

AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

**Thursday, February 14, 2019
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
- **Judy Abdo, Commission Vice Chair**
2. **ACTION**
Election of the Commission Chair
- **Judy Abdo, Commission Vice Chair**
3. **ACTION**
Election of the Commission Vice Chair
- **Commission Chair**
4. **ACTION**
Consent
- **John Wagner, Executive Vice President**
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, November 8, 2018 3
 - B. Approve the Monthly Financial Statements Month Ending December 30, 2018 104
 - C. Authorize First 5 LA to Receive funds from the Center for the Study of Social Policy (CSSP) to support Project DULCE and Approve Resolution #2019-01 110

COMMISSIONERS

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

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Karla Pleitez Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

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A PUBLIC ENTITY

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 - **Daniela Pineda, VP of Integration & Learning**
 - **Christina Altmayer, VP of Programs**
 - **Steven LaFrance, Founder & CEO, Learning for Action**
- 10. **INFORMATION**
Public Comment (for items not on the agenda)
- 11. **ACTION**
Adjournment



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MEETING OF FIRST 5 BOARD OF COMMISSIONERS
Thursday, November 8, 2018
750 North Alameda Street, First Floor
Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, November 8, 2018; Los Angeles, California

2 1:33 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: The meeting will come to
5 order. We need to come to order.

6 Good afternoon. Very happy to have you all here.
7 We are about to begin the meeting of our First 5 LA board
8 of commissioners on the eve of our 20th birthday party.
9 All right.

10 Please call the roll.

11 SECRETARY: Judy Abdo.

12 COMMISSIONER ABDO: Here.

13 SECRETARY: Astrid Heger.

14 Bobby Cagle.

15 COMMISSIONER CAGLE: Here.

16 SECRETARY: Barbara Ferrer.

17 COMMISSIONER FERRER: Here.

18 SECRETARY: Yvette Martinez.

19 COMMISSIONER MARTINEZ: Here.

20 SECRETARY: Romalis Taylor.

21 COMMISSIONER TAYLOR: Here.

22 SECRETARY: Keesha Woods.

23 COMMISSIONER WOODS: Here.

24 SECRETARY: Marlene Zepeda.

25 COMMISSIONER ZEPEDA: Aqui.

1 SECRETARY: Carla Pleitez Howell.

2 COMMISSIONER PLEITEZ HOWELL: Here.

3 SECRETARY: Jonathan Sherin.

4 Wendy Smith.

5 COMMISSIONER SMITH: Here.

6 SECRETARY: Deanne Tilton.

7 COMMISSIONER TILTON: Present.

8 SECRETARY: Sheila Kuehl.

9 SUPERVISOR KUEHL: Here.

10 SECRETARY: Quorum is present.

11 SUPERVISOR KUEHL: All right. Wonderful. Thank
12 you, so much.

13 Before we begin, I'd like everybody on the dais
14 and in the audience to turn their phone ringers off. It's
15 really embarrassing when they start playing, "We Are The
16 Champions" because you just saw the Queen movie.

17 All right. Let us then begin with our consent
18 agenda. Mr. Wagner.

19 MR. WAGNER: Thank you, madam chair. Good
20 afternoon, commissioners.

21 You'll see an extensive number of items on
22 consent today. And, typically, I pass over the first
23 couple and focus some attention on the contracts, so I'll
24 be starting with Subitem 2C. So there are six actions
25 regarding contracts for your consideration today. There

1 are two new agreements. The first is with the Rand
2 Corporation for a total contract amount of 1.5 million.
3 This is through the period of time through June 30th of
4 2020. These resources will fund the evaluation of the
5 Quality Start LA, our quality rating improvement system,
6 or QRIS, for early learning providers in the county.

7 The second new contract is for \$92,695. It's
8 funded through October 31st, 2019, and it's with the
9 Southern California Center For Nonprofit Management. This
10 contract funds a compensation study and turnover analysis
11 for county home visiting programs. The study will provide
12 recommendations for addressing employment challenges in
13 this field in an effort to strengthen the providers across
14 the county.

15 There are three contract renewals for your
16 consideration. The first is to renew a 12-month contract
17 for \$150,000 with the Silicon Valley Community Foundation.
18 It's to continue our support of the Choose Children
19 campaign, ensuring general early childhood issues remain a
20 focus for the new gubernatorial administration as well as
21 elevating issues and priorities specific to LA county.

22 The second renewal is for \$448,000 over the next
23 year for California Strategies and Advocacy, also known as
24 Cal Strat. They will continue to support our advocacy and
25 policy agenda in Sacramento. In addition, there is

1 another contract renewal with Cal Strat for \$250,000
2 through November 30th, 2019. These resources would
3 continue to fund their support of the activities of the
4 state early care and education coalition.

5 I'll remind the board that this funding is offset
6 with funds we've received from First 5 California which
7 you authorized us to receive last November in the amount
8 of \$300,000 spread over three years.

9 And, finally, on the subitem, there's one
10 contract amendment for your consideration, and it is to
11 add \$45,500 to our contract with Health Management
12 Associates, or HMA. The additional funding would inform
13 our sustainability efforts by engaging HMA to determine
14 how best to access Medicare -- I'm sorry -- Medicaid or
15 Medi-Cal and other federal funding to sustain the one-time
16 DMH funding of prevention/early intervention, or PEI
17 dollars to the prevention and aftercare networks.

18 Subitems 2D through G are all related to the
19 written report submitted by the board's counsel, Craig
20 Steel, at the last board meeting related to our records
21 retention policy and schedule. Provided in the board's
22 materials is both the existing policies and document
23 retention schedule as well as marked up versions so you
24 have a comparison of what is being changed.

25 In addition the inventory we're providing to the

1 board is list of those documents that have become obsolete
2 due to them exceeding the retention period.

3 Your action on Subitem 2-H would authorize staff
4 to enter into a strategic partnership with the Compton
5 Unified School District for up to \$205,000; the Lowell
6 Joint School District, which is near Whittier, for up to
7 \$155,000, and amend an existing strategic partnership with
8 the LA Unified School District for up to \$2.8 million.

9 These partnerships are to support further
10 implementation of First 5 LA's kindergarten readiness
11 assessment, or KRA, strategy. These bring the total
12 number of school districts the board has approved for
13 funding to nine across the county.

14 In addition to establishing these strategic
15 partnerships, your action would further direct staff to
16 execute contracts with Compton Unified for an amount not
17 to exceed \$82,333 for and Lowell Joint for an amount not
18 to exceed 40,000.

19 In addition, we would amend our existing contract
20 with LAUSD by adding 2.6 million for a total new contract
21 amount not to exceed two point -- \$2,720,000. All three
22 of these contracts would be through the remainder of the
23 fiscal year of 2019.

24 And, finally, Subitem 2-I is the contract with
25 the consultants who undertake our strategic planning

1 refinement process, also known as SPR3. This was a result
2 of an open competitive solicitation resulting in the
3 selection of Learning For Action, or LFA. Your action on
4 this item would direct staff to negotiate and execute a
5 final contract with a maximum amount not to exceed
6 \$275,000.

7 And I should note that a related item is also on
8 today's board agenda. It's Item Number 6, and it will be
9 for discussion and action later today and it will provide
10 the board an opportunity to give staff some directional
11 endorsement of the strategic planning refinement process.
12 In so doing, your votes to approve this contract on
13 consent, staff will take any of your feedback that you
14 provide through the discussion around Item 9 and
15 incorporate that into our negotiation of the contract that
16 you're acting on consent.

17 So it's with that lengthy list of items, I'll
18 turn it back to the chair.

19 SUPERVISOR KUEHL: Thank you. Any questions from
20 any member of the board?

21 Marlene.

22 COMMISSIONER ZEPEDA: John, I have a question.
23 It's just a minor one. On the Rand contract, it says that
24 they're going to be doing a developmental evaluation. Is
25 that similar to a formative evaluation? I didn't know --

1 I wasn't quite clear what that meant.

2 MS. ALTMAYER: Yes, that's right.

3 COMMISSIONER ZEPEDA: It's similar. Maybe it's a
4 new terminology and I'm out of this.

5 Okay. And I also just wanted to make a comment
6 about the monies going to Lowell and Compton Unified
7 because this came before the program and policy committee,
8 and it's quite a bit of money. But I'm assured by the
9 staff that they will be reporting about how things are
10 going on a yearly basis; is that correct? So that we can
11 monitor how it's being implemented.

12 MS. BELSHE: Absolutely.

13 MR. WAGNER: Yes.

14 SUPERVISOR KUEHL: Romalis.

15 COMMISSIONER TAYLOR: I'm with you on that. I
16 looked at this document and the write-up for the Rand
17 Corporation and things showed how much money was going to
18 be spent. The first in your written document, it didn't
19 say how much was the contract for Rand. But, eventually,
20 I came to find it somewhere else, especially today,
21 because in this attached document, it finally told me how
22 much it was going to be. It's not to say that I'm against
23 doing what we need to do. But you need to say whether or
24 not it's -- whether it's committed money that's paying for
25 it this year and is that money there. And then the second

1 thing for next year or the years -- following year, it
2 needs to say where you're going to get the money for that.
3 Is it in the assigned budget? Where is that money going
4 to be?

5 MR. WAGNER: And so --

6 COMMISSIONER TAYLOR: And even in the document it
7 says, contract amount. It doesn't say whether it's
8 funded.

9 MR. WAGNER: I think where you're referencing the
10 document that does not include a dollar amount, it's
11 actually the board memo for 2C, and you're correct that
12 the dollar amount is not included. It is in attachment A,
13 which we referred to --

14 COMMISSIONER TAYLOR: Yeah, I got that today.

15 MR. WAGNER: These are part of the board
16 materials. This memo references Attachment A, but you're
17 absolutely right. We can going forward put the dollar
18 amounts in the memo.

19 To answer your question about the fund -- fund
20 from which these are taken; when the board approves the
21 budget, we take these funds out of the committed fund
22 bucket. So the amount being spent this fiscal year is in
23 the budget and it would be out of the committed category.
24 Going forward, it's the assigned category. And you're
25 absolutely right. We can do a better job spelling out

1 those breakouts, but we did break out what was part of the
2 18-19 spending, which is this year's current budget and
3 the future year spending, which is going forward.

4 COMMISSIONER TAYLOR: You did it in some of the
5 other documents that you were talking about where it says
6 the funds were going to be committed, and then you said
7 that the funds in the future were going to come from
8 assigned. This particular document didn't talk to any of
9 that.

10 MR. WAGNER: Right. And I'm verbally giving you
11 that information, but it's duly noted we need to write
12 that more explicitly in the documents.

