an allocation to the BIH Program for five years beginning in FY 14-15. FY 18-19 marks the fifth and final year of this program.

Children's Dental Care (\$372,000)

The Children's Dental Care initiative represents a five-year investment to address the challenges facing pediatric dental health in LA County by focusing on providing services to children in greatest need of dental care. The initiative was designed as a collaborative, integrated effort with three dental schools in the County—the University of California, Los Angeles (UCLA), University of Southern California (USC) and Western University—working together to create collective impact. Two of the three grantees completed all program objectives in FY 2017-18. One grantee was granted additional time to meet all deliverables related to direct oral health services to children prenatal to age 5, parent education and provider training. This budget reflects the final two months of funds in support of this project, through August 2018.

Information Resource and Referral (\$620,000)

The Los Angeles County's comprehensive telephonic and referral database, 211 LA County, addresses a broad range of issues pertinent to the prenatal to age 5 population such as health insurance, child care, health care providers, and parenting support. Through the Expiring Initiatives Assessment process, and with Board approval in March 2016, this project was recommended for a two-year extension through June 30, 2018. In March 2018, the First 5 LA Board of Commissioners approved an additional 6-month extension through December 2018 to support the provision of these services.

Little by Little/One Step Ahead (\$3,925,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative provides resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. In FY 2018-19, the initiative expects to provide services to over 64,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy (\$4,428,000)

The overall goal of the Parent Child Interaction Therapy (PCIT) initiative is to utilize an evidence-based behavioral family intervention model, PCIT, to reduce risk of abuse in families with young children with serious disruptive behavior disorders by expanding access for young children and their families to PCIT services. This objective is being accomplished by increasing the number of PCIT-certified mental health providers in LA County and expanding the number and capacities of clinical programs to provide PCIT services. Capacity is being developed within the workforce and service delivery organizations throughout Los Angeles County to provide PCIT services for families with children prenatal to age 5, specifically by providing training opportunities to mental health professionals on the PCIT model. Initially expected to end in FY 2016-17, the project is extended through June 30, 2019 in order to ensure that (1) all training cohorts are completed according to lessons learned; (2) an ongoing training infrastructure is solidified; and (3) mobile van services in two Service Planning Areas with access challenges are established.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2018, as well as anticipated needs for FY 2018-19, the budget includes approximately \$22.9 million for First 5 LA operating costs.

The \$22.9 million represents an increase of approximately \$1,235,584 or 5.7% from the revised FY 2017-18 Budget, influenced primarily by an increase in Personnel costs as well as minor increases in supporting line items and offset by decreases in Consultant Services and Professional Services.

OPERATING COST CATEGORY	FY 2017-18 Budget				Proposed	
	Original		Revised		FY 2018-19 Budget	
Personnel Services	\$17,041,972	79%	\$16,833,272	78%	\$18,024,406	79%
General Operating Expenses	1,603,970	7%	\$1,631,290	8%	1,788,900	8%
Consultant Services	1,689,700	8%	\$1,818,800	8%	1,532,300	7%
Professional Services	484,352	2%	\$555,252	3%	520,552	2%
Travel Expenses	316,710	1%	\$355,710	2%	422,630	2%
Professional Development	477,400	2%	\$419,780	2%	560,900	2%
Total Operating Costs	\$21,614,104	100%	\$21,614,104	100%	\$22,849,688	100%

Please note: Percentages reflected have been rounded to the nearest whole

Attachments C - G provide additional detail on the operating budget request by internal division and department, based on the current organizational structure.

Highlights and Assumptions:

FY 2018-19 Budget changes to personnel are chiefly in response to the continued implementation of Strategic Plan activities and a reduction of vacant positions. As the implementation process continues, we have a clearer understanding of the staffing needs and other operating resources required to continue to effectively implement the Strategic Plan. A decision was made by management to maintain the current level of authorized positions for the organization and repurpose vacant positions to meet priority hire needs. Although the largest increase to the operating budget is in personnel, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories.

Personnel Services

Approximately \$18.0 million, or 78.9%, of the total \$22.9 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about \$1.2 million, or 7.8% over the revised FY 2017-18 personnel budget. As mentioned above, this increase in personnel is primarily driven by the addition of short-term temporary staffing support, fewer vacant positions, and a moderately higher than average employee health benefit price increase. In an ongoing organization-wide effort to more closely align the budget with actual anticipated costs, First 5 LA continues to budget for estimated savings due to unforeseen, but common, changes in work force throughout the year. One of the ways in which this adjustment is carried out is by using a phased hiring approach to budget for the vacant positions in FY 2018-19. Of the seventeen open positions at the time of budget development, fifteen of those vacant positions are budgeted for ten months at the respective positions' mid-salary range, while two of the vacant positions are budgeted for six months at the position's mid-salary range, based on current outreach efforts and anticipated hire dates. Additionally, the personnel line item includes a 7% personnel attrition rate which is a 1% increase from the 6% rate used for FY 2017-18, based on the latest separation information available at the time of budget development. Also, although new positions have been identified for FY 2018-19 in order to expand and build upon the organization's current work and responsibilities, some positions are being repurposed from existing vacant positions to maintain the authorized headcount detailed in the FY 2017-18 Budget. Staffing needs will be revisited as the organization's activities and future direction are determined. A complete schedule of authorized positions may be found as part of Attachment B.

General Operating Expenses

General operating expenses comprise \$1.8 million, or 7.8%, of the total operating costs of \$22.9 million. This is a net increase of approximately \$158,000 influenced primarily by capital outlay costs to replace servers, laptops, desktops, printers, phones, etc., hardware and software maintenance, building repair and maintenance, subscriptions and publications, and the addition of a new line item – Divisional Capacity Building. The Divisional Capacity Building line item is comprised of \$25,000 per division, for four divisions, and is intended for use by all division department's to support Division capacity-building, such as retreats. Costs for these activities were removed from each of the departments individual operating budgets. The intent is to make access to these activities and resources more consistent and equitable across Divisions. These overall increases, as well as other minor increases, are offset by decreases in other areas such as internal meetings and telephone costs.

Consultant Services

The budget includes approximately \$1.5 million for Consultant Services, representing 6.7% of total operating costs and a decrease of approximately \$287,000, or 16% from FY 2017-18.

Professional Services

The budget includes approximately \$521,000 to support Professional Services, representing 2.3% of total operating costs and a \$35,000 or approximately 6% decrease in funding level compared to the revised FY 2017-18 budget. Resources will fund the First 5 California Association and Professional dues, among others, as well as legal fees, staff recruitment, commissioner stipends, web-based services, audit fees and miscellaneous bank charges.

Travel and Meeting

Travel and Meetings costs comprise 1.8% of the total operating costs at approximately \$423,000, representing an increase from the revised funding level for FY 2017-18, primarily driven by staffing needs and the directional change of the organization toward a more policy, advocacy, and systems change approach.

Professional Development

Professional Development expenditures represent 2.5% of the total operating budget, at \$561,000. This budget includes a \$141,000 increase, or 34%, compared to the revised resources proposed in FY 2017-18. This operating cost category had not been established at the time of the FY 2017-18 Budget development or approval; the new chart of accounts (COA) structure was successfully implemented in July 2017. This category – previously reflected as a single line item within the Professional Services category under the former COA structure – includes costs related to First 5 LA staff development, including: Training Materials & Supplies, Internal Training, Leadership Programs, Conference Registrations and External Education/Training. Resources are included to support ongoing professional development and staff enhancement activities through relevant content and skills-based training opportunities, conferences and educational materials. In addition, funds are included to support equal-access staff training through our Human Resources and Talent Management Department led endeavor, referred to as “First 5 University”. Each department maintains a modest Professional Development budget, based on an organization average comprised

of no more than 4% of the cost of total salaries, for program-specific needs. Professional development resources also include costs related to Board development, identified by Executive leadership as a priority. As First 5 LA continues to transition in response to new priorities and a gradual decline in funding, these resources will be critical to ensure that staff is well equipped to perform the key job functions needed to advance the desired outcomes outlined in the Strategic Plan.

II. REVENUE ASSUMPTIONS

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 greatest share, typically around 25-26% of the total County allocations. The State Department of Finance (DOF) distributes the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization's (BOE) administrative costs. As reflected in the First 5 LA Long Term Financial Projection, Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, and is projected to continue to decline in future years. Tobacco policy changes implemented in 2017 – including the increased smoking age to 21 years (SBx27), additional BOE licensing fees (ABx211 and AB2770), an increased cigarette tax by \$2 per pack and taxation implementation of e-cigarettes (Proposition 56) – resulted in a one-time sharp decline in tobacco tax revenue for FY 2017-18 of nearly 16.2% from FY 2016-17. This one-time decline is consistent with the DOF revenue analysis, as is the projected revenue shortfall backfill by new Proposition 56 tax revenue anticipated for FY 2018-19. Per Proposition 56, the backfill amounts are calculated in arrears, which take into account the prior year actual revenue loss attributable to Proposition 56. As such, the backfill amount will increase revenue in FY 2018–19, after which revenue will continue an average rate of decline of approximately 3.8 percent. As always, First 5 LA will continue to work with other county Commissions and the State First 5 Association to closely monitor and evaluate the increasing BOE administrative costs and other adjustments associated with recently enacted legislation that will directly impact revenue.

Interest earnings, projected to yield approximately \$5.2 million in revenue for FY 2018-19, are projected using an estimated 1.4% return on anticipated cash balances. Lease revenue is projected to generate approximately \$141,000 in FY 2018-19, grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. In addition, as approved by the Board of Commissioners, First 5 LA will receive pass-through funds for the initiative “Improve and Maximize Programs so All Children Thrive” (IMPACT) from First 5 California to help advance First 5 LA's quality strategy work within the Early Child and Education (ECE) priority outcome area.

As Proposition 10 revenue continues on a downward trend, First 5 LA continues to explore alternative revenue generation strategies for the future as well as pursue opportunities to leverage funding from other funding streams to support the work of the Commission.

III. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance, particularly given the picture of the agency's financial future communicated through the updated Long Term Financial Projection approved in March 2018 and the impact of recent legislation. As tobacco tax revenues that have supported the work to date continue to decline, and given the projected one-time additional revenue decrease adjustment in FY 17-18, spending is anticipated to continue to exceed the

incoming revenue resulting in a commensurate decline in fund balance. Nevertheless, a portion of the budget is set aside for the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy. For FY 2018-19, the Reserve is calculated at \$34.4 million, an amount that is also classified as unassigned for fund balance purposes.