13 SUPERVISOR KUEHL: Okay. Any other questions
14 from any of our commissioners?

15 Did anyone wish to remove anything from the --
16 sorry -- from consent?

17 Did anyone sign up to speak on any of the consent
18 items?

19 SECRETARY: No public comments.

20 SUPERVISOR KUEHL: Can I have a motion for the
21 consent calendar?

22 COMMISSIONER CAGLE: Motion.

23 SUPERVISOR KUEHL: Moved and --

24 COMMISSIONER PLEITEZ HOWELL: Second.

25 SUPERVISOR KUEHL: -- seconded.

1 Any objection to unanimous vote by those present
2 on the dais? Seeing none, that will be the action.

3 All right. Let us move then to Item 3. This is
4 our last meeting of the year, and so it puts me in mind of
5 thinking about a year. It was a year of a lot of action
6 for First 5 LA, a lot of really good things that we did.
7 This would be talked about again tomorrow in celebration
8 of our 20th anniversary, but that's really looking over 20
9 years.

10 You know, this year I think we could point to a
11 number of specific programs that we got reports on. Our
12 children's dental program that came and reported to us was
13 I think a really an eye opener to many of us who hadn't
14 been here when it started and really an example of how
15 sort of innovative ideas can be used to tie services
16 together in ways that really help our children.

17 Home visitation, of course. The growth of the
18 collaboration between First 5 LA and several of our county
19 departments and programs I think benefited both greatly
20 and, of course, benefited the young people that we care
21 about and their families even more.

22 Welcome Baby program I think was -- is --
23 continues to be such a shining example of what we can do
24 but also I think a challenge to expand, to think about
25 where to go next, which is very good thing when you think

1 about something at the end of a year because you probably
2 know that the month of January was named after the God
3 Janus who had two faces that pointed in two different
4 directions. And so that's in a way what a new year is
5 about, kind of reflection on the old year and thinking
6 about those to come.

7 But our home visitation our Best Start
8 communities, the increasing and I think successful push of
9 legislative advocacy, the work in letting candidates for
10 governor, for instance, know that early childhood
11 education is a good thing. And, apparently, the person
12 who won heard that because we were even reading it in some
13 of the campaign literature.

14 I never mind letting a governor think he thought
15 something up for himself, but that just shows you what
16 advocacy is. It doesn't have to, you know, toot its horn
17 or bang a cymbal. It simply has to be successful. And I
18 think in this case it really was.

19 And, certainly, our attention to kindergarten
20 readiness, our very thoughtful discussions I think about
21 what that means in terms of readiness.

22 And Kim and John really elevated First 5 LA to a
23 primo First 5 statewide leader. I think there's more and
24 more recognition of the leadership here, the innovation
25 here. And, of course, the board takes full credit because

1 that's what bosses do. Yes, yes. Good work going on
2 there. But it's really Kim and John. And I think I feel
3 really good about this year.

4 I'm very, very happy also that you're allowing me
5 to chair for a couple more years because I'm -- I like
6 stability. I think it's also good to have stability for,
7 you know, for a board and a commission. I -- I feel very,
8 as you might imagine, very hopeful after the election.
9 It's not even whether a particular race or a particular
10 issue went the way I wanted it to go or not. It seemed to
11 me like there was a new mood in the country, and I don't
12 mean just partisan. I mean about the value of people,
13 about the value of families in some cases not yet enough
14 about the value of our children. Everyone talks about our
15 future generation, and we have to do this for our future
16 generation. And there's a song in the musical *Gypsy*
17 called, "You Gotta Have a Gimmick," and we used to do
18 takeoff on these musicals when I was in Sacramento because
19 I was there and I love to sing. So if you can imagine it,
20 we did a rewrite of the "You Gotta Have a Gimmick" issue
21 with Carol Migden, Martha Ecutia, and me playing the three
22 -- it's strippers in the movie, but, you know, we were --
23 we were a different kind of group. We were politicians.
24 And so "You Gotta Have a Gimmick" was the perfect song for
25 politicians. And I might say, if you gotta have a

1 gimmick, it's all about the kids.

2 But I think what happened this year and what
3 happened not just in the election but because of the work
4 of organizations like First 5 LA, there is more attention,
5 real attention. You know, when you find attention paid to
6 not prosecuting children until they're 12-years old, which
7 to me is still too young, but one year at a time, Or even
8 talking about children's health and education before
9 they're in kindergarten. It's a big win for us.

10 And so I look forward -- I look back with pride
11 and I look forward with hope. And that's my statement for
12 today.

13 Over to you, boss.

14 MS. BELSHE: Well, thank you for those comments.
15 And I know when you reference Kim and John, we're really
16 referencing each and every person in this organization
17 from the board --

18 SUPERVISOR KUEHL: And the staff and the staff.
19 Who knows better than me that the staff does all the work?

20 MS. BELSHE: Absolutely. Bring a very helpful
21 appreciation for the people who actually are leading and
22 driving this important work, and I'm looking forward to
23 tomorrow and having a chance to talk more about that as
24 well as my reflections on what has been and what will be.

25 What I wanted to focus my comments on today was

1 actually like seven days to give you just a very quick
2 little insight to how First 5 LA is finishing the year
3 really strong.

4 So early next week we're going to be publicizing
5 the launch of the new First 5 LA website, which we are
6 super, super excited about. It is all about who we are,
7 what we're about, what we stand for, what we're trying to
8 accomplish in others as we endeavor to engage and
9 influence decision makers to make smart, appropriate
10 choices to strengthen families and improve outcomes of
11 kids. This is one of any number of efforts by us to
12 really elevate our profile, to amplify our message, to
13 further sharpen and refine how we communicate, communicate
14 not what we're doing but also communicate with the
15 research, with the facts, what the truth is in terms of
16 conditions shaping the lives of kids even when the
17 external ecosystem may be amplifying misinformation. So
18 that's an important part of who we are in giving voice to
19 our mission, our values, as well as the good work we're
20 doing.

21 Tomorrow, we're going to have a 20th anniversary
22 celebration which is a very big ding dang deal, as I like
23 to say. And I have shared with my colleagues I have never
24 really given a dinner party, much less overseen a party of
25 this nature. And so I've been probably too transparent

1 with my colleagues about my anxiety about this party. But
2 we have a terrific team that is pulling this together.
3 It's going to be a great way to celebrate the 20 years
4 that -- of incredibly good work that has been foundational
5 to what we're doing today and what we're doing going
6 forward.

7 It's a chance for us to honor those multiple partners who
8 are really in the community doing the work.

9 We will also be honoring and engaging Best Start
10 community members a week from tomorrow, next Friday. And
11 I know we have a number of commissioners who are
12 participating in that, and really being able to honor the
13 unwavering dedication and commitment of our Best Start
14 parents to their communities and their kids.

15 So I want to acknowledge for the website redesign
16 and the multiple efforts around the 20th anniversary,
17 which include efforts involving a video you're going to
18 see tomorrow, working on op-eds, a whole range of efforts
19 that Gabriel Sanchez, our communications director, has
20 been leading, along with Marlene and Leslie, our web
21 redesign team; Ben, along with our Ogilvy partner that's
22 been attached to the hip, Chelsea Atkins, as well as
23 content captains within each of our departments that have
24 been participating and helping inform and populate that
25 web redesign. So we'll be here to get your feedback, your

1 thoughts. We're excited about it and we know it will
2 continue to be a work in progress, but we just think it's
3 a critically important part of our effort to influence and
4 form and drive change.

5 Today at this board meeting we have a number of
6 action items, the two most significant milestones are
7 reporting back and seeking board approval as it relates to
8 the specific results for children and families, as well as
9 the monitoring measures that will allow to us take our
10 impact framework work to the next phase in -- this fall
11 and into 2019. And we're asking for your endorsement of
12 the strategic plan refinement process. So we're going to
13 share with you what we've heard from you in multiple
14 venues and report on changes, refinements we are
15 suggesting, and then again seek your approval as I noted.

16 So that brings us to today. Yesterday, First 5
17 LA and the National League of Cities co-convened a
18 breakfast and a panel discussion with about a dozen mayors
19 and city council members from LA to talk about the role
20 that cities can play in terms of really informing and
21 drive an early learning community.

22 I want, again, to commend -- it's been a great
23 collaboration across the organization. These are just
24 examples of little at-a-glance documents for all the
25 cities in LA. So we had this is the packets for the city

1 council members who attended. I will note we had four
2 council members from LA city council. And really excited
3 -- and just kind of pass them along. Really excited in
4 finding out --

5 COMMISSIONER TILTON: There's not enough for
6 everyone.

7 MS. BELSHE: They were intended to just kind of,
8 take a look, share, limited run, you know, trying to watch
9 our pennies.

10 But it was a terrific opportunity for city
11 council members us to hear from leaders. For example,
12 council member Gordo from Pasadena talked about the work
13 that they're doing in Pasadena that's led to the creation
14 of the office of the child or office of early learning.

15 Christina, which is it?

16 MS. ALTMAYER: Office of early childhood.

17 MS. BELSHE: Also leadership from Madison,
18 Wisconsin; Tempe, Arizona; as well as San Mateo. Kitty
19 Lopez, the ED from First 5 San Mateo was there. So a
20 really terrific way to help them better understand how
21 local policy decisions influence and shape outcomes for
22 kids and their families. So more to come on that.

23 I want to acknowledge our whole community
24 relations team. Rafael Gonzalez, which lead this effort,
25 along with Jaime in our government affairs team, Jennifer

1 Pippard, strategic partnerships, Ophelia, Medina, our ECE
2 lead on KRA, as well as some terrific support by Jessica
3 and Leslie.

4 Great image of a council member from one of the
5 cities, Carson, talking with Ophelia about KRA
6 opportunities because one of the issues lifted up was the
7 power of KRA data, kindergarten, school-readiness data, to
8 really help lift up awareness of what it means for a child
9 to be school ready, to use that learning to engage in
10 conversations across multiple sectors, including parents,
11 school administrators, and so forth, as well as then to
12 inform and drive specific policy change. So having
13 Ophelia representing ECE.

14 We had -- who else did we have? I'm blanking.
15 We had community relations there. Anyway, we had like
16 four different people from our organization all focused on
17 how can we help Carson bring to life what it would mean to
18 ab early learning community.

19 Finally, Tuesday, if that wasn't enough, we got a
20 new governor or at least a new governor elected. He said
21 on election night, he said, quote, too many of our kids
22 are in poverty and starting school behind. So how
23 terrific -- I mean, it's not terrific we have high
24 poverty, but how terrific is it that we have incoming
25 executive, a governor who understands the impact of

1 poverty on kids, not only for the kids but really for us
2 as a society and our collective future, a governor who
3 believes that we really need to level the playing field
4 and give all kids the best start possible to thrive, And
5 who understands what this organization is to be true,
6 which is, if we want to kids succeed in school, if we want
7 them to attend college, be prepared for the workforce, we
8 got to start early. So we're all about starting early.

9 So that basically is a seven-day snapshot. We're
10 finishing the strong. And by the ending the year strong,
11 we're going to be positioned to begin the new year even
12 stronger.

13 So those are my remarks. And I'm excited to
14 share some reflections tomorrow and I'm so delighted that
15 almost all of our commissioners will be able to be
16 joining, including many former commissioners and former
17 First 5 California commissioners as well.

18 SUPERVISOR KUEHL: Well, I know that Kim is very
19 good at not taking credit because, of course, all the work
20 is done by a great staff, though I would say one of the
21 things a leader should take credit for is putting a great
22 staff in place. There has been a lot of change, there has
23 been a lot of difference, and a lot of people's talents
24 recognized and retained. So I wonder if you would join me
25 it applauding Kim Belshe for this year.

1 (Applause.)

2 MS. BELSHE: Kim Belshe will feel much better if
3 she remembers the third person who was in the meeting with
4 may or Carson. It's really important aside -- it was Alex
5 Wade. Exactly. Thank you. And Alex is one of our lead
6 people in the communities department working in that Best
7 Start community. So that's the kind of collaboration we
8 are really looking to bring through our -- as a result of
9 our strategic plan and our new structure and new ways of
10 operationalizing this work and how to help those local
11 decision makers understand the policy decisions, the
12 systems issues that are really influencing outcomes for
13 kids.

14 So great collaboration between community
15 relations, early care and education, and Alex from
16 communities, and I'm not totally losing it. Thank you for
17 your kind comments.

18 SUPERVISOR KUEHL: And speaking of collaboration,
19 I think there's two more things, one I forgot to put in my
20 remarks. But you reminded me and probably no one would
21 know better than you, having worked very closely with two
22 governors, you have to remind them constantly about the
23 importance of a particular issue because there's a lot on
24 their plate. I would say everything is really on their
25 plate. So I think the work that we do and our smart way

1 kind of doing it to make certain that we're kind of
2 omnipresent, that we take advantage of the superintendent,
3 that we take advantage of the legislature, and really sort
4 of keep saying, this is such an important thing to the
5 entire agenda that you want to do, whatever the agenda is.

6 The second thing is, looking into the new year --
7 and I just wanted to say this because I'll forget. I
8 think one of the new connections, if we haven't already
9 that I'd like to see us make since I'm also chairing the
10 Metro board, would be with Metro because we're having just
11 the beginnings of discussions about how not great transit
12 is if you're having a young child to take around with you.
13 You know, no bathrooms. Of course, old people are also
14 talking to us about that, I have to say.

15 But I think there are real opportunities for us
16 to think about our families and transit because you cannot
17 get to all the things that we want you to get to, all
18 those schools, all those programs, all those, you know,
19 trainings without transit. So I'm just saying, maybe 19
20 -- 2019 -- yeah, it is 19 -- might be a further expansion
21 in that area.

22 Thank you all very much. Let us move to Item 5,
23 which is an action item related to something we began
24 discussing last month, expiring initiatives.

25 Over to you.

1 MR. FIERRO: Thank you very much. I'm really
2 excited to be back hear to talk about expiring initiatives
3 and actually the recommendation to extend one of the
4 initiatives. If you recall last month, I actually went
5 over the expiring initiative process. Is that better?

6 So what we're going to do today is really provide
7 with you the findings from the expiring initiatives
8 process for Little By Little initiative, as well as seek
9 action to waive governance guideline for this initiative.

10 As you know, the purpose of this is to really be
11 able to capture what has been learned from the initiative
12 and also to apply it to our systems and policy change
13 work. More importantly, it allows us to be in compliance
14 with Governance Guideline Number 7, which stipulates that
15 each grant or contract will have an end date, and that end
16 date will be based upon the original allocation or grant
17 award, and that any future funding must be aligned to our
18 current strategic plan.

19 So here you have some of the elements that we
20 captured through this process in terms of what have been
21 some of the accomplishments of the initiative, what have
22 been some of the outcomes that have been achieved, what
23 are some of the lessons we have learned through the
24 process, as well as what are some of the challenges that
25 have been experienced. We also look at are there

1 opportunities to sustain some of the work and to see if
2 there have been just any changes that have happened to the
3 environment since the initiative was actually launched.

4 So now we're going to go deeper into that. So
5 the Little By Little investment provides low-dosage,
6 low-cost evidence-based WIC enhancements by providing
7 high-quality age appropriate books and literacy support to
8 families. This includes guidance on early literacy and
9 safety at the ten Women Infants and Children's sites,
10 otherwise known as WIC.

11 As you know, WIC is a trusted platform where
12 parents already go to obtain health and nutrition
13 information. In fact, two-thirds or 67 percent of infants
14 in LA county access WIC. As you can see from the numbers,
15 WIC sites have been able to successfully exceed the
16 participation rates. Another success of this initiative
17 is that they have been able to develop and start
18 implementing a comprehensive sustainability plan. And
19 I'll be talking about that in a couple of slides further.

20 I would also like to highlight the significant
21 positive outcomes that are stemming from this initiative.
22 School readiness in this context is being measured by home
23 literacy scores. As you can see, families who participate
24 in the Little By Little initiative have higher school
25 readiness and receptive language scores than those that

1 did not. As a matter of fact, Little By Little
2 participants are three time more likely have to higher
3 home literacy scores that those that did not participate
4 in the initiative and 2.5 more when compared to a control
5 group. It is also important to note that this is
6 complimentary home learning to our home visiting
7 investment.

8 Aside from having positive outcomes, this
9 strategy is very much aligned to Strategy 2 within
10 families, which is really focused on piloting and
11 promoting the scalability of evidence-based parent and
12 caregiver engagement models that increase the protective
13 factors within ECE or health-related systems. Give that
14 WIC is a trusted source for parents, we're capitalizing on
15 this platform where parents already access health and
16 nutrition information, and through the Little By Little
17 initiative, parents are also gaining literacy support that
18 fosters their child's development. More importantly,
19 given that 60 percent of the WIC participants do not use
20 child care on a regular basis, and out of those 50 percent
21 are being care by family, friends, and neighbors, this
22 initiative provides literacy support to these caregivers
23 who may not have access to this type of support otherwise.

24 In terms of sustainability and also building the
25 evidence, the grantee is also working with Los Angeles

1 Unified School District and Pomona School District on an
2 impact study of the WIC participants in terms of school --
3 in terms children's school performance.

4 Now, some of the challenges have been that
5 there's been a decline in participation. This is due to
6 the declining birthrate, but also has to do with the
7 national policy landscape as it relates to immigration.
8 But despite that, parents are still -- parents that
9 actually do access WIC do participate in Little By Little.

10 In terms of lessons that we have learned, we are
11 leveraging a trusted platform, the WIC platform, where
12 parents already go to obtain nutritional support, as I
13 mentioned before, so now they're also able to obtain
14 literacy support.

15 Another lesson which I talked about a little bit
16 ago is that they're -- sustainability really involves a
17 multiprong approach which the grantee is currently taking
18 from policy and advocacy efforts to social enterprise
19 revenue, and they have been able to secure funding from
20 other foundations to offset the cost of the project here
21 in LA county. Because the project is aligned to our
22 strategic plan, it is producing positive outcomes. And
23 the fact that we're leveraging a trusted partner for
24 families, we're recommend that this initiative strategic
25 partnership be extended through September 2023 and that

1 the remaining over \$9 million be contracted so the grantee
2 can fully spend 30 million allocation that was previously
3 approved by the commission. I would also like to call out
4 that this figure has been updated given -- from the last
5 time that I presented actually to the board because it
6 represents the remaining balance from the original \$30
7 million allocation.

8 So we are requesting that the board take action
9 in terms of waiving for Little By Little initiative in
10 terms of waiving Governance Guidelines Number 7, extending
11 the strategic partnership with Public Health Foundation
12 Enterprise, Women Infants and Children through September
13 2023, and that you allow staff to amend the contracts so
14 that we can actually spend the full 30 million that
15 includes over 9 million that is currently not contracted.

16 And with that, I open up to questions and
17 comments.

18 SUPERVISOR KUEHL: Thank you.

19 Any questions from any of the commissioners?

20 Marlene.

21 COMMISSIONER ZEPEDA: I have a question about,
22 you said the full allocation is 30 million. So that's
23 already been committed money?

24 MR. FIERRO: That's been committed money,
25 correct.

1 COMMISSIONER ZEPEDA: And the 9 million is part
2 of that committed?

3 MR. FIERRO: That's correct.

4 COMMISSIONER ZEPEDA: I just needed to get that
5 clear.

6 SUPERVISOR KUEHL: That was your question,
7 Keesha?

8 Anyone else?

9 Barbara.

10 COMMISSIONER FERRER: I'm still confused about
11 the same issue because the write-up says it's a 36-month
12 extension and additional funding. So is it -- it's an
13 extension of existing funding. It's just really like a
14 no-cost extension to allow them to spend out the full
15 amount that was allocated?

16 MR. WAGNER: Right. So just to connect some of
17 these dots. Back when the board created this allocation,
18 it set aside \$30 million for this -- this initiative. We
19 subsequently negotiated contracts that forecast it to be
20 about just -- just under that 30 million. What we're
21 asking you to do is to extend the period of time that we
22 can dip into those funds which would bring us to the full
23 30 million. It's not going above that. The reason
24 there's those different dollar amounts, because the
25 contract amount we negotiated back in 2011 with WIC was a

1 couple million dollars under the 30, but we are adhering
2 to the vote that the board took to set aside that original
3 30 million, so it would go the 30 million allocation.

4 SUPERVISOR KUEHL: Any further questions? Any
5 requests for public comment?

6 SECRETARY: No public comment.

7 MR. STEELE: Chair, I would just note that
8 waiving the governance guideline requires a super
9 majority, seven of nine votes. So we request a roll call
10 vote on this issue.

11 SUPERVISOR KUEHL: All right. And do we need a
12 separate motion to waive the guideline and then second
13 motion to approve the extension?

14 MR. STEELE: Yes, please.

15 SUPERVISOR KUEHL: Did you say yes?

16 MR. STEELE: Yes.

17 SUPERVISOR KUEHL: Okay. So first I wonder if I
18 might have a motion to waive Governance Guideline Number 7
19 for this item?