The annual budget, also per board policy, is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document. However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission takes action via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2018-19 Budget do not exceed the remaining balance for the previously Board approved and committed multi-year allocations, approval of the FY 2018-19 Budget for these initiatives does not represent a commitment of additional dollars since resources will be drawn from the previously approved allocation. The projected remaining allocation balances as of June 30, 2018 will be brought to the Commission for reaffirmation in June 2018 in conjunction with the approval of the FY 2018-19 Budget.

In contrast to the multi-year allocation balances for specific initiatives, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent funds from the previous fiscal year for these investments revert back to assigned fund balance, which represents funds available for use within the parameters set by the 2015-2020 Strategic Plan.

The current fund balance, although diminishing, provides the organization with the opportunity to gradually transition to a more sustainable “live within our means” spending portfolio, with the goal of aligning annual spending with revenue and reducing the demand and reliance on fund balance. Balances for all fund balance categories will not be finalized until the completion of the FY 2017-18 year-end audit and Comprehensive Annual Financial Report (CAFR). Fund balance updates will be provided in the next Long Term Financial Projection.

IV. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization’s administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is due to the fact that administrative costs are generally not as fluid as other types of costs, and cannot adapt quickly to respond to changes in actual spending levels.

The definition of administrative cost accounts for 100% of the following departments’ costs: Administration Division, Board of Commissioners, Communications, Contract Administration and

Purchasing, Executive, Facilities Management, Finance, Human Resources & Talent Management, Information Technology, Integration & Learning Division (excluding personnel costs associated with the Knowledge Management Manager and the Information & Data Analytics Specialist, both of which are program-specific), Policy & Strategy Division (excluding personnel costs associated with the Special Projects Manager, whose work stream is predominantly program-specific), and Programs Division (excluding costs for Interns).

In addition to these department costs, the definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Communities, Community Relations, Early Care & Education, Family Supports, Health Systems, Integration & Learning, Measurement, Learning & Evaluation, Public Policy & Government Affairs, and Strategic Partnerships.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a conservative approach to the administrative limit calculation. For example, although the organization's Executive Leadership and Department Directors do not spend 100% of their time strictly on administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year. In the context of all First 5 County Commissions, First 5 LA continues to have the lowest administrative limit percentages, which range from 8-25% of annual spending.

Using the methodology noted above (further detail is provided as part of Attachment B), the administrative cost for supporting First 5 LA programs is projected to be \$13.8 million, or 9.82% of the total budget. The increase from the previous year's revised 9.31% is due to the overall increase in operational costs and the overall reduction in programmatic expenditures proposed for FY 2018-19.

V. CONCLUSION

Each year the Board adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to advance the work in alignment to the strategic direction. This year's budget process is another step toward advancing the goals established in the 2015-2020 Strategic Plan. It is also reflective of First 5 LA's efforts to improve and align financial goals and estimates with actual need while remaining cognizant of declining revenues and fund balance. This is made evident by the continued decline in legacy investments and the increase in partnerships such as those with County entities and philanthropies—the overall goal of which is to leverage and maximize resources, with a focus on sustainability, to collectively continue to improve outcomes for children and their families. First 5 LA also endeavors to continue to improve its financial management and reporting practices to effectively communicate the use and progress of the Commission's work. To the extent that there are financial implications associated with decisions taken by the organization, staff will return to the Board of Commissioners with findings, options and recommendations, including funding adjustments, as appropriate.

We are grateful to the Commission for its ongoing leadership and support of First 5 LA's efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life.



ATTACHMENT B:

FY 2018-19 BUDGET

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

BUDGET COMPONENT		FY 2017-18		FY 2018-19		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	\$	\$	\$	%
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE							
Strategic Plan Priority Outcome Areas							
1	Families	\$ 29,675,000	\$ 40,857,000	\$	11,182,000		37.7%
2	Communities	18,034,000	20,976,000		2,942,000		16.3%
3	Early Care & Education Systems	21,244,000	23,261,000		2,017,000		9.5%
4	Health-Related Systems	1,468,000	3,687,000		2,219,000		151.2%
	Sub-total: Strategic Plan Priority Outcome Areas	\$ 70,421,000	\$ 88,781,000	\$	18,360,000		26%
Strategic Plan Policy & Strategy Support							
5	Policy Agenda/Advocacy	\$ 2,320,000	\$ 3,015,000	\$	695,000		30.0%
6	Communications & Marketing	6,044,000	6,121,000		77,000		1.3%
7	Communications - Conference Funding	300,000	250,000		(50,000)		-16.7%
8	Strategic Partnership-Cross-Cutting Funder Partnership	660,000	745,000		85,000		12.9%
9	Strategic Partnership-Grantmaking Memberships	42,000	41,000		(1,000)		-2.4%
10	Strategic Partnership-Organizational Capacity	200,000	-		(200,000)		-100.0%
11	Strategic Partnership-Partnership Development	250,000	160,000		(90,000)		-36.0%
12	Community Engagement and Advocacy	291,000	256,000		(35,000)		N/A
13	Policy & Strategy - Emerging Opportunities	75,000	75,000		-		0.0%
14	County Partnerships	50,000	50,000		-		0.0%
	Sub-total: Strategic Plan Policy & Strategy Support	\$ 10,222,000	\$ 10,713,000	\$	491,000		5%
Integration & Learning							
15	Communities of Practice	\$ 18,000	\$ 35,000	\$	17,000		94.4%
16	Data Development and Integration	1,050,000	975,000		(75,000)		-7.1%
17	Data Partnership with Funders	850,000	850,000		-		0.0%
18	Grantee Assessment	75,000	75,000		-		0.0%
19	Impact Framework	-	112,000		112,000		N/A
20	Knowledge Management	-	178,000		178,000		N/A
21	Learning Plan Development	100,000	200,000		100,000		100.0%
22	Organizational-Wide Investment	32,000	96,000		64,000		200.0%
23	Program Evaluation	3,655,000	3,320,000		(335,000)		-9.2%
24	Integration & Learning - Emerging Opportunities	50,000	100,000		50,000		100.0%
	Sub-total Integration & Learning	\$ 5,830,000	\$ 5,941,000	\$	111,000		2%
	TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	\$ 86,483,000	\$ 105,435,000	\$	18,952,000		22%
LEGACY INVESTMENTS							
25	At-Risk Fathers Investment	\$ 314,000	\$ 295,000	\$	(19,000)		-6.1%
26	Baby Friendly Hospitals	457,000	150,000		(307,000)		-67.2%
27	Black Infant Health	1,606,000	1,863,000		257,000		16.0%
28	Children's Dental Care	7,217,000	372,000		(6,845,000)		-94.8%
29	Children's Vision Care	252,000	-		(252,000)		-100.0%
30	Early Identification and Intervention - Autism and Other Developmental Delays	884,000	-		(884,000)		-100.0%
31	Information Resource and Referral	1,240,000	620,000		(620,000)		-50.0%
32	Little by Little/One Step Ahead	3,973,000	3,925,000		(54,000)		-1.4%
33	Parent Child Interaction Therapy	3,943,000	4,428,000		485,000		12.3%
34	Policy Advocacy Fund	310,000	55,000		(255,000)		-82.3%
35	Universal Assessment of Newborns	10,980,000	-		(10,980,000)		-100.0%
36	Workforce Development	542,000	-		(542,000)		-100.0%
	TOTAL LEGACY INVESTMENTS	\$ 31,724,000	\$ 11,708,000	\$	(20,016,000)		-63%
	TOTAL FIRST 5 LA PROGRAM BUDGET	\$ 118,207,000	\$ 117,143,000	\$	(1,064,000)		-0.9%

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2017-18		FY 2018-19		VARIANCE		
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET		\$	%	
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE								
Strategic Plan Priority Outcome Areas								
Families								
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 9,721,000	\$ 8,572,000	\$ (1,149,000)	-12%			
	Universal Assessment of Newborns - Welcome Baby Hospitals	-	10,511,000	10,511,000	N/A			
	Select Home Visiting Programs	13,430,000	13,572,000	142,000	1%			
	Family Strengthening Oversight Entity	3,480,000	3,577,000	97,000	3%			
	Home Visiting Compensation and Turnover Analysis	-	200,000	200,000	N/A			
	Home Visiting Sustainability Support in Health Systems	-	120,000	120,000	N/A			
	Home Visiting Sustainability Support in Mental Health Systems	-	25,000	25,000	N/A			
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	26,000	-	0%			
	MAMA's Visits Home Visiting Program Training and T.A. Support	-	334,000	334,000	N/A			
	Stronger Families Database	780,000	947,000	167,000	21%			
Families Strategy 2 - Family Engagement	Targeted Case Management Implementation Support	-	200,000	200,000	N/A			
	Welcome Baby Implementation and Outcomes Evaluation	-	238,000	238,000	N/A			
	Abriendo Puertas	740,000	1,100,000	360,000	49%			
	Project Dulce	645,000	1,215,000	570,000	88%			
	Family Engagement Learning Community Support	-	20,000	20,000	N/A			
	Emerging Opportunities - Families Outcome Area	853,000	200,000	(653,000)	-77%			
	Sub-total Families	\$ 29,675,000	\$ 40,857,000	\$ 11,182,000	38%			
	Communities							
	Communities Strategy 1 - Community Leadership & Collaboration	Broader Community Building and Engagement	\$ 2,500,000	\$ -	(2,500,000)	-100%		
		Center for the Study of Social Policy (CSSP)	-	572,000	572,000	N/A		
Community Partnerships		10,797,000	-	(10,797,000)	-100%			
Neighborhood Action Councils		-	2,250,000	2,250,000	N/A			
Region 1 Central-East Regional Network		-	4,236,000	4,236,000	N/A			
Region 2 SLA Regional Network		-	4,710,000	4,710,000	N/A			
Region 3 SFV Regional Network		-	2,248,000	2,248,000	N/A			
Region 4 Port Cities Regional Network		-	2,198,000	2,198,000	N/A			
Region 5 AV Regional Network		-	2,068,000	2,068,000	N/A			
Organizational Capacity Building		-	503,000	503,000	N/A			
Communities Strategy 2 - Coordinated Services & Supports	Community Resource Networks	150,000	-	(150,000)	-100%			
	Built Environment Policy Advocacy Fund	-	750,000	750,000	N/A			
	Link Advocates Government Family and Parks (Link)	-	300,000	300,000	N/A			
	Community Advocacy Fund	190,000	-	(190,000)	-100%			
	Legacy Investments	556,000	206,000	(350,000)	-63%			
	Capacity Building and Learning	3,361,000	-	(3,361,000)	-100%			
	Capacity Building Consortium	-	518,000	518,000	N/A			
	Integrated Transition Planning (ITP)	-	63,000	63,000	N/A			
	Local, Regional and Countywide Convenings	-	104,000	104,000	N/A			
	Emerging Opportunities - Communities Outcome Area	480,000	250,000	(230,000)	-48%			
Sub-total Communities	\$ 18,084,000	\$ 20,976,000	\$ 2,942,000	16%				
Early Care & Education (ECE) Systems								
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	\$ 3,000,000	\$ 3,000,000	\$ -	0%			
	Educare Policy and Advocacy	100,000	300,000	200,000	200%			
	Kindergarten Readiness Assessment	2,800,000	1,945,000	(855,000)	-30%			