20 SPEAKER: So moved.

21 SPEAKER: Seconded.

22 SUPERVISOR KUEHL: Moved and seconded.

23 Does that -- that's what really takes the super
24 majority?

25 MR. STEELE: That requires the roll call.

1 SUPERVISOR KUEHL: Please call the roll and you
2 would answer either aye or nay or yes or no or si or no.

3 SECRETARY: Judy Abdo.

4 COMMISSIONER ABDO: Yes.

5 SECRETARY: Barbara Ferrer.

6 COMMISSIONER FERRER: Yes.

7 SECRETARY: Bobby Cagle.

8 COMMISSIONER CAGLE: Yes.

9 SECRETARY: Yvette Martinez.

10 COMMISSIONER MARTINEZ: Yes.

11 SECRETARY: Romalis Taylor.

12 COMMISSIONER TAYLOR: Yes.

13 SECRETARY: Keesha Woods.

14 COMMISSIONER WOODS: Yes.

15 SECRETARY: Marlene Zepeda.

16 COMMISSIONER ZEPEDA: Si and yes.

17 SECRETARY: Sheila Kuehl.

18 SUPERVISOR KUEHL: Oh, yes.

19 All right. I believe we have the requisite
20 number of votes and, therefore, the vote has gone positive
21 to waive Governance Guideline Number 7, which allow us
22 then to move to approve the recommended extension of the
23 Little By Little contract as stated in your notes.

24 Do have I a motion to that effect?

25 COMMISSIONER TAYLOR: I so move.

1 SUPERVISOR KUEHL: Moved and --

2 COMMISSIONER PLEITEZ HOWELL: Second.

3 SUPERVISOR KUEHL: Moved and seconded.

4 Do we also need a roll call vote on that? No
5 because this is just a simple majority.

6 Is there any objection to a unanimous vote by
7 those on the dais?

8 Seeing none, that will be the action.

9 Thank you very, very much.

10 MR. FIERRO: Thank you.

11 SUPERVISOR KUEHL: That was a cogent and very
12 well timed presentation.

13 All right. Let us move then to Item 6. This was
14 referenced by -- by Kim in terms of approving directional
15 -- or setting some directional endorsement on the
16 strategic plan refinement process.

17 So Christina, over to you.

18 MS. ALTMAYER: Thank you. Good afternoon.

19 Excited to bring this forward and your comments,
20 Chair, really resonated about looking back and looking
21 forward at this appropriate time. And we're looking
22 forward to launching the strategic plan refinement process
23 consisting with that theme in January. So provide an
24 opportunity to start the new year off with a fresh look at
25 what we're doing and the refining our process.

1 So this is a presentation I want to give some
2 context and some parameters for our proposed strategic
3 plan refinement process, solicit your feedback on the
4 proposed approach, and then provide some timeline comments
5 about the process.

6 This -- I want to thank members of the PPC
7 committee that provided feedback at the September meeting,
8 as well as several board members that were generous with
9 their time in one-on-one meetings to really provide some
10 feedback and input and some very good questions about how
11 we approach this process.

12 So as we've ed, talk the strategic plan
13 refinement process is intended to be grounded in our north
14 star of really keeping this at the center of our work, and
15 it is grounded in the recognition that our four outcomes
16 that we embraced when the board adopted the strategic plan
17 back in 2014 are still relevant today, and that our
18 strategic plan even at that time recognized that these
19 would be pillars and that it would take more than five
20 years to make meaningful progress on these targeted
21 outcomes. And we've referenced in the strategic plan at
22 that time that our four outcomes are focused on our north
23 star would be somewhat evergreen, meaning that they would
24 be lasting for a longer period of time.

25 So we have four outcomes, as you know. Our focus

1 on families at the center of our work and our focus on
2 strengthening families so that they can be their child's
3 best teacher. We recognize that families live within
4 communities and that strengthening communities' ability to
5 support children's healthy development is critical to
6 improving children's outcomes and having them ready for
7 school.

8 And then we recognize in the strategic plan that
9 there are two systems that fundamentally impact children
10 in their First 5 years of life: The health system as well
11 as the ECE systems. As we think about our strategic plan
12 refinement process, it's very much grounded in both our
13 north star and our four outcomes as fundamental pillars,
14 but we also have to recognize that we've learned a lot
15 over the past three and a half years in implementing the
16 strategic plan. So this refinement process gives us an
17 opportunity to pause, look, evaluate, and hopefully
18 reflect on the learnings and think about how we move
19 forward.

20 So the intentional focus of our plan back in 2014
21 that -- when it was adapted was to maximize the impact for
22 all children in Los Angeles county. And this really
23 reflected a learning that, while First 5 LA was making an
24 impact in many children's lives through direct services.
25 Whether they were our Welcome Baby services or funding of

1 preschool, we were definitely making a difference in those
2 children's lives. But when we think about almost the
3 600,000 zero to five year olds that there are in LA county
4 and we think about 130,000 children that are born each
5 year, if we want to make an impact on all children, that
6 First 5 LA needed to make a pivot, and that was a focus on
7 policy and systems change.

8 And three fundamental principles that were
9 captured in our investment guidelines really rang true and
10 continue to ring true as we look at this work going
11 forward: Our focus on prevention that First 5 LA can make
12 a meaning impact in children's lives if we intervene as
13 early as possible and to promote positive outcomes and
14 prevent bad outcomes from happening in the first place.
15 Secondly, that if we are going to impact all those
16 children's lives, we need to focus on changing the systems
17 and the policies and the programs that are existing within
18 the infrastructure of whether we talk about health systems
19 or communities or the ECE systems, and that our funding
20 isn't going to be significant to make a difference if
21 we're not changing those underlying systems, and that
22 fundamentally, we have to do this work with partners.

23 And I appreciated your comments recognizing that
24 we are increasing our partnerships, not just with county
25 departments that have been an effect partner in this work,

1 but also community organizations and parents and families
2 that are critical to making these outcomes.

3 So as we think about our strategic plan, we're
4 thinking about this refinement process occurring within
5 some parameters. We know that we don't need to step back
6 and do a complete revisit of our strategic plan. We need
7 to build on the work that we're doing and we want to build
8 on the important work of the impact framework that you'll
9 be hearing about next in the agenda item; that, how can we
10 look at those targeted results for children and then
11 reflect on, what have we learned, what do we need to
12 continue to do, and how do we need to adapt our strategy.

13 So we heard back in May earlier this year about
14 the learnings from multiple foundations that have been
15 doing work, some of them longer than we have, in policy
16 and systems change. And they talked about this idea of,
17 what do you need to hold tight to and what you need to
18 hold loose to, meaning, what do we really want to stay
19 fixated on and what do we need to adopt based on both
20 changes in the environment as well as our learning. We
21 really need to hold tight to our north star that I
22 referenced earlier about ensuring that all children are
23 ready to succeed in school and life, but recognize that
24 our strategies have to adapt based on our learnings, based
25 on changing conditions, based on what we hear from our

1 partners.

2 Additionally, as we think about our strategic
3 plan refinement approach, we need to answer a question
4 that I think was alluded to in the last strategic plan,
5 but we really have an opportunity to build upon, and that
6 is, what are the key capacities and strengths that First 5
7 LA uniquely has and how do we bring those to the forefront
8 more explicitly. So our strategic planning process will
9 really answer this question much more intentionally about
10 what LA capacities and skills that First 5 LA needs to
11 have in order to be successful in this policy and systems
12 change work.

13 And then, finally -- and we'll talk more about
14 this in just a moment, we really want to leverage the
15 partnerships that we've had and developed over the past
16 three years. So how can we engage our stakeholders,
17 community members, and the learnings that we've had to
18 inform this process?

19 So as we think about the strategic plan
20 refinement, what are some of the critical questions that
21 we need to have on our forefront, so to speak, as we think
22 about this work. And these are questions that we've heard
23 from you all as board members in former meetings and
24 discussions. We've also heard these questions from our
25 partners. We've heard these questions from Best Start

1 community members when we've had meetings.

2 And the first one I think is one that is often
3 one that we are addressing in partnership particularly
4 with county agencies is, how do we better integrate our
5 work so that services and supports for families are more
6 accessible, that is we're not -- we are thinking about
7 developmental screening within ECE settings. We are
8 thinking about our moms accessing services. We're
9 thinking about maternal screening for depression. We're
10 thinking about ways in a far more integrative way. And
11 while we continue to make progress, as Kim mentioned at
12 the outset, we still have some more work to do in this
13 area.

14 Another question that we've heard occur at
15 discussions that I think is both happening largely within
16 the field and also at prior board meetings is this
17 question of equity. First 5 LA has had a long-standing
18 commitment in focusing on those children that are most at
19 risk for poor outcomes, but does that focus sufficiently
20 incorporate an equity lens. And we're increasingly
21 stepping into this work. At prior meetings you've heard
22 us talk about our work on birth disparities. And that is
23 an issue that really we are continuing to work in close
24 partnership with the Department of Public Health on how do
25 we close the disparities that exist between positive birth

1 outcomes for white and African-American black women.

2 Other questions that we need to address is this
3 prioritization. Some of the strategies we're working on
4 are more integral for our long-term success. What have we
5 learned and are there certain strategies that we need to
6 prioritize. And then finally another example of some of
7 the key questions we need to answer is this issue of
8 organizational capacity that I alluded to earlier.

9 So our proposed strategic plan refinement process
10 will have three phases: Review -- we like alliteration at
11 First 5 LA. Review, reflect, and refine. Our proposed
12 consultant has also suggested that we need to add a fourth
13 R around results. So we may be coming back to you with an
14 amended diagram in the future. But this process is really
15 to incorporate, what have we learned, what progress has
16 been made, and then intentionally reflect on those
17 learnings so that we're incorporating those learnings in
18 our refinement.

19 So just to highlight, the first phase of this
20 process is really to focus and look back about what
21 progress we have made. At the outset, we've identified
22 some progress that we've made just to as we look to the
23 end of the fiscal year -- excuse me -- calendar year. But
24 we also know that we've got to reflect back to 2015 and
25 see what progress have we made and how does that inform us

1 about how and what we need to do.

2 We also note the landscape in the last few years
3 has changed as well. We've had some positive results from
4 a policy perspective at the state level, but we also have
5 implications from changes at the federal level that
6 impacts our context. So how does that change both
7 positively and negatively the opportunities that we need
8 to address and what have we also learned about First 5
9 LA's capacity across all of our different divisions to do
10 this work.

11 Secondly, is really a phase that's intentionally
12 incorporating us as a learning organization. What have we
13 learned about what this means. So it's not just reviewing
14 and saying, this is capturing the progress, but what are
15 the implications for our work going forward and really
16 reflecting on that. And we really want to build upon the
17 work that's been done on the impact framework and our
18 results for children that you'll be hearing shortly about.

19 This presents an opportunity for us more cogently
20 and I think effectively to communicate the results that we
21 seek for children and how we move forward in building
22 partnerships to achieve those results.

23 And, finally, our refinement process, which is
24 capturing both this progress as well as our own learning
25 into hopefully an increasingly more available document,

1 not just to our partners, to our internal audiences and to
2 other stakeholders about what is it that we are working to
3 achieve and how we should achieve this.

4 One of the important issues that we're struggling
5 with, and we really appreciate the feedback that we've had
6 from board members, is how do we think about engaging
7 community members, partners, and vested stakeholders in
8 this process, that we know that we need to hear from them.
9 So we need to recognize that board members, as well as
10 some of our key stakeholders, really are wearing multiple
11 hats, and how do we capitalize on those multiple rolls.
12 You all as board members represent multiple organizations
13 and interests. So how do we capture those insights that
14 you can bring to us as department heads and county
15 agencies, as leaders to your own organizations.

16 We also know that First 5 LA has seats and
17 participates and convenes community stakeholders in
18 multiple different settings, whether we're talking about
19 the home visiting consortium or we think about the child
20 care planning council or we think about the Office of
21 Child Protection, or we think about community meetings
22 that we are working on. We know that there already are
23 existing forums that are platforms for community and
24 stakeholder engagement. So how do we leverage those
25 platforms as opposed to creating new platforms. Those --

1 I think that both give respect to those platforms as they
2 exist and also validate those as important inputs to our
3 process. So as we think about our community and
4 stakeholder engagement strategy, we really want to
5 leverage some of the learnings that have occurred in the
6 last three and a half years.

7 Equally, we know that there are some planning
8 processes that have occurred in the last three and a half
9 years that already document priorities of stakeholders.
10 Again, whether we think about the OCP prevention plan or
11 the board motion response report on home visiting or the
12 reports that have been done in partnership with several
13 ECE organizations, the child care needs assessment. Those
14 are all reports and studies that had an extensive
15 community engagement process in and of themselves. So how
16 do we leverage and build off of those reports.

17 We also want to make sure that, as we're seeking
18 questions and input, it's framed within those context of
19 refinement process. We are building and continuing to
20 build on a progress that we're making on these four
21 outcomes and our north star and we want to frame
22 engagement process that's really respectful within those
23 boundaries.

24 We also know that our staff can be important
25 ambassadors in this process and we looked to leverage our

1 staff roles at all of those different tables so that they
2 can be important conduits for input from our community
3 stakeholders.

4 So as we continue to welcome our comments and
5 feedback as we think through this engagement strategy,
6 these are some of the high level principles and approaches
7 that we're thinking about.

8 So as we move forward, we are beginning right now
9 to already synthesize some critical learnings from First 5
10 LA's experience, as well as the early childhood field. We
11 know that there's been several reports, whether it's the
12 Rand study or the study that just came out from Berkeley
13 on early childhood. There's been several reports.
14 There's been several equity reports that have also been
15 done. So how do we synthesize some of those critical
16 learnings in the field to get an assessment of where we
17 are today as well as reports that exist that already
18 identify some of our learnings.

19 Consistent with your action on the consent
20 agenda, we will also be working on developing a detailed
21 plan and negotiating a final scope of services for LFA,
22 our proposed consultant, and then we'll be preparing for
23 the official launch, so to speak, of our refinement
24 process in January.

25 Here is a high level calendar of where we are.

1 And one of the things that we're working on is really
2 developing a more detailed roadmap to show how we will
3 progress from today through November of 2019, which is our
4 target for completion of this strategic plan refinement
5 process.

6 And I welcome your feedback and happy to take any
7 questions. Thank you.

8 SUPERVISOR KUEHL: Thank you very much. That was
9 very good.

10 Barbara.

11 COMMISSIONER FERRER: Thank you so much. And I
12 really appreciated that. And I also appreciate the notion
13 that we need to revisit the strategic plan.

14 I think my question is more one of process. You
15 know, in general strategic plans are -- can be reviewed or
16 can be reviewed on an ongoing basis. You know, you either
17 can look at it as continuous improvement or -- so I'm just
18 wondering is there any -- as you're sort of pulling
19 together the refinement process, I guess I wonder if
20 you're also exploring how to not have to do this
21 necessarily as a refinement process in the future, but
22 build into the strategic planning rubric this sort of
23 constant need to refresh, to see it as a living document,
24 and so that, you know, you don't have to create new
25 processes; it's kind of built in to how you're thinking of

1 strategic planning all along. Because it strike me that
2 this gets both to be a little bit expensive and time
3 consuming in a different way than it might be if it was
4 built in as an ongoing almost like continuous improvement,
5 continuous reflection process.

6 MS. BELSHE: Yup.

7 MS. ALTMAYER: Absolutely. Completely concur and
8 I think that's the feedback that we also received at the
9 September PPC about thinking on how do we have this -- how
10 do we set up a rubric as you referenced for really doing
11 this on an ongoing basis in terms of the frequency of, at
12 what intervals, at what stages, because we are looking
13 towards 2028 as our ten-year planning horizon.

14 Appreciate those comments. Thank you.

15 SUPERVISOR KUEHL: Deanne.

16 COMMISSIONER TILTON: Thank you.

17 Christina, I have several thoughts here. I was
18 okay with having refinement rather than a new strategic
19 plan. However, my one concern about our last strategic
20 plan is we have somehow dropped safety from our
21 priorities. So as we refine this strategic plan, I want
22 to hear from you regarding how we're going to factor in
23 safety to our -- to our refinement process. Sometimes it
24 seems like you can assume that safety is a part of almost
25 anything we do. Certainly, the adverse childhood

1 experience investment that we've made points out the
2 importance of -- of protecting children from violence in
3 the home or adverse experiences. It doesn't really touch
4 in my mind or -- or -- I think my fellow child abuse
5 prevention colleagues' minds how it exactly will effect
6 what we're seeing. And I'm talking about children exposed
7 to violence. I'm talking about children caught between
8 the family law court and the dependency court, deaths that
9 have occurred as a result of this disconnect. I'm talking
10 about not only -- we have a great program of home visiting
11 in Welcome Baby, but the whole lack of bonding at the time
12 of birth, are we emphasizing how that plays out in terms
13 of harm to children in the future, not just -- not just
14 the idea of what identifying a requested need, but
15 actually looking at the -- the bonding process.

16 We haven't really talked about fathers. And of
17 course, from where I'm coming from, I see this as a
18 critical need. Over and over again, we see fathers who
19 are not prepared to be parents, and this includes
20 unrelated males or stepfathers, uncles, whatever. And I'm
21 not saying that women never harm children, but I will tell
22 you that overall you really have -- our system really
23 doesn't prepare boys to be caregivers for -- for kids.

24 I think I mentioned a program and planning that I
25 love programs at junior high and high school where these

1 cool dude have to change diapers at the daycare center
2 next door.

3 So, again, I think that we learn from bad
4 outcomes, and that's kind of where, you know, sometimes we
5 come from. Right today, I am still sort of reeling from a
6 case we reviewed yesterday of a two-month old baby who the
7 mother didn't want. She didn't want the pregnancy. She
8 was a victim of domestic violence. She didn't have
9 connections. She was isolated. The -- the father of the
10 baby had isolated her and she had not reported the
11 domestic violence, which occurred over and over again.
12 She clearly stated at the time of birth that she didn't
13 really want the babe, but she kept the baby because the
14 father told her to keep the baby. Then while she was in
15 the shower, this two-month old baby was violently shaken
16 to death. And we're looking at the picture of the
17 beautiful two-month old baby who should have had a
18 beautiful life. And we're thinking, why didn't we see
19 this when the baby was born, why didn't we move in more
20 assertively when the domestic violence came to our
21 attention, what do we do overall to get the message out
22 that it's okay to -- it's okay to tell people to connect
23 with people, to report domestic violence, to -- to ask for
24 help at the time you're in a medical or public facility,
25 and also to tell people on the either side of this

1 particular situation, it's okay to intervene, it's okay to
2 communicate, when you see something, say something, all of
3 that.

4 So I guess, when we're talking about developing,
5 refining the strategic plan, it says the commissioners
6 will be involved in doing that. I'm saying I haven't been
7 yet. So I would really like to be involved in that and
8 bring others into that who are looking at these horrible
9 outcomes. And I just gave one example that was just
10 yesterday after. So I'm so struck by how we could have
11 prevented that if we had been paying attention in our
12 neighborhoods, in our hospitals, in our communities.

13 So that's my -- that's my little spiel. Safety.
14 If we can renew our concern for looking at the impact of
15 violence on children and the ways in which we can learn
16 from the outcomes that we see.

17 MS. ALTMAYER: I just want to make a point of
18 clarification is that there will absolutely be
19 opportunities for commissioners to be involved in this
20 process. We're really in a prelaunch stage. So I want to
21 just make that clear, that we're anticipating launching in
22 January. So, absolutely, there will be opportunities for
23 you to provide input. And we're at the prebeginning of
24 the process. So I want to create that opportunity.

25 And then, secondly, I think as we think about

1 safety, you'll be looking at that just shortly on the next
2 agenda item when we talk about the results for kids that
3 are proposed from our impact framework.

4 SUPERVISOR KUEHL: Wendy.

5 COMMISSIONER SMITH: So your comments really
6 touched on the piece of this that I've been struggling
7 with, and I've talked about with you a little bit about
8 it. When we met -- I'm sorry I couldn't be at the P and P
9 meeting to talk about it further, but that's the result
10 that is stated as, keep children safe from abuse, neglect,
11 and trauma. And I think Deanne's comments really
12 highlight how problematic that is to state that as one of
13 our results when, as distinguished from the other three,
14 it's hard to see A, how we could really do that. It's
15 stated so globally. You know, things like the OCP
16 prevention plan or even home visiting -- I mean, surely,
17 they work to reduce these things. But I think to talk
18 about our having this result, that all children are safe
19 from abuse and neglect and trauma, it's hard for me to see
20 how we would even operationalize that.

21 So -- and I was going to just bring that up when
22 we talked about the results, but since they're folded into
23 this -- you know, approving this plan, I really think we
24 have to think about what we mean there. And I'd love to
25 be helped to understand how you see that.

1 MS. ALTMAYER: So do we want to hold off on that
2 discussion and the results until we get to the impact
3 framework agenda item?

4 And I think you'll see that there. For this
5 purpose for this agenda item, we're really just focused on
6 the process on the strategic plan. We're not making any
7 consent decisions at this moment in time.

8 COMMISSIONER SMITH: It assumes -- assumes the
9 approval of those.

10 MS. BELSHE: It assumes the results which we're
11 going to be getting. We haven't -- the board hasn't yet
12 approved, which is what we're going to be getting in the
13 next item.

14 COMMISSIONER SMITH: So if we approve this
15 process --

16 MS. BELSHE: It's not approving the results.

17 SUPERVISOR KUEHL: Other questions from the
18 board?

19 Romalis.

20 COMMISSIONER TAYLOR: I want to go back to
21 something, and we've learned this through our evolution.
22 When you go to the refinement portion of this, it says,
23 what has changed in the landscape in the last three years.
24 Let's not forget the community and family environment, the
25 built environment that a families -- it does evolve. It

1 does affect how families function and what happens within
2 that environment.