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2017-18		FY 2018-19		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	\$	%	
ECE Strategy 2 - QRIS	Early Childhood Educators Improving Quality (CCALA)	745,000	141,000	141,000	(604,000)	-81%	
	QRIS Architects Group and Systems Planning	1,242,000	463,000	463,000	(779,000)	-63%	
	QRIS Continuous Site Engagement	13,702,000	13,842,000	13,702,000	(140,000)	-1%	
	QRIS Database	-	895,000	895,000	895,000	N/A	
ECE Strategy 3 - Professional Development	Shared Services Support	200,000	200,000	200,000	-	0%	
	Early Childhood Education Credential Advocacy Project	790,000	700,000	700,000	(90,000)	-11%	
	Early Childhood Educator Competencies Curriculum Project	45,000	700,000	700,000	655,000	1456%	
	ECE Financial Assessment	-	150,000	150,000	150,000	N/A	
ECE - Emerging Opportunities	ECE Workforce Registry	650,000	665,000	665,000	15,000	2%	
	Emerging Opportunities - ECE Outcome Area	100,000	400,000	400,000	300,000	300%	
Sub-total ECE		\$ 21,244,000	\$ 23,261,000	\$ 23,261,000	\$ 2,017,000	9%	
Health, Mental Health & Substance Abuse Systems							
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	518,000	1,660,000	1,660,000	1,142,000	220%	
	First Connections	-	950,000	950,000	950,000	N/A	
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	700,000	827,000	827,000	127,000	18%	
	Emerging Opportunities - Health Outcome Area	250,000	250,000	250,000	-	0%	
Sub-total Health		\$ 1,468,000	\$ 3,687,000	\$ 3,687,000	\$ 2,219,000	151%	
Sub-Total: Priority Outcome Areas		\$ 70,421,000	\$ 88,781,000	\$ 88,781,000	\$ 18,360,000	26%	
Strategic Plan Policy & Strategy Support							
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	130,000	130,000	130,000	-	0%	
	State Policy and Sustainability Advocate	440,000	440,000	440,000	-	0%	
Communications & Marketing	Strategic Plan Advocacy Strategies	1,750,000	2,445,000	2,445,000	695,000	40%	
	Communications & Marketing	6,044,000	6,121,000	6,121,000	77,000	1%	
Communications - Conference Funding	Conference Funding	300,000	250,000	250,000	(50,000)	-17%	
	Emerging Funder Collaboratives	450,000	450,000	450,000	-	0%	
Strategic Partnership - Cross-Cutting Funder Partnership	LA Funders Collaborative	20,000	20,000	20,000	-	0%	
	LA-N-Sync	25,000	25,000	25,000	-	0%	
	Los Angeles Chamber of Commerce	40,000	40,000	40,000	-	0%	
	Los Angeles Partnership for Early Childhood Investment	15,000	25,000	25,000	10,000	67%	
Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	Southern California Grantmakers (SCG)	110,000	85,000	85,000	(25,000)	-23%	
	Private Partnerships (CSPPP)	-	100,000	100,000	100,000	N/A	
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	42,000	41,000	41,000	(1,000)	-2%	
	Organizational Capacity Building	200,000	-	-	(200,000)	-100%	
Strategic Partnership - Organizational Capacity	Consulting	150,000	100,000	100,000	(50,000)	-33%	
	Convenings	100,000	60,000	60,000	(40,000)	-40%	
Community Engagement and Advocacy	Parent and Caregiver Advisory Council	186,000	103,000	103,000	(83,000)	-45%	
	Parent Advocacy and Engagement	105,000	153,000	153,000	48,000	46%	
Policy & Strategy - Emerging Opportunities County Partnerships	Emerging Opportunities - Policy & Strategy	75,000	75,000	75,000	-	0%	
	County Partnership Fund	50,000	50,000	50,000	-	0%	
Sub-Total: Strategic Plan Policy & Strategy Support		\$ 10,232,000	\$ 10,713,000	\$ 10,713,000	\$ 481,000	5%	
INTEGRATION & LEARNING							
Communities of Practice	External Partner Learning	3,000	7,000	7,000	4,000	133%	
	Learning Advisory Committee	5,000	10,000	10,000	5,000	100%	
Data Development and Integration	Organizational-wide Learning	10,000	18,000	18,000	8,000	80%	
	Data Analytics	25,000	25,000	25,000	-	0%	
	Data Consultant	\$ 100,000	\$ 90,000	\$ 90,000	(10,000)	-10%	
	Data Requests	5,000	5,000	5,000	-	0%	
	Dissemination	25,000	15,000	15,000	(10,000)	-40%	
		265,000	265,000	265,000	-	0%	

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2017-18		FY 2018-19		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	\$	%	
Data Development and Integration (cont.)	First 5 LA Contracts and Grants Program Reporting Database	140,000	75,000	75,000	(65,000)	-46%	
	Indicator Development	165,000	165,000	165,000	-	0%	
	LA County Data Match	-	-	-	-	0%	
	Los Angeles County Health Survey	-	-	-	-	0%	
	Los Angeles County P-5 Asset Mapping	-	-	-	-	0%	
	Los Angeles Mommy and Baby (LAMMB) Project	-	-	-	-	0%	
	Maternal Infant Hospital Assessment	-	-	-	-	0%	
	WIC Data Mining Research Partnership	600,000	600,000	600,000	-	0%	
	Children's Data Network (CDN)	850,000	850,000	850,000	-	0%	
	Grantee Perception Report	75,000.00	75,000	75,000	-	0%	
	Impact Framework	-	112,000	112,000	112,000	N/A	
	Knowledge Management	-	178,000	178,000	178,000	N/A	
	Cross Outcomes/Strategy Area	-	100,000	100,000	100,000	N/A	
	ECE Outcome Area	50,000	50,000	50,000	-	0%	
	Health Systems Outcome Area	50,000	50,000	50,000	-	0%	
Investment Process	32,000.00	96,000	96,000	64,000	200%		
Best Start Learning Agenda	500,000	800,000	800,000	300,000	60%		
Obesity Prevention & Nutrition Collective Impact Evaluation	750,000	600,000	600,000	(150,000)	-20%		
Parent-Child Interaction Therapy Evaluation	131,000	-	-	(131,000)	-100%		
Professional Development Program Evaluation	54,000	-	-	(54,000)	-100%		
Quality Rating and Improvement System Evaluation	-	300,000	300,000	300,000	N/A		
Welcome Baby Implementation and Outcomes Evaluation	654,000	-	-	(654,000)	-100%		
Welcome Baby Impact Study	1,566,000	1,620,000	1,620,000	54,000	3%		
Emerging Opportunities - Integration & Learning	50,000.00	100,000	100,000	50,000	100%		
Integration & Learning - Emerging Opportunities		\$ 5,880,000	\$ 5,941,000	\$ 111,000	2%		
Sub-total Integration & Learning		\$ 86,483,000	\$ 105,435,000	\$ 18,952,000	22%		
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE							
LEGACY INVESTMENTS							
At-Risk Fathers Investment	At-Risk Fathers Investment	314,000	295,000	295,000	(19,000)	-6%	
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 3	20,000	-	-	(20,000)	-100%	
	Baby Friendly Hospital Project - Cycle 4	437,000	150,000	150,000	(287,000)	-66%	
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	100,000	400,000	400,000	300,000	300%	
	Black Infant Health Program	1,506,000	1,463,000	1,463,000	(43,000)	-3%	
Children's Dental Care	Children's Dental Care Program	7,217,000	372,000	372,000	(6,845,000)	-95%	
Children's Vision Care	Children's Vision Care	252,000	-	-	(252,000)	-100%	
Early Identification and Intervention - Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	884,000	-	-	(884,000)	-100%	
Information Resource and Referral	211 LA County	1,240,000	620,000	620,000	(620,000)	-50%	
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,979,000	3,925,000	3,925,000	(54,000)	-1%	
Parent Child Interaction Therapy	Parent Child Interaction Therapy	3,943,000	4,428,000	4,428,000	485,000	12%	
Policy Advocacy Fund	Policy Advocacy Fund - II	197,000	-	-	(197,000)	-100%	
Universal Assessment of Newborns	Policy Advocacy Fund Technical Assistance Provider	113,000	55,000	55,000	(58,000)	-51%	
Workforce Development	Welcome Baby Hospitals	10,980,000	-	-	(10,980,000)	-100%	
	P-5 Workforce Development Core Competencies	542,000	-	-	(542,000)	-100%	
TOTAL LEGACY INVESTMENTS		\$ 31,724,000	\$ 11,708,000	\$ 11,708,000	(20,016,000)	-63%	
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 118,207,000	\$ 117,143,000	\$ 117,143,000	(1,064,000)	-0.9%	