3 And the same thing for the community. How is the
4 community evolving and what is happening out there? You
5 know, when people don't pay attention long enough, you get
6 riots. So the idea is something has to be constantly
7 looked at as far as the environment.

8 But like my colleagues talks about, I'm -- no one -- I
9 haven't seen anything because they got rid of -- what was
10 it in school you could go there and learn how to cook and
11 clean -- home ec. That's it. You know. And some guys
12 actually took that. I won't say who. Anyway, so you can
13 learn how to take care of yourself and what to do as you
14 so-called mature. The idea is that no one teaches the
15 young men. It used to be that there was like thing a
16 tribal thing and there was a right of passage, or young
17 women, to say, what was your role and how do you take care
18 of the children and what are you supposed to do.

19 So nobody's telling them, here's the expectation
20 of each and every one of us as a part of the -- being a
21 parent, a community, and all that. So somehow we've got
22 to get the message out it's our job to keep these children
23 safe And then what is the role of the father.

24 There's a mythical thing that goes out there that
25 says, I'm the man, I'm in charge, and I tell the woman

1 what to do, and that's nonsense. So the bottom line is
2 that we've got to say, what is the male role and female
3 role in jointly taking care of these children. So I think
4 that's an important role that we can play in informing the
5 community and what the best practice of that. So I think
6 it's very important to do that.

7 At home, I thought I was the boss until my wife
8 told me I wasn't, but I understood that. So I've learned
9 and evolving. But the idea is that, this is a kind of
10 thing that you don't -- you have to get the experience to
11 do, but there should be training that goes on for these
12 young people so they will evolve properly to take care of
13 their children.

14 SUPERVISOR KUEHL: Karla.

15 COMMISSIONER PLEITEZ HOWELL: Christina, thank
16 you so much for unpacking the community input process. I
17 think a few years back this is where we had a few hiccups
18 in being able to see that we're really paying attention to
19 that is really helpful. So lots of appreciation.

20 I wanted to ask a quick question on process. I'm
21 drawing on what Dr. Ferrer was asking. So as we look at
22 refinement, do we know the time period for what the
23 refinement will be because, as we get community input and
24 figuring out where we want to go, there is always going to
25 be a futuristic sort of vision for all of this. So our

1 strategic plan carries us to 2020 and then the refinement
2 will carry us to what period?

3 MS. ALTMAYER: 2028. But I think the question of
4 the strategic plan planning horizon through 2028 is part
5 and parcel of the question that Barbara Ferrer raised,
6 which is, how do you then -- what's going to be the rubric
7 and the approach within that ten-year planning horizon for
8 frequency. And I think that's -- we know that's a
9 question that has to be answered. Don't have the answer
10 at this moment in time.

11 I also want to thank you for all your guidance
12 and support as we thought through this issue.

13 SUPERVISOR KUEHL: Seeing no further request for
14 questions or comments, I think the board, as I listened to
15 their comments, is sort of jumping ahead a bit not only to
16 the other item on the agenda, but to the notion of, when
17 you are reflecting, when we are refining, you know, what
18 are the areas upon which we are hoping to be reflecting
19 and refining. And I think, you know, it's appropriate
20 because it's one thing to say, this will be the process,
21 we're going to extend it and we're going to do outreach.

22 One of my questions really was kind about
23 outreach. It was difficult for me to tell whether there
24 was a -- an analysis about whether -- or how we would
25 expand and change outreach because we might have relied on

1 those to whom we have already spoken, and will need to
2 think about other areas or groups -- and, you know,
3 there's always more and more, and it's something that we
4 all struggle with because we all sit on this board, other
5 boards, you know, our own sort of arenas and departments
6 and places. But I think it's something we'll want to
7 understand for it's sort of in all of these areas.

8 I also want to associate myself with the comments
9 about safety. I think naturally when we look at later
10 item, one of the outcomes that we are all agreed on is
11 children to be, you know, protected, but the question of
12 how and where. You know, over the years we've shifted in
13 the area of domestic violence and family violence from
14 pure sort of law enforcement approaches and criminal law
15 approaches to now recognizing finally that this is a
16 health issue, and one that is not just about individual
17 health but about public health.

18 It may be fashionable, I'm not sure. Barbara, no
19 offense to the county for putting this in your department.
20 But I think it's correct to say, this is an aspect not
21 just of individual health, but the health of the entire
22 body politic; and, therefore, public health is the right
23 place for it, which is also the place where we put most of
24 our prevention of various kinds because we don't have a
25 department of prevention. But, of course, when we look at

1 prevention of homelessness, that's not in public health.
2 It's one of the aspects of our homelessness program.

3 So I think in thinking about prevention, we'll
4 want to see kind of a reflection on, have we taken the
5 approach that prevents and, you know, and the success with
6 that.

7 Judy.

8 COMMISSIONER ABDO: I just wanted to underscore,
9 when we're going with our new partnerships with new
10 groups, that we should be looking at the school district
11 -- not just the school district I guess -- all school
12 districts, but to look at the very issues that were brought
13 up a little bit earlier in this discussion is, what kind
14 of prevention can be done, for instance, in high school
15 that -- where we're not thinking about this at all at this
16 time because we're so focused in education, I'm getting
17 people graduated and into college. But -- there's a lot
18 of things that can be done in public health through high
19 schools.

20 SUPERVISOR KUEHL: So let us take up just this
21 item -- Romalis. I'm sorry.

22 COMMISSIONER TAYLOR: No, no, no, no. I'm just
23 getting back. I'm going to write a note.

24 SUPERVISOR KUEHL: We don't have one of those
25 buttons that you press and your name comes up in front of

1 me. So if you want to talk, you can do what Judy just
2 did, which is to wave because I see on my left. I don't
3 see as well on my right. What a surprise. That explains
4 a lot, says Ms. Belshe.

5 Okay. So the -- the motion here -- this is an
6 action item, and it would be a motion so -- for the board
7 to confirm and endorse the strategic plan refinement
8 process.

9 Do have I a motion to that effect?

10 COMMISSIONER ABDO: Move approval.

11 COMMISSIONER ZEPEDA: Second.

12 SUPERVISOR KUEHL: Moved and seconded. Is there
13 any objection to a unanimous vote on Item 6?

14 Seeing none, that will be the action.

15 Thank you very much for that report.

16 We will now take a break for ten minutes. It's
17 2:45. So we'll come back at 2:55. Thank you so much.

18 (A brief break.)

19 SUPERVISOR KUEHL: We will reconvene. And we are
20 on Item 8, which we've been referencing all along as we
21 talked on Item 6. And now we are actually going to move
22 to it.

23 So this is really our -- it's also an action item
24 that we will need to approve in terms of how we're
25 measuring our impact. We had a wonderful presentation

1 last month. And what we want to approve also are the
2 monitoring measures and the results for children which
3 have been refined I think given the feedback that's been
4 received last month and through this month.

5 So please go ahead and welcome. Thank you.

6 MS. PINEDA: Thank you, madam chair. And good
7 afternoon, everybody.

8 It's a pleasure to be at this point for this body
9 of work and to be here with my colleagues Armando and
10 Steven. We're going to take turns in this conversation.

11 So there's three objectives today. First, we're
12 going to hear -- I'm going to talk to all of you about the
13 feedback we heard from all of you on the results for
14 children and families, as well as monitoring measures.
15 We're going to tell you how the feedback informed our
16 recommendations that we're bringing forward today. Then we
17 will be asking for action and approval for the set of
18 results for children and families and the monitoring
19 measures. And, finally, we will give you a sneak peek and
20 talk about some of -- what's next for the work, so key
21 issues and next steps for how we're going to measure this
22 and how we're going to report our progress.

23 So that's what we want to do today.

24 As a reminder, this has been a journey for the
25 organization and for all of you who have so graciously

1 given your time and feedback. We have been involved in
2 this work for the past eight months, and we've also
3 engaged all of you at several points from the initial idea
4 back in 2017 to where we are here today for approval for
5 the results for children and families as well as
6 monitoring measures as was referenced.

7 As you can see this timeline includes future
8 engagement. We plan to come back and talk to you more
9 about the specifics on how we're going to measure this,
10 how we're going to report out.

11 So let's turn to the results for children and
12 families. So as a reminder, we're talking here about what
13 we want to contribute to. So population level changes for
14 kids and families in LA county. So very briefly what we
15 heard from you, key themes in your feedback, is that you
16 wanted these results to continue to put family and
17 children and the center of the work, right. So those
18 results just speak to, what are the changes we want to see
19 for kids and families in LA county.

20 You want to, secondly, us to continue to lift up
21 our role at First 5 LA as we contribute to these results.
22 Whether that be as a convener, a capacity builder, a
23 collaborator, a catalyst, you want us to lift that up.

24 Third, we had a lot of really substantive and
25 meaningful, helpful feedback on measurement, specifically

1 on baselines; what are we going to start -- what are we
2 going to set our baseline for measuring progress and our
3 targets. So there was a lot of really helpful feedback
4 there.

5 And fourth, we heard from all of you that the
6 impact work is also another opportunity to continue to
7 elevate a broader understanding of the work of the
8 commission, of what we do, why we do it, and the results
9 we want for kids and families in the county.

10 Based on this feedback, we've modified and
11 refined the result that we are bringing forward today.
12 Specifically, had some very robust conversations about the
13 importance of lifting up parental awareness of early
14 childhood issues and resources. So since parents are the
15 child's first teacher, to really understand where they are
16 at in their awareness is so critical to what we do.

17 And also a lot of feedback inform how we continue
18 to build out this measurement working in the details on
19 like, how do we know we'll have good data, how will we
20 know that there's validity to what we're doing and how
21 we're going to report out. So that feedback has been in
22 -- continues to inform how we're doing that work.

23 So based on your feedback and based on our staff
24 recommendations, we're hereby bringing forward a set of
25 revised results for children and families that together

1 reminding us is how First 5 LA will seek to measure
2 progress towards our north star, our aspiration by 2028
3 all children in LA county will enter kindergarten ready to
4 succeed in school and life.

5 We believe that the set of full results for
6 children and families together tell the story of the work
7 that the commission cares about and that talks about the
8 work that we do across all our outcome areas in multiple
9 strategies.

10 A reminder for us about what -- how we got here
11 for a second. We engage in a set of criteria to narrow
12 down to a set of results. We knew from the beginning of
13 this work that we weren't going to -- that we read with a
14 focus set, that we're going to have a large number that
15 wasn't typical or strategic. So we applied criteria. We
16 looked at field evidence and research. We looked at our
17 strengths as an organization and our knowledge from doing
18 the work. We looked at and considered what unique role we
19 can play, whether there's a unique gap we can fill in for
20 the field. And, fourth, we looked at what other county
21 agencies and state entities were doing around outcomes for
22 children.

23 So this is how we arrived at a proposed set of
24 results. We then subsequently shared that -- all of have
25 you been, again, very generous with very robust

1 conversation since the November board meeting -- October,
2 excuse me, board meeting and the program and planning
3 committee meeting. So that's how we got here.

4 In terms of the results themselves, I want to
5 make a couple of remarks about what they represent. So as
6 I said, individually, these results are clear and they
7 stand for very clear changes that we want to see for
8 children. What we're working towards as an organization.
9 But collectively they tell a story about how First 5 LA
10 understands school readiness, right? So if we think about
11 the work that we do, we are working so that children are
12 ready for school. We are working so that schools are
13 ready for children. And we are working to support
14 families and communities to prepare children for school.

15 So the results, if we look at any one of them --
16 I'll just take the first where I will highlight where
17 there was a refinement to lift up the concept of
18 awareness, so I'll read that now. Families have their
19 awareness, resources, opportunities, relationships, and
20 environment to optimize their child's development. That
21 result represents work across multiple strategies in the
22 organization. So, for instance, the work that our
23 communities department does to work with community members
24 and families and parents and community to hear about what
25 they care about, the issues that help them better work to

1 support their children in those communities. The work
2 that the family supports department and our work in home
3 visiting and family engagement when we're looking to
4 lifting up the importance of bringing resources to the
5 home and also connecting families to resources. That
6 contributes to that result. The work that both ECE
7 department and community relationships department are
8 doing to use different tools like kindergarten readiness
9 assessments to bring awareness to communities and connect
10 conversations to schools, communities, so that families
11 and communities can prepare children, so that schools can
12 be ready for children, that contributes to the result.

13 So any one of these is a representation of how we
14 work across to -- so that we are contributing to our
15 aspirational north star.

16 So that is the revised set of results. I will
17 now move to monitoring measures. So this is the other
18 component that we're bringing forward for your approval
19 today. As a reminder, the monitoring measures are a set
20 of data that we will look at to keep tab on the
21 environment to understand changes in the county. As we
22 know, children and families don't exist in a vacuum, and
23 we need to be able to monitor what impacts them.

24 So the feedback that we heard when we initially
25 gave you a list of monitoring measures for your feedback

1 was that there was critical areas missing that we could
2 look at things such as maternal mental health, parental
3 drug and alcohol use, as well as also understanding how do
4 we know what is the current level of parental and
5 community awareness of the issues that we care about.

6 So staff recommendation is based on that
7 feedback, to refine the list to actually include more
8 measures. And you will see those in the next slide. But
9 also to acknowledge that, while we're asking your approval
10 of this initial list, we anticipate that it will have to
11 be updated if it is to remain relevant over time.

12 So here is the list of revised monitoring
13 measures for your consideration. I will highlight that
14 the bolded measures are -- represent some additions or
15 refinements since -- based on the feedback that we heard
16 from board members at different venues.

17 And with that, I will turn it back to madam chair
18 for your consideration and approval both the results for
19 children and families as well as the monitoring measures.

20 SUPERVISOR KUEHL: So let me explain what happens
21 next. We'll take feedback from the board about all of
22 this, and then we are called upon to take a vote to
23 approve the results for children and families and the
24 monitoring measures. There are two different things but
25 in the same motion.

1 Following that, if we do approve, we'll turn it
2 back over to staff to talk about next steps and what the
3 plan is. And, fortunately, they have more PowerPoint
4 prepared for us just in case we were going to approve
5 this.

6 MS. BELSHE: We know the board is very eager to
7 begin the conversation around measurements and that really
8 is the next phase. So we wanted to do a little bit of
9 preview around the measurement and reporting plan. And it
10 did give us an opportunity to build out the PowerPoint
11 which I know you appreciate.

12 SUPERVISOR KUEHL: Well, I do, but also because
13 it being the last meeting of the year, I think it's good
14 for us to understand what work is going to go on through
15 December.

16 Bobby.

17 COMMISSIONER CAGLE: I just wanted to, first of
18 all, congratulate the staff on a very comprehensive list
19 of things that need to be measured. In particular, I do
20 think there is a real need for this group to focus on
21 safety for children, absolutely. I was thinking back to
22 some training that I'd had in Stephen Covey's concepts
23 around focus and execution. And in that, if you're
24 familiar with it, the thing that you work on is called a
25 wildly important goal. And the definition of that is

1 those things that, if not done, nothing else matters.

2 When you look at child safety, it does not matter
3 what the quality in an early childhood classroom is, it
4 does not matter if you have a kindergarten readiness
5 assessment if a child dies. And so I really appreciate
6 that.

7 I've also done a lot of strategic plans in my
8 life and I've also had people bring me things at very end
9 of the process that should have been brought to me very
10 early on. So I want to acknowledge that before I say
11 this.

12 One thing that is increasingly disturbing me in
13 LA county is children that die from rollovers and unsafe
14 sleep. These are shall the easiest prevented deaths of
15 children that we have. The kinds of things that we talk
16 about in terms of domestic violence and those other
17 things, those are so complex. All it take to prevent such
18 sleep death is make sure that you don't sleep with your
19 child, that you put them on their back, and that you're
20 not using plush toys and blankets and those kinds of
21 things.

22 And so I just want to put a plug in there for
23 that because it really is focused both on the parent and
24 caretaker, but also in the early childhood education
25 community. You have children sleeping every day in

1 facilities in this county. And if they have not adopted
2 safe sleep standards, that's a very big problem. And it
3 is going to portend toward children dying in those
4 facilities. We had the same thing in Georgia, I hate to
5 admit.

6 And, you know, I think this really fits well,
7 even if you don't go back and revise to put this in, it
8 fits very well in the parental awareness perspective as
9 well as trauma prevention. And so just wanted to put that
10 out there.

11 And, again, thank you for all the work that
12 you've done on this. This has obviously been well thought
13 out.

14 SUPERVISOR KUEHL: John.

15 COMMISSIONER SHERIN: Thank you. Just a couple
16 of questions here, looking at monitoring measures, if I
17 could.

18 There's a -- I'm kind of wondering -- I
19 understand the prenatal issues around maternal
20 characteristics, but I did a lot of single dad-ing myself.
21 And I wonder whether some of the stuff might refer to
22 primary caregiver as opposed to maternal.

23 And then the other thing, during my single
24 dad-ing years was, it wasn't just the school being ready
25 or the kid being ready, it was also the parent being

1 ready. I had a real hard time being a facilitator with
2 the school. I just think that the engagement of
3 household, which is certainly the way we think about
4 delivering services, is critical.

5 SUPERVISOR KUEHL: Keesha.

6 COMMISSIONER WOODS: Thank you, madam chair. I'd
7 just like to also thank the team. I had an opportunity to
8 meet with them prior to this meeting, and want to first
9 thank you for reaching out to me to make sure I understood
10 what has been going on over the last couple of months.

11 One of the things that I did share with the team
12 was possible measures for us could also be more around
13 early learning opportunities that our children are
14 currently engaged in. The majority -- or many of our
15 children that are in poverty are -- have some form of
16 subsidized care available to them. That subsidized care
17 comes with some requirements of ongoing assessments and so
18 on and so forth. We could use some of that data to even
19 tweak or change or modify how we're doing things even
20 before they get to the kindergarten readiness tool.

21 So as Daniela had mentioned to me, this is a
22 basis, this is a starting point, but as we move forward, I
23 hope to see more of those early learning measures that we
24 can get from the kids that are benefiting from
25 opportunities.

1 And then the last part that I wanted to address
2 that Daniela didn't mention, the first thing I asked her
3 as she talked about these were, where was our systems
4 focused. One of the things that we've been highlighting
5 is changing the system even before we get to the
6 preventive or what have you. She did kind of share with
7 me under those four areas that our systems infrastructure
8 is holding that up. It's not -- it's not depicted there,
9 but it's there. And we will be looking at that more as we
10 go forward.

11 So thank you, team, for sharing with me before.

12 SUPERVISOR KUEHL: Wendy.

13 COMMISSIONER SMITH: So I just want to return to
14 the issue I mentioned before and also thank Daniela and
15 Armando for meeting with me earlier to talk about it.

16 And I may be just a huge outlier on this issue,
17 but I feel when I look at those four results that we
18 describe that in all three other cases, I -- they are
19 lofty, they are ambitious, but I can imagine a world in
20 which we could actually have something to say, you know,
21 and measure something that would tell us about these
22 results, and maybe some day all children would have
23 quality ECE experiences, et cetera.

24 When I look at this third box about children
25 being safe from abuse, neglect, and other trauma, not that

1 I don't desire that with my whole heart, but I really
2 think it's kind of crazy to -- to have that set alongside
3 these in these words, because I think in a world where
4 we're populated by human beings -- you know, I just don't
5 think we're ever going to have a world where all kids are
6 safe from every kind of trauma and abuse and neglect.

7 And so I just -- and I -- I feel this is such an
8 important framework that we're putting into place that's
9 going to speak for the work of, you know, all of you, and
10 so many other people that -- that we should make every
11 effort to represent what we think we actually can do. And
12 -- and what we can do is increase safety or decrease
13 exposure to these things, but -- so that -- that just
14 troubles me. And, you know, if I'm just, you know, one
15 voice, then I can live with, you know, that going under.

16 SUPERVISOR KUEHL: Marlene will be next, but I'm
17 going to call on myself.

18 Just to -- in that context, as I look at the
19 impact -- the results really that we want and the measure
20 that we want to -- the ways in which we want to measure
21 it, it always seemed to me to be like any policy goals
22 aspirational in its farthest reaches. We are ending
23 homelessness in LA county one family at a time. However,
24 there are just as many families who are homeless as there
25 ever were. So are we having an impact? Yeah. We housed

1 17,000 people last year. Have we ended homelessness? No.

2 So it's always a question of how you measure your
3 impact. Bobby may have saved 25 children last week by a
4 policy that the department put in place. We may be able
5 to measure that. That will still not be perfect. So I
6 think the way I've looked at it, it's not only
7 aspirational but it is ways of measuring how close are we
8 getting to impacting this, are there fewer children than
9 there were last month being brought to an emergency room,
10 you know, with bruises or whatever. I mean, we must
11 measure and try to figure out, are we impacting by
12 something we do, are we teaching other ways rather than
13 slapping your child to deal with it or trying to, and is
14 that lessening in some ways any particular community where
15 we're trying to impact, et cetera.