OPERATING COSTS SUMMARY FY 2018-19

	FY 2017-18		FY 2018-19					Variance from FY 2017-18		
	Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Programs	Policy & Strategy		Integration & Learning	Proposed Budget
Personnel Services										
Salaries	12,995,691	12,548,401	447,290	993,795	3,267,470	5,070,669	3,184,908	1,545,644	14,062,486	1,066,795
Total Employee Benefits	3,897,581	3,275,556	562,025	269,414	886,989	1,499,088	920,443	386,586	3,961,920	124,389
Total Personnel Services	16,893,272	15,823,957	1,069,315	1,263,209	4,153,859	6,569,757	4,105,351	1,932,230	18,024,406	1,191,134
Operating Services										
ADP-Payroll	37,000	29,008	7,992	-	38,000	-	-	-	38,000	1,000
Worker's Compensation Insurance	84,000	57,018	26,982	-	85,000	-	-	-	85,000	85,000
Utilities	154,226	154,226	10,774	-	165,000	-	-	-	165,000	1,000
Corporate Insurance	76,000	30,000	46,000	-	75,000	-	-	-	75,000	(1,000)
Mileage, Parking and Other Transportation	71,300	41,824	29,476	5,800	3,150	44,300	15,500	2,500	71,920	(60)
Telephone	70,750	67,456	3,294	1,800	67,000	20,700	15,600	600	67,000	(3,750)
Cell Phone & Mobile Devices	54,250	23,800	30,450	1,800	17,100	20,700	15,600	600	53,800	4,500
Outside Printing & Publishing	19,700	48,072	(28,372)	-	3,000	-	20,000	-	23,000	3,300
Other Supplies	20,250	19,000	1,250	250	20,000	-	-	-	20,250	-
Postage & Delivery	13,200	13,301	(101)	-	13,200	-	-	-	13,200	-
Educational Supplies	2,550	409	2,141	-	1,500	2,000	3,600	-	7,100	4,550
Office Supplies	87,560	68,674	18,886	7,000	54,500	10,400	11,200	4,900	88,000	440
Subscriptions & Publications	12,330	7,811	4,519	-	2,350	2,550	13,600	3,000	21,500	9,170
Capital Outlay	102,000	61,512	40,488	-	126,000	-	-	-	126,000	24,000
Equipment-Rent & Leases	118,200	24,510	93,690	-	119,000	-	-	-	119,000	800
Building Repair & Maintenance	180,000	185,868	(5,868)	-	192,000	-	-	-	192,000	12,000
Equipment Repairs & Maintenance	23,500	8,963	14,537	-	22,000	2,000	-	-	24,000	500
Offsite Storage	33,900	16,947	16,953	-	15,500	-	18,900	-	34,400	500
Hardware & Software Maintenance	246,400	140,277	106,123	-	251,900	-	3,500	-	255,300	8,900
Miscellaneous/Contingency	75,000	5,004	69,996	-	25,000	-	-	-	75,000	-
Stipend/Honorarium	-	-	-	-	-	-	-	-	-	-
Internal Meetings	138,400	75,845	62,555	-	28,600	36,000	38,500	15,000	133,100	(5,300)
Divisional Capacity Building	-	-	-	15,000	-	25,000	25,000	25,000	100,000	100,000
Total Operating Services	1,631,290	1,079,505	551,785	104,850	1,324,700	142,950	165,400	51,000	1,758,900	157,610
Consultant Services										
Consultant Fees	1,517,300	565,065	952,235	186,000	743,800	60,000	15,000	210,000	1,214,800	(802,500)
Other Professional Fees	295,000	288,024	6,976	-	315,000	-	-	-	315,000	20,000
External Reviewers	6,500	3,520	2,980	-	2,500	-	-	-	2,500	(4,000)
Total Consultant Services	1,818,800	856,609	962,191	186,000	1,061,300	60,000	15,000	210,000	1,532,300	(286,500)
Professional Services										
Audit	70,000	70,000	-	-	80,000	-	-	-	80,000	10,000
Legal Fees	250,000	250,000	-	175,000	-	-	-	-	175,000	(75,000)
Professional Dues	118,752	108,216	10,536	75,000	23,130	7,100	5,472	12,850	123,552	4,800
Staff Recruitment	25,000	39,482	(14,482)	-	25,000	-	-	-	25,000	-
Commissioners Stipends	34,000	17,700	16,300	30,000	-	-	-	-	30,000	(4,000)
Web-Based Services	45,500	22,688	22,812	-	75,000	-	-	-	75,000	29,500
Bank & Other Service Charges	12,000	11,920	80	-	12,000	-	-	-	12,000	-
Total Professional Services	555,252	520,006	35,246	280,000	215,130	7,100	5,472	12,850	520,552	(34,700)
Travel Expenses										
Airfare	136,980	76,863	60,117	6,000	12,100	32,980	92,000	18,300	161,380	24,400
Lodging	135,150	45,153	89,997	5,000	20,700	46,500	56,000	34,000	162,200	27,050
Per Diem	69,730	34,274	35,456	3,500	10,300	20,700	28,500	13,200	76,200	6,470
Other Travel Expense	13,850	13,810	40	500	2,750	1,000	9,000	9,000	22,850	9,000
Total Travel Expenses	355,710	170,100	185,610	15,000	45,850	101,180	185,500	75,100	422,630	66,920
Professional Development										
Training Materials & Supplies	2,880	-	2,880	-	9,000	900	2,600	-	12,500	9,620
Internal Training	69,500	185	69,315	-	60,000	3,000	30,400	1,000	94,400	24,900
Leadership Programs	53,000	4,960	48,040	-	102,000	-	61,000	40,700	102,000	49,000
Conference Registrations	293,400	89,069	164,331	6,000	38,200	64,100	31,000	40,700	210,000	(43,000)
External Education/Training	41,000	14,094	26,906	-	23,000	10,000	33,200	20,800	132,000	101,000
Total Professional Development	419,780	108,338	311,442	6,000	254,200	78,000	130,200	62,500	560,900	141,120
Total OPERATING EXPENSES	21,614,104	18,565,515	3,055,589	1,865,059	7,085,039	6,968,987	4,606,923	2,345,680	22,819,668	1,235,584

ADMINISTRATIVE LIMIT CALCULATION

First 5 LA FY 2018-19 Operating Budget Administrative Limit Calculation		
Departmental Budgets:		
Administration Division	\$	729,486
Board of Commissioners		89,050
Communications		1,271,597
Contract Administration & Purchasing		1,168,496
Executive		1,766,009
Facilities Management		870,700
Finance		1,393,273
Human Resources & Talent Mgmt.		1,456,146
Information Technology		1,466,938
Integration & Learning Division ¹		481,742
Policy & Strategy Division ²		408,348
Programs Division ³		550,952
Salary & Benefits⁴:		
Communities		271,067
Community Relations		190,769
Early Care & Education		198,911
Family Supports		200,528
Health Systems		252,312
Integration & Learning		218,121
Measurement, Learning & Evaluation		224,823
Public Policy & Government Affairs		264,001
Strategic Partnerships		272,037
Total FY 2017-18 Administrative Budget	\$	13,745,307
Total FY 2018-19 Operating Budget		22,849,688
Total FY 2018-19 Program Budget		117,143,000
Total FY 2018-19 Budget	\$	139,992,688
Administrative Cost Percentage		9.82%
1. Budgets for two positions were excluded in the calculation of the division's total budget. 2. Budget for one position was excluded in the calculation of the division's total budget. 3. Budget for Interns was excluded in the calculation of the division's total budget. 4. Directors and Administrative Assistants only.		

SCHEDULE OF AUTHORIZED POSITIONS

FIRST 5 LA SCHEDULE OF AUTHORIZED POSITIONS					
Division/Department	FY 2017-18		FY 2018-19		
	Authorized Positions ¹	Filled Positions as of March 2018	Baseline*	Addition/Deletion	Total
Executive Operations	7	6	7	1***	8
Administration Division Administration	4	4	4	0	4
Contract Administration & Purchasing	9	9	9	1****	10
Facilities Management	0	0	0	0	0
Finance	9	8	9	0	9
Human Resources & Talent Management	4	4	4	0	4
Information Technology	5	4	5	0	5
Integration & Learning Division Integration & Learning Division Support	4	4	4	0	4
Integration & Learning	7	5	7	0	7
Measurement, Learning & Evaluation	6	2	6	0	6
Policy & Strategy Division Policy & Strategy Division Support	3	3	3	0	3
Communications	10	10	10	0	10
Community Relations	5	5	5	0	5
Public Policy and Government Affairs	9	7	9	0	9
Strategic Partnerships	7	7	7	0	7
Programs Division Programs Division Support	2	2	2	0	2
Communities	27	26	23	0	23**
Early Care & Education	10	9	10	0	10
Family Supports	12	12	12	0	12
Health Systems	8	7	8	2	10
	148	134	144	4	148

¹ Temporary employees are not included in the FTE count.

*Baseline was reduced from 148 to 144 due to the "term" of the four Program Support staff ending.

**A request to promote one employee from Grade 18 to Grade 19 was received.

***This position is a placeholder for a Project Manager position.

****This position is for a Contract Compliance Officer with a 2-year limited term.



ATTACHMENT H:

GASB 54 FUND BALANCE PRESENTATION

FIRST 5 LA
 GASB 54 Presentation of Projected Fund Balance at June 30, 2018

Cash Fund Balance as of April 30, 2018 (unaudited)¹	\$ 397,302,677
Plus: Projected Revenue (April 1 - June 30, 2018) ²	18,433,696
Less: Projected Program Expenditures (May 1 - June 30, 2018) ³	37,074,093
Less: Projected Operating Expenses (May 1 - June 30, 2018) ⁴	3,703,270
Projected Fund Balance as of June 30, 2018	\$ 374,959,010

Committed Program Allocations (Multi-year Allocations)	Balance as of June 30, 2017 ⁵	Modifications during FY 2017-18	Projected FY 2017-18 Expenditures ⁶	Projected Balance as of June 30, 2018	Committed	Assigned ¹²	Unassigned	Nonspendable (Advance) ¹³
At-Risk Fathers Investment	530,033		181,222	348,811	348,811			
Baby Friendly Hospitals ⁷	23,544,961		377,828	23,167,133	23,167,133			
Black Infant Health	4,835,690		899,450	3,936,240	3,936,240			
Children's Dental Care	12,158,040		6,166,628	5,991,412	5,991,412			
Children's Vision Care	195,952		195,952	-	-			
Data Partnership with Funders	1,508,121		808,204	699,917	699,917			
Early Identification & Intervention - Autism & Other Developmental Delays	1,312,665		944,277	368,388	368,388			
ECE Outcome Area (LAUP)	35,886,046		12,897,575	22,988,471	19,003,802			3,984,669
Healthy Food Access	776,605		325,347	451,258	451,258			
Healthy Kids (LA Care Health Plan) ⁸	7,983,209		-	7,983,209	-	8,427,763		
Little by Little/One Step Ahead	18,901,074		3,242,210	15,658,864	15,658,864			
Parent-Child Interaction Therapy	9,472,812		1,962,179	7,510,633	7,510,633			
Universal Assessment of Newborns	23,344,830		10,101,226	13,243,604	13,243,604			
Workforce Development - ECE Workforce Consortium	2,948,498		476,324	2,472,174	2,472,174			
Total Committed Program Allocations/Estimated Program Demands	\$ 143,398,536	\$ -	\$ 38,578,422	\$ 104,820,114	\$ 92,852,236	\$ 8,427,763	\$ -	\$ 3,984,669
FY 2017-18 Appropriations for Investments without a Multi-Year Allocation⁹								
2015-2020 Strategic Plan: Focusing for the Future					66,811,000			
Legacy Investments					1,550,000			
Integration & Learning					4,980,000			
Capital Project Fund¹⁰					6,959,676			
FY 2017-18 Operating					21,614,104			
First 5 LA Fund Balance Reserve¹¹					34,955,276			
Total Fund Balance by Category					\$ 173,152,912	\$ 141,252,049	\$ 56,569,380	\$ 3,984,669
Total Projected Fund Balance as of June 30, 2018					\$ 374,959,010			

Notes to GASB 54 Presentation of Projected Fund Balance at June 30, 2018:

1. Cash Fund Balance excludes fixed assets and liabilities, and was obtained from the monthly financial statements as of April 30, 2018.
2. Projected revenue was calculated based on the average monthly revenue received through March 31, 2018, including tobacco tax, interest, and income received in rental payments.
3. Projected program expenditures for the last two months of the fiscal year were calculated based on annual projections using the best available data at the time, less program expenditures through April 30, 2018.
4. Projected operating expenditures for the last two months of the fiscal year were calculated based on the rate of operating expenditures through April 30, 2018.
5. The remaining balances for all allocations as of June 30, 2017 were obtained from the Comprehensive Annual Financial Report (CAFR) for FY 2016-17.
6. FY 2017-18 expenditures were estimated using the best information available at the time of this analysis.
7. The allocation for the Baby Friendly Hospitals initiative was previously known as Best Start LA. Baby Friendly Hospitals is the only remaining program drawing down from this balance.
8. This Healthy Kids initiative reflects the remaining balance of the amount advanced to LA Care Health Plan. The remaining balance of \$7,983,209 was returned to First 5 LA, along with \$444,554.34 in interest, for a total amount of \$8,427,763.34 that is being redirected from Nonspendable Fund Balance to Assigned.
9. Annual appropriations for all investments without a multi-year allocation will be reflected as Committed when the Commission approves the FY 2018-19 Budget in June 2018.
10. The establishment of the Capital Project Fund was approved on June 8, 2017 for \$6,959,676. This Fund is financed by unspent FY 2015-16 Operating Budget funds in the amount of \$3,660,359 (obtained from the Comprehensive Annual Financial Report – CAFR) and unspent FY 2016-17 Operating Budget funds in the amount of \$3,299,317, to support capital improvements related to building infrastructure maintenance and workspace layout.
11. Per Board-approved policy, the Fund Balance Reserve is calculated annually as 25% of the total annual budget. The Reserve is a self-imposed restriction and requires Commission action to change. This amount is considered Unassigned for Fund Balance purposes.
12. The use of all Assigned funds is dedicated to support activities related to the 2015-2020 Strategic Plan. This also includes approximately \$8.4 million related to initiatives that have ended or will end by June 30, 2018 with an estimated remaining allocation balance. Staff recommends that this amount be released from commitment through Commission action in June.
13. This figure reflects an estimated balance remaining as of June 30, 2018 on advances to the Los Angeles Universal Preschool (LAUP), doing business as Child360.

Strengthening Families Through Home Visiting Systems Building

June 14, 2018

Meeting of the Board of
Commissioners



Presentation Objectives

- Provide an update on Home Visiting System Building and Sustainability Strategies
- Place our work in LA County within the broader context of State and National Trends
- Identify opportunities to advance the vision for home visiting, consistent with the Board of Supervisors 2016 motion and First 5 LA's Strategic Plan

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Context for Home Visiting First 5 LA Home Visiting

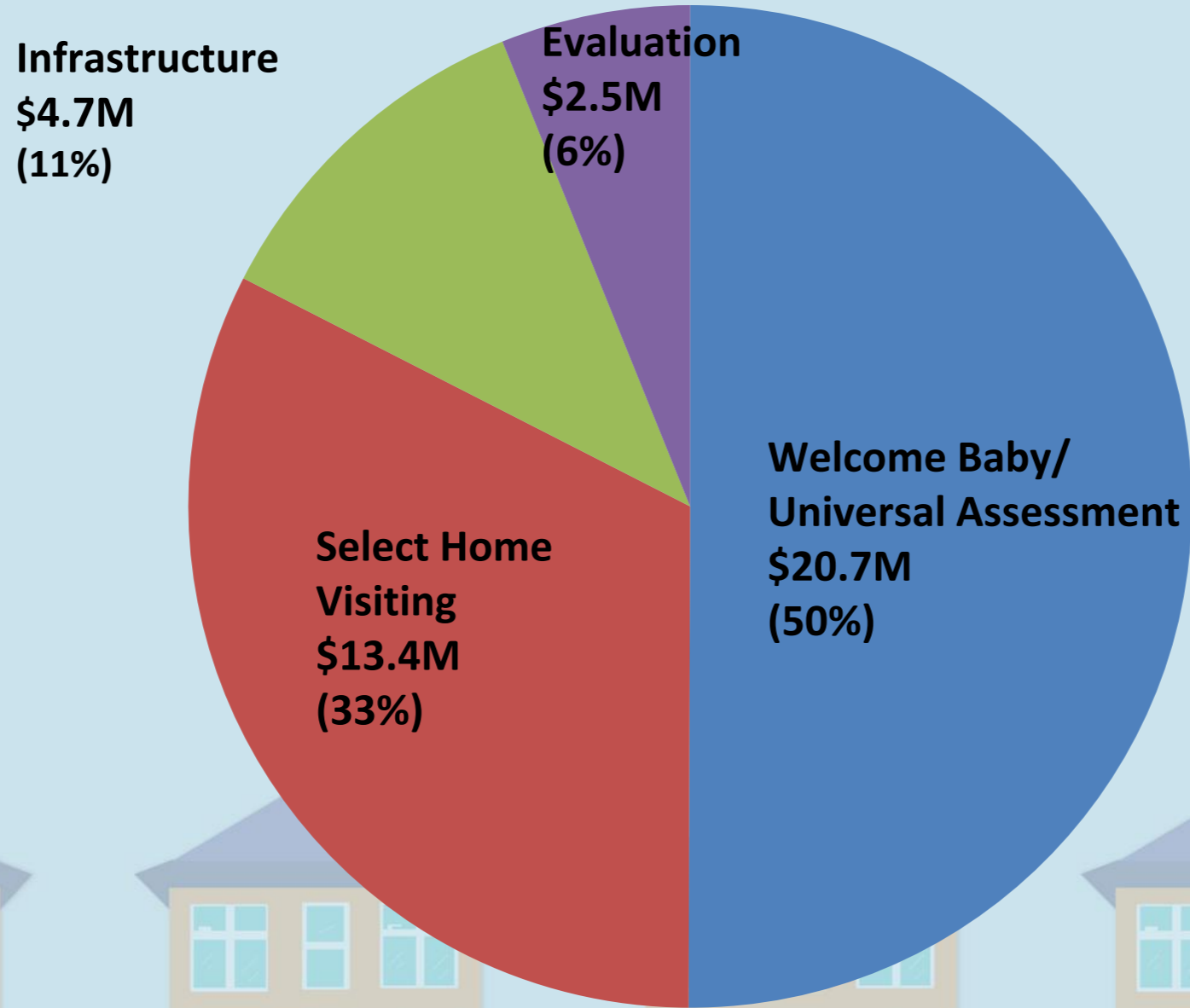
- HV as F5LA's Most Significant and Long-Standing Direct Services Investment, Representing 35% of FY17-18 Annual Programmatic Budget
- F5LA Currently the Largest Funder for HV in LA County, Representing 45% of Total Funding in LA County
- Countywide Efforts to Develop a HV System – 2016 Board of Supervisors HV Motion

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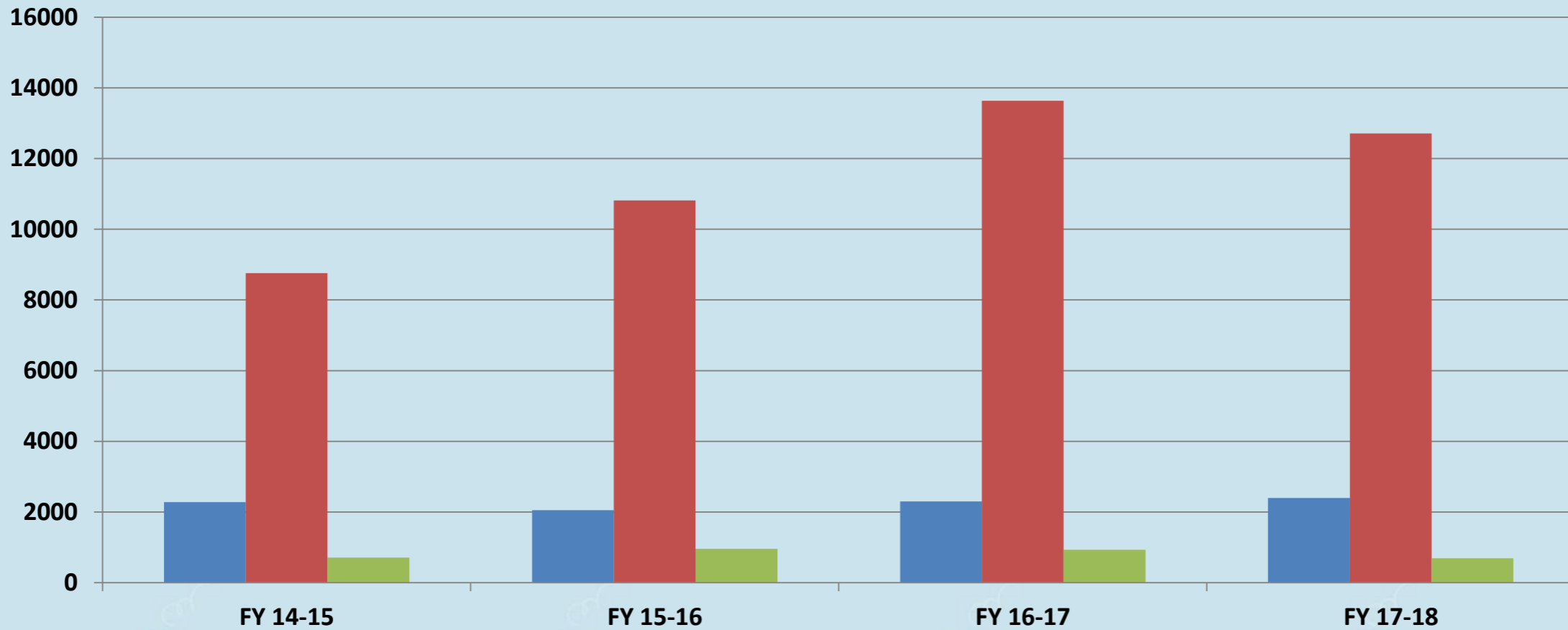
Home Visiting Allocation by Investment Type

Total FY17-18 HV Budget Estimate - \$41M



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First 5 LA Funded Home Visiting Services



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- Perinatal Enrollment
- Welcome Baby Enrollment
- Select Home Visiting Enrollment

System Building Examples

- Expanding quality, access, sustainability and availability of home visiting services
 - Partnership with DMH, DPH to expand availability with intentional focus on maternal mental health
 - Strengthening curriculum of DCFS supported services (Partnership for Families)
- Testing new models and platforms to engage mothers earlier in supportive services
 - Partnership with DHS – Mama’s Neighborhood
 - Partnership with DPSS – Expanded access for CalWorks beneficiaries
- Scaling tested sustainability strategies
 - Partnership with DPH for leveraging MediCal funding
- Expanding/developing partnerships to connect with current services and strengthen referral networks
 - Partnership with DMH, DPH
 - Exploring partnerships/strategies to leverage health delivery system supports and services

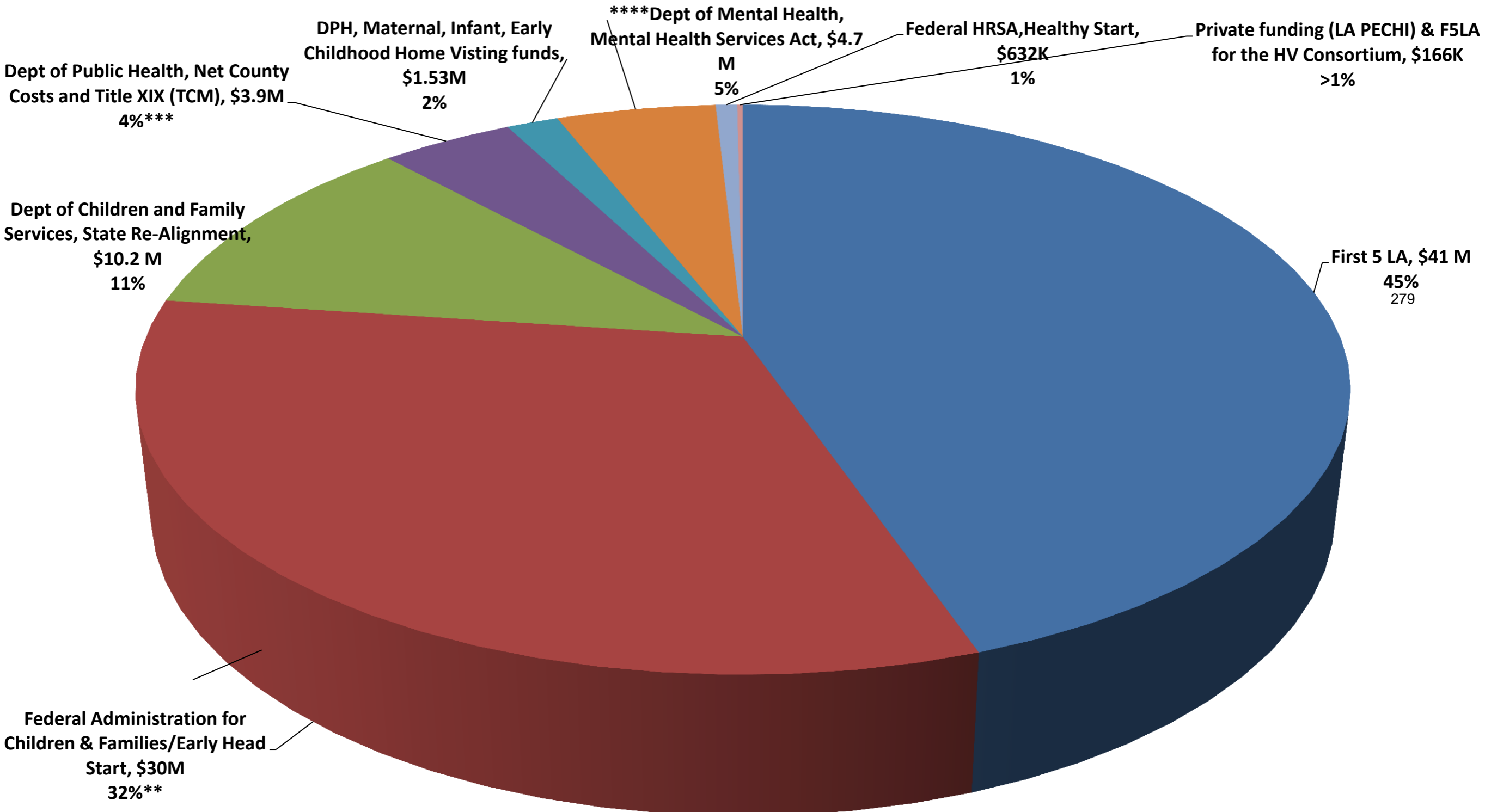
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Additional Information

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Home Visiting Funding Landscape in LA County, FY16-17*



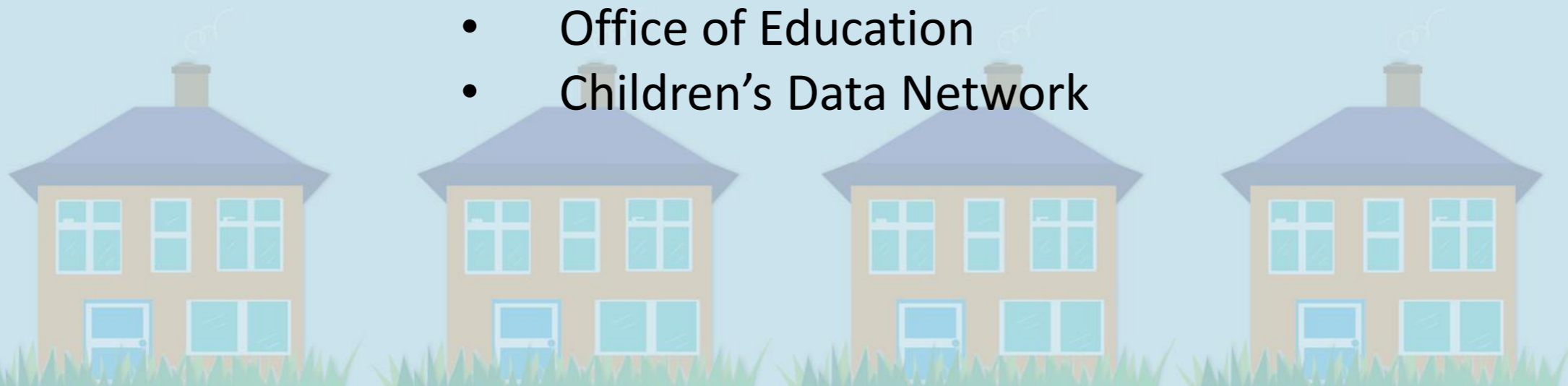
**Data collected by Consortium (2016), updated by Rochelle Alley(2017)*
***Estimate to be refined*

****Expansion anticipated in FY18-19*
*****Significant expansion in FY17-18*

Los Angeles County Home Visiting Partners

- Public Health Department
- Office of Child Protection
- Home Visiting Consortium
- Children & Family Services Department
- Public Social Services Department
- Mental Health Department
- Health Services Department
- Probation Department
- Libraries
- Office of Education
- Children's Data Network

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Dr. Deborah Daro, Senior Research Fellow, Chapin Hall at the University of Chicago



Dr. Deborah Daro, Senior Research Fellow, is considered one of the nation's leading experts in the area of child abuse prevention policy and early home visiting research. Her current work focuses on the unique and pivotal role early intervention programs, such as home visiting programs, can play in strengthening parental capacity across diverse populations, enhancing child development and keeping children safe. Most recently, Dr. Daro's research and writing have focused on developing reform strategies that embed individualized, targeted prevention efforts within more universal efforts to alter normative standards and community context. Dr. Daro developed and currently chairs the Doris Duke Fellowships for the Promotion of Child Well-Being, funded by the Doris Duke Charitable Trust. In this capacity, she oversees a network of over 100 young scholars from across the country that represents a diverse array of disciplines and research interests. A primary focus of the fellowship is assisting these young scholars in translating their academic research into relevant policy and practice reforms.

Dr. Daro has completed dozens of multi-site evaluations over the past 40 years that have incorporated a range of research designs including both randomized clinical trials and various quasi-experimental designs. More recently, her work has been guided by the growing realization among program evaluators, implementation scientists and policy makers that a new balance is needed between effectiveness and efficacy studies when investing in program research to guide broad scale replication of evidence based program models. She has served on multiple national advisory boards and has received numerous awards for her contribution to the field of child abuse prevention.

Dr. Daro holds a BA in communications from the University of Illinois at Urbana and a Masters in City and Regional Planning and Ph.D. in social welfare from the University of California at Berkeley.

Early Home Visiting:

A Pathway to Change; Not the Destination

Deborah Daro

Main Points

- Home visiting is a powerful strategy to improve parental capacity and a young child's life trajectory.
- Expanding and sustaining an effective level of support for *all* families within the current fiscal climate requires thinking beyond *replicating models* to *building systems*.
- **Multiple agencies** share responsibility for enhancing the context in which parents raise their children.

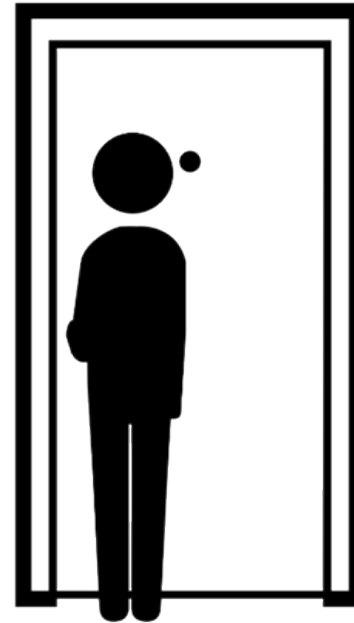
Why Do We Love Home Visiting?

- High potential to reach new parents in a non-stigmatizing, supportive manner – most new parents recognize their vulnerabilities.
- Maximizes service access – the strategy meets families where they live and reaches those that live there.
- Allows us to model relationship building.
- Provides a more complete picture of the child's most immediate environment.

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How Did Home Visiting Rise to the Top?

- **Home Visiting 1.0**
 - The Program (1970's – 1990)
- **Home Visiting 2.0**
 - The Model (1990-2000)
- **Home Visiting 3.0**
 - The Initiative (2000-2015)



How Available is Home Visiting?

- Home visiting is the most common strategy used to prevent child maltreatment and enhance parental capacity.
- Early home visiting exists in all 50 states, DC and five territories – over 300,000 families received more than 3.8 million home visits in 2016
- An additional 18 million pregnant women and families (23 million children) could benefit from home visiting but were not reached.
- LA County faces a similar challenge – a network of strong home visiting programs that reach many families but many remain unserved.

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Is Home Visiting Working?

Initiated During Pregnancy/Birth

- Better birth outcomes (if offered during pregnancy)
- Enhanced parent-child interactions
- Positive maternal life and health choices
- Prevention of child maltreatment
- More efficient use of health care and community services
- Enhanced child development and early detection of developmental delays

Toddlers

- Early literacy skills
- Social competence
- Parent involvement in learning

What are the most common myths?

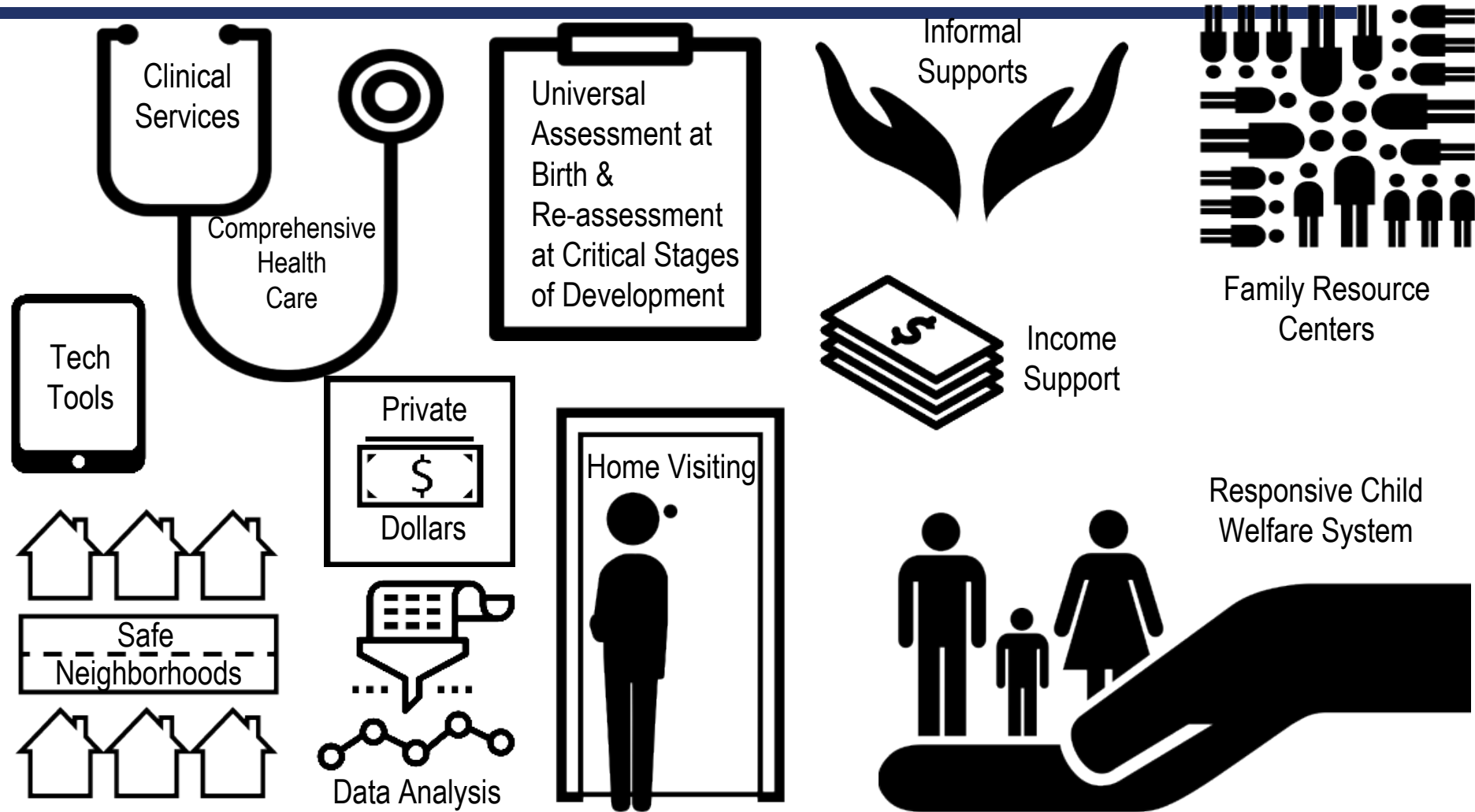
- Structured home visiting models are not sufficiently flexible to adjust to variations in a family's needs and cultural realities.
- Home visiting increases a family's odds of being reported for child maltreatment.
- We cannot afford to reach out to everyone – we should only offer help those families we think need our help.

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An Inflection Point

- Current system continues the myth that **only some children** and their parents **need collective assistance**.
- Current system places primary emphasis on “**fixing**” parents rather than enriching communities.
- **CHALLENGE: Linking the current fragmented systems** of public and private, voluntary and mandatory into a coherent response that directs the most costly and intensive of assistance to those who truly need them.
- **SOLUTION: An integrated universal and targeted system of support.**

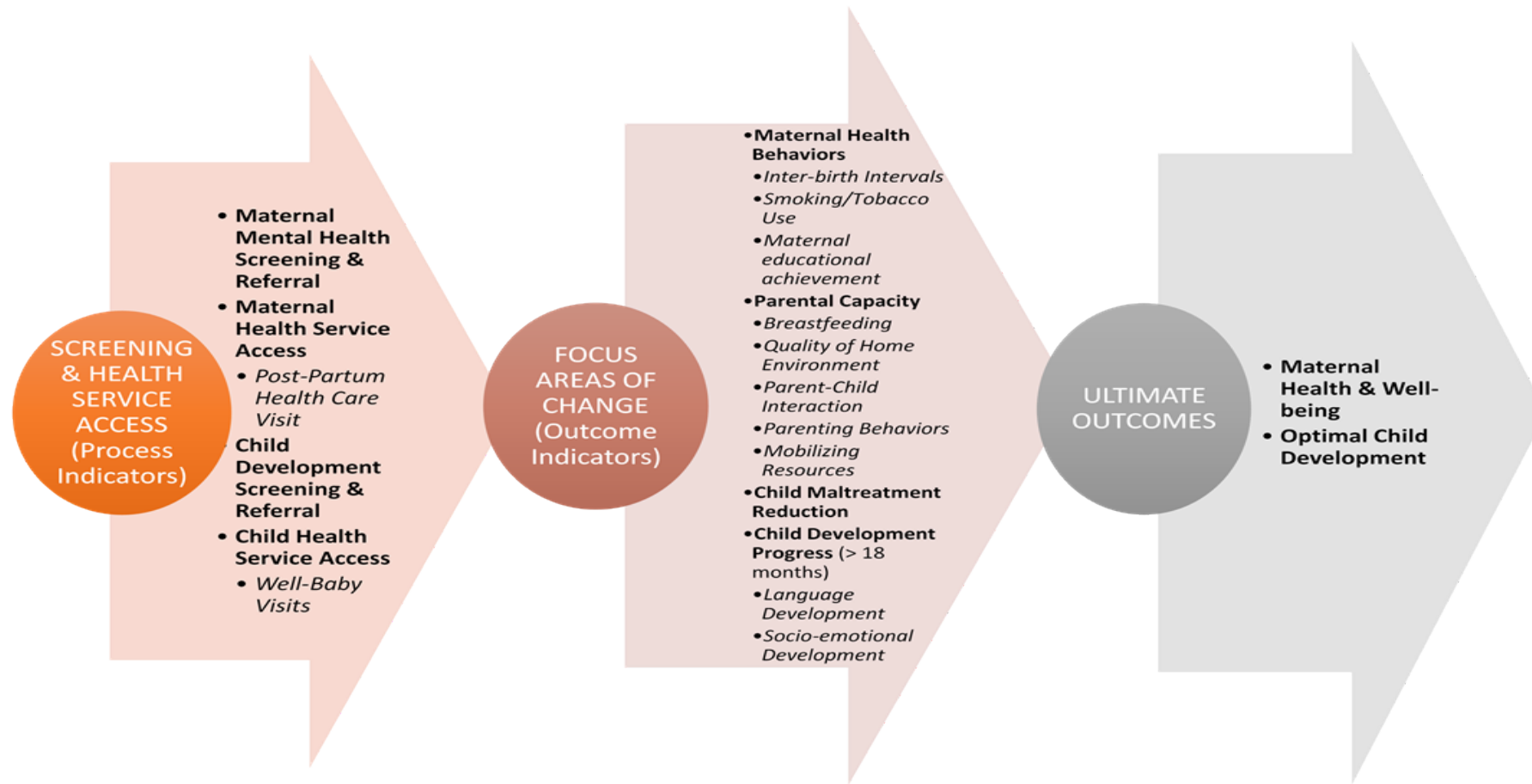
The Future



Appendix

**Home Visiting Theory of Change:
Developed as part of the
Pew Home Visiting
Data for Performance Initiative**

What Can Home Visiting Accomplish?



FIRST 5 LA

SUBJECT:

Oral Health Case Study: Lessons Learned related to Policy, Systems Change and Sustainability

BACKGROUND:

Through the adoption of the 2015-2020 Strategic Plan, First 5 LA pivoted from primarily funding direct services to focusing on changing systems and policies to better serve young children and their families. Since making this shift, First 5 LA continues to learn about what it takes to do systems change work. Several recent Commission meetings have focused on deepening our understanding of systems change work from diverse perspectives including funders (May 10, 2018 Meeting of the Board of Commissioners) and researchers/evaluators (April 26, 2018 Special Meeting of the Board of Commissioners/Program and Planning Committee). In addition, valuable lessons learned have been gathered from a legacy investment—Children’s Dental Care Program (CDCP) that can inform and guide our work going forward. Although CDCP was not designed or planned as a systems change investment, important success at both a policy and systems level contributed to advances in the field locally and statewide as well as to long-term sustainability.

DISCUSSION:

The purpose of this Oral Health Case Study is to hear firsthand from our CDCP partners on their key learning and accomplishments related to systems change and sustainability that can inform our future work.

CDCP was launched in 2013 with 3 key partners: University of Southern California, University of California, Los Angeles and Western University of Health Sciences. The initiative totaled to \$38 million over 5 years. All three partners had current Oral Health funded projects with First 5 LA and CDCP was an opportunity to expand and build upon their current infrastructure to serve an additional 95,000 children through preventative and treatment dental services. The Universities exceeded that number and the actual numbers served was over 125,000 children. Key strategies of the investment included the following: delivery system reform and improvement, direct services (prevention and treatment), workforce training, policy and advocacy, and capital expansion. Each University identified unique approaches to achieve outcomes based on needs/gaps, partnerships, and infrastructure within their service region. For example, USC focused heavily on the training of health care providers and caregivers about the importance of oral health in young children, assisting children and their caregivers find, enroll and utilize a dental home and increasing the number of Pediatric Dentists trained and practicing in LA County. UCLA prioritized building capacity at 10 community clinics to serve as a quality dental home for 0 to 5 year olds and pregnant women which included capital improvements as well as training/technical assistance and technology enhancements. UCLA also focused on building out service learning opportunities for both general dentistry and pediatric dentistry into underserved communities. Western University’s efforts emphasized providing preventive and treatment dental services in school-based settings and other non-traditional community while also exposing dental students to pediatric populations and ultimately expanding the number of dentists committed to serving young children.

State Level Oral Health Policy, Systems Change and Sustainability

While the CDCP Program was underway, important milestones were met at the state level that would ultimately play a valuable role in further advancing the field as well as programmatic sustainability. Specifically, in 2015 Governor Brown appointed California’s first state Dental Director, Jayanth V. Kumar, DDS, MPH. The establishment of this position was seen as a major achievement for the state’s oral health programming efforts. Major responsibilities include not only directing and managing the CDPH oral health plan in collaboration with DHCS but heavy emphasis was placed on establishing prevention and oral health education projects while working to secure funding for oral health programs,

especially for children. Shortly after this appointment, in 2016 the Little Hoover Commission released a report, “Fixing Denti-Cal”, which detailed disappointing data acknowledging millions of California’s low-income children are not visiting a dentist despite having Denti-Cal coverage. This report then encouraged 2016 legislation that set a target for DHCS to ensure 60 percent of Denti-Cal eligible children see a dentist annually. Also in 2016, California voters passed Proposition 56 to increase the cigarette tax to support improved payments to physicians and dentists who treat Denti-Cal patients. Prop 56 funding also was dedicated toward the state oral health plan (noted previously). And finally, in 2017 the Dental Transformation Initiative (DTI), part of the Medi-Cal 2020 Waiver, was launched. It aims to increase the use of preventative dental services for children, prevent and treat early childhood dental decay as well as increase continuity of care for children. All three of our CDCP partners were funded through DTI and will be able to sustain and build upon the infrastructure established as a result of CDCP to keep this important work moving forward.

Both the April 2018 Special Commission/Program & Planning Committee meeting as well as the May Board Meeting shared some critical characteristics of systems change work that we see present in the CDCP milestones. Acknowledging this progress and alignment offers important learning to sharpen our approach to advancing systems change going forward. We see the following themes:

- *Time, Partnership, Trust:* Recognize that policy and systems change is a long-term proposition; be patient; develop relationships; build trust
- *Maximizing Opportunities/Adaptation:* Be opportunistic; be adaptive/iterate, informed by experience and learning; build internal capacity to do policy/systems change work to allow organization to be ready to move fast when opportunities arise
- *Cede Control:* Be willing to cede control
- *Contribution, not attribution:* Bring humility and an understanding that you can’t do this work alone; accept that contribution to impact is more important than attribution.
- *Policy informed by programmatic experience and learning*

To dig into these areas further, First 5 LA has invited representatives from our three University partners, Dr. Roseann Mulligan, University of Southern California, Dr. James Crall, University of California, Los Angeles and Dr. Jenny Tjahjono, Western University of Health Sciences to share their insight and important lessons learned from CDCP that can be applied to advance our system change efforts going forward. For additional background on each panelist, see attached biographies.

Panelists Biographies

James J. Crall, DDS, Sc.D., UCLA

Dr. James J. Crall received DDS and master's degrees and a certificate in pediatric dentistry from the University of Iowa, and is a diplomate of the American Board of Pediatric Dentistry (Board Certified). He was selected to be a Robert Wood Johnson Foundation Dental Health Services Research Scholar at Harvard from 1984-1986, and subsequently obtained masters and doctoral degrees in Health Policy and Management from the Harvard School of Public Health. In 1997, Dr. Crall was appointed as the first Dental Scholar-in-Residence at AHCPR, now the Agency for Healthcare Research and Quality (AHRQ).

Jim has authored or co-authored over 130 peer-reviewed publications, chapters, policy briefs and commissioned works (including the *CMS Guide to Children's Dental Care in Medicaid*). He has served on numerous state and national committees and panels, and is widely regarded as an expert on pediatric oral health, dental care financing, performance assessment and dental Medicaid issues, having twice testified at U.S. House of Representatives hearings and served as an expert witness in Medicaid federal court cases.

Dr. Crall was Director of the HRSA/MCHB National Oral Health Policy Center from 2000-2008, Project Director for the AAPD-Head Start National Dental Home Initiative from 2007-2010, Project Director for the UCLA-First 5 LA 21st Century Dental Homes Project (2012-2017) and UCLA-First 5 LA Children's Dental Care Program (2013-2018). Jim joined UCLA as Professor and Chair of Pediatric Dentistry in 2004, and was appointed as Chair of the Division of Public Health & Community Dentistry in 2011. He currently directs the UCLA Medi-Cal 2020 Dental Transformation Initiative.

Roseann Mulligan, DDS, M.S., University of Southern California

Dr. Mulligan received her DDS degree from the UCLA School of Dentistry and her MS degree from the USC Davis School of Gerontology. She completed her general practice residency certification at Rancho Los Amigos National Rehabilitation Center. Dr. Mulligan is the Director of the new On-line Geriatric Dentistry Masters Degree and Certificate Programs at the Ostrow School of Dentistry of USC and is an expert in dental care for special needs patients across the lifespan, including the elderly and persons with disabilities. Her administrative duties include oversight of all of the Ostrow School of Dentistry of USC's Community Health programs.

Dr. Mulligan holds Fellowships in the Gerontological Society of America and the Academy of Dentistry for Persons with Disabilities. She is a Diplomate of the American Board of Special Care Dentistry and is past President, Academy of Dentistry for Persons with Disability, the American Society for Geriatric Dentistry and the Special Care Dentistry Association. She previously served as the Editor of the Journal of Special Care Dentistry. Dr. Mulligan has been the Principal Investigator on numerous grants related to at risk populations including wrapping up the 5 year award of \$18.4 million from First Five LA that focuses on strategies to establish dental homes for underserved children 0 to 5 years of age and the newest 4 year \$7.1 million Dental Transformation Initiative that continues this work. Dr. Mulligan has published more than 68 papers, 15 book chapters, 80 abstracts and 9 editorials on caring for medically compromised patients and older adults and the epidemiology of the oral health of underprivileged children.

Jenny Sun Tjahjono, DMD, Western University of Health Sciences

Dr. Tjahjono obtained her Bachelor of Sciences in Biological Sciences at the University of California in Irvine and her DMD from Harvard School of Dental Medicine (HSDM). At HSDM, her research topic was "The Validity of Self Reported Periodontal Disease" with Dr. Kamudi Joshipura as her principle investigator. Prior to coming to Western U, she worked as the dental director at the Boston



Health Care for the Homeless Program. She also was the extramural clinical instructor for HSDM and Boston University Goldman School of Dental Medicine. She has since focused her practice and continuing education in community and restorative dentistry.

Oral Health Case Study: Learnings from Policy, Systems Change and Sustainability

Meeting of the Board of
Commissioners

June 14, 2018

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Presentation Objectives

- Provide overview and background on Children's Dental Care Program
- Share key learning and accomplishments related to Systems Change and Sustainability
- Discuss how these lessons can be applied to our future work at First 5 LA

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Children's Dental Care Program (CDCP) Overview

- Expanded preventative and treatment dental services
- Launched countywide in 2013; \$38 million over 5 years to three key partners: University of Southern California, University of California, Los Angeles and Western University of Health Sciences

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Children Served

Target #
95,000



Actual #
125,000

Children's Dental Care Program (CDCP) Overview

System Change Strategies

1. Delivery System Reform and Improvement
 2. Direct Services
 3. Workforce Training
 4. Policy and Advocacy
 5. Capital Expansion
- Each university identified unique approaches to achieve outcomes:
 - Provider education (Health and Early Learning)
 - Community and Family education and outreach
 - Health clinic capacity building and infrastructure
 - Service expansion (e.g. WICs, Early Head Start, School Districts)
 - Research and Policy Briefs

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Policy, Systems Change and Sustainability

Key Milestones

Children's
Dental
Care
Program
Begins

State
Dental
Director
Appointed

Little
Hoover
Commission

Proposition 56

Dental
Transformation
Initiative

2013

2015

2016

2016

2017



State Level Champion Building



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Systems Change Learning for First 5 LA

- **Time, Partnership, Trust**
- **Shared Control**
- Contribution, not attribution
- **Maximizing Opportunities/Adaptation**
- Policy informed by programmatic experience and learnings

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Panelists

- Dr. Roseann Mulligan, University of Southern California
- Dr. James Crall, University of California, Los Angeles
- Dr. Jenny Tjahjono, Western University of Health Sciences

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Facilitated Discussion

Sustainability

- How did First 5 LA's CDCP investment contribute to learning and readiness to be part of the Dental Transformation Initiative?

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Policy and Systems Change

- Provide an example of your work that supported a policy or systems change at the County or State level to improve our dental delivery system.
- What lessons learned in your oral health work can guide First 5 LA's systems change efforts going forward?

Thank you!