16 So I think the way I was looking at it, it may
17 not answer. I really agree with you. We have not ended
18 domestic violence. We started in 1971 thinking that we
19 could, and we still haven't and yet we have for about four
20 million women. So, you know, I think both things exist.
21 Someone told me that the sign of maturity is being able to
22 hold two ideas that conflict with each other at the same
23 time. And I think these may be those idea.

24 COMMISSIONER SMITH: So you're telling me to grow
25 up?

1 SUPERVISOR KUEHL: Professor, I would never tell
2 to you grow up. No, but I think raising the conflict is a
3 really important issue. And I'm not saying that you're
4 wrong. And I don't think you're an outlier in this. I do
5 agree with you that the sad news is, we probably won't be
6 able to accomplish all of these -- any of these goals, but
7 the good news is we might impact individual lives and
8 families. And I think both of those things can be true at
9 the same time.

10 Marlene.

11 COMMISSIONER ZEPEDA: Yes, thank you. Thank you
12 for all your work on this. And I was also one of those
13 individuals that was in an individual meeting. So I don't
14 know if every individual here was in an individual
15 meeting.

16 But when I was looking at the four statements,
17 the aspirational statements, and it just hit me when I was
18 looking at it again, did you consider the issue of access
19 to high quality early childhood? Is that implied in here?

20 Okay. That was one question the because I was
21 thinking about that.

22 And then also -- and maybe this is more Armando
23 question. When I'm looking at all the monitoring
24 measures, some appear to me to be more -- they're not
25 child indicators, per se, but they're more contextual

1 indicators of what the landscape might look like. So I
2 think that -- and when we're messaging this and we're
3 talking about it, that needs to be made explicit because,
4 you know, the researchers in me goes, okay, these are not
5 equivalent, what's going on here. So I think -- okay.

6 So I'm not off base here. All right. Just
7 checking, checking for comprehension.

8 SUPERVISOR KUEHL: Linda.

9 COMMISSIONER ARAGON: So before Barbara left, she
10 provided some comments, so I'm going to speak for Barbara
11 real quick.

12 One of her concerns is that, looking at the list
13 of monitor measures, it seems that there's really kind of
14 an over-representation of individual characteristics and
15 really would recommend -- she really recommends that we
16 look more at the community characteristics. For example,
17 when we looked at -- if we only looked at overweight and
18 obesity of a child or a mother, we may be missing the
19 picture of why they're overweight. If there's a lack of
20 food deserts or we have -- we do have access to parks and
21 recreations, but it's kind of bigger than that. So we
22 need to kind of look more at community characteristics.

23 She did provide a couple more examples as well
24 under community characteristics, really adding to the list
25 would like to see, looking at community safety by looking

1 at violence rates, looking at food deserts, looking at per
2 students spending for schools. Another characteristics we
3 need to look at or consider is density of alcohol and
4 tobacco retailers in our communities, and then looking at
5 institution, organizational -- organizations adapting
6 trauma-informed policies just so that we -- you know, kind
7 of have more of a balance of the community characteristics
8 versus the child and maternal characteristics.

9 SUPERVISOR KUEHL: Thank you.

10 Judy.

11 COMMISSIONER ABDO: Well I've been just pondering
12 this idea of maternal characteristics without mentioning
13 the fathers and the caregivers, and I -- I think maybe the
14 language could be refined to include all caregivers.
15 We're not only interested in maternal depression, but also
16 depression of any caregiver of -- of the children that
17 we're concerned with. And maternal substance abuse is
18 very important to look at, but what about the rest of the
19 caregivers and substance abuse.

20 So I -- I don't know how you want to -- I don't
21 know if you want to just add more words to each of those
22 or whether there's some kind of a overriding word, but it
23 seems to me we should be more inclusive in our language.

24 SUPERVISOR KUEHL: Are you looking at me,
25 Romalis?

1 COMMISSIONER TAYLOR: Yes, ma'am.

2 SUPERVISOR KUEHL: I'm looking at you. I see
3 you.

4 Romalis.

5 COMMISSIONER TAYLOR: I like that.

6 Good work. Thank you for all your hard work.

7 I like the fact that you talked about awareness
8 in the four boxes, looking at that and how you're going to
9 measure awareness. But nothing do I see in your measures
10 indicate how you're going to -- what -- as an indicator,
11 what are you going to use to measure awareness. And that
12 goes across all spectrums, not only community, family,
13 parent, caregiver, everyone -- awareness of what needs to
14 be done and what is that tool going to be and what are the
15 different indicators.

16 Well, that right there is not clear. The parent
17 community knowledge of early childhood strikes me as
18 leading only to the educational aspect, but it doesn't
19 tell me about the other general aspects. What is the
20 moral goal for the man's responsibility, as I said before,
21 in the role of taking care of his children and making them
22 aware of what's going on, and they should be doing as well
23 as the woman's role. But what is the community's role?
24 What is our general society's role in making sure that
25 this goes? So that's that built environment kind of

1 concept that goes -- breaks it down.

2 So I -- how are we going to measure awareness of
3 whatever we're trying to do. Who's aware that it's
4 important to do this, important to do that, to keep the
5 children safe, on and on and on. So there's a messaging.
6 A lot of things can be done at a -- at the population
7 level under an awareness campaign that can be brought and
8 things of that nature, like if you're feeling stress and
9 do that. And you see it all the time, then depressed, get
10 help. We need to target it more around the young children
11 and the families and the communities and how we help them.

12 So I'm just hoping that we will come back. You
13 did it in the first part, but I don't see it in the
14 measure.

15 MS. BELSHE: That might be helpful for Armando to
16 make a distinction between and this actually terrific
17 segue shortly into some initial conversation around the
18 measurement plan because we're not there yet.

19 COMMISSIONER TAYLOR: I know.

20 MS. BELSHE: The monitoring measures are not tied
21 to those four results, but let me ask Armando to elaborate
22 on it.

23 MR. JIMENEZ: Exactly. And I think that the
24 discussion today was the result. This is the end state
25 that we want to see for children. The monitoring measures

1 are things that we feel are important to keep in touch
2 with, to understand, to know. The next part is, how do we
3 actually measure all of these things that we've outlined,
4 both the results, the systems outcomes, which we'll be
5 starting to talk about in the future, and the modern
6 measures, where we'll be able to get to your specific
7 question about how do we measure awareness, how do we
8 measure prenatal care, how do we measure emergency room
9 visits. So we will come up with specific information,
10 data source how -- how often. Those are all conversations
11 that we will be bringing to the board in the next several
12 months and the next year.

13 COMMISSIONER TAYLOR: Can I add one more thing?

14 Looking at the charts you had, and it talks about
15 the poverty rate. That tells me a lot of people are
16 suffering that don't know there's help or services.
17 They're not aware. I'm just telling you it's a fact. And
18 so they spiral down into hopelessness and a whole lot of
19 other things. So this issue about awareness is key to
20 keeping them from reaching down and going down in that
21 spiral. And it's also important for our society, if we're
22 not aware, then how do we work together to help each other
23 so we don't spiral down, you know, that kind of thing. So
24 it's the idea what somewhere in this you have to say an
25 awareness campaign or something.

1 SUPERVISOR KUEHL: Deanne.

2 COMMISSIONER TILTON: First of all, on
3 Commissioner Smith's comments about children being safe,
4 perhaps we can work on that because it's been one of our
5 challenges all along because it's true not every child is
6 going to be safe, but there are indicators of improvement.

7 And I want to jump into the awareness issue
8 because that has been one of the most effective ways in
9 which we reduce harm to children, is just the idea it's
10 not okay to knock your kid across the room or off the
11 grocery cart or, hopefully, shake the baby.

12 I want to piggy back on what Bobby Cagle said
13 about this totally preventable cause of death of very
14 young children, infants. And I think you probably know
15 what I'm going to say, but it is totally preventable. It
16 has been the number one cause of death in children in the
17 first year of life other than birth defects in the first
18 day of life.

19 But this commission did a wonderful thing.
20 Several years ago we sponsored a public awareness campaign
21 on safe sleep. And as a result, we had an outcome from
22 that. We went from 70 babies dying a year to 24 within
23 two years. Total self -- total result of awareness. And
24 I was kind of heart broken we didn't keep that campaign
25 going. So -- because now we're seeing the numbers going

1 up again because the word is not out there.

2 So maybe if it's possible we can include this in
3 our plan. If it's at all possible, we could adopt this as
4 a goal again because we did it. This commission saved
5 dozens of babies' lives and you have no idea how
6 incredibly positive that resonated with the community and
7 on -- on First 5.

8 I go to meetings and people say, First 5, they're
9 the ones that saved the babies. I mean, seriously. It
10 was a great thing to do and a wonderful outcome. And we
11 know how to do it now. We held focus groups all sponsored
12 by the commission, focus groups, community meetings. We
13 were on radio. We were in transit. We were at Metro.

14 And so let me just say along with our esteemed
15 DCFS representative and --

16 SUPERVISOR KUEHL: Diane is sitting in for Bobby.

17 COMMISSIONER TILTON: -- and alternate, can we
18 consider this? Can we consider reigniting our safe sleep?
19 And, again, this is not something we do by going into
20 homes or arresting people or taking kids, none of that.
21 It's just information and so easy to convince new parents
22 not to put their babies in a cluttered environment or in
23 bed with them.

24 So that's my pitch for safe sleep. Hopefully, we
25 can think about doing that and so, hopefully, somebody

1 will let us know if that's possible.

2 SUPERVISOR KUEHL: I think with this -- this
3 framework, this outline, this sort of way of approaching,
4 there's sort of two things we're really talking about
5 today, all of which, first of all, reflects very, very
6 good work and good listening, but also good thinking and
7 analyzing and, you know, sort of coordinating on your
8 part. And I thank you very much for the work. It's not
9 easy to distill in a way that says, these are our, you
10 know, main goals. And the truth is, they encompass
11 everything that's been discussed today.

12 The notion of what we want as a result for our
13 children -- or four results is set forth. And then the
14 question is, you want these results, how will you know if
15 you're getting them. And so the measurement aspect is not
16 a static one, as you've indicated, Deanne. You start with
17 70 and then it's 24. What does that mean? That implies
18 two measurements: One before you did something and one
19 after.

20 And sometimes we jump to the conclusion that what
21 we did actually had the impact. And there are now quite
22 scientific ways to look at that as well. And I think
23 that's the whole point of this, is are we seeing an issue,
24 taking an action, like education and awareness, and then
25 measuring again any of these factors. And I think we may

1 want to have a much more robust discussion about how we
2 measure whether or not what we did was the thing because
3 that's always the most difficult part, and want us to
4 refine what we're doing, you know, think about what else
5 we can do.

6 But I see -- we do tend to jump into the things
7 that we hope are included in these things and will be
8 measured. And this is what we're going to be talking
9 about over the next year, is how we will refine these
10 things and how we will think about them.

11 MS. BELSHE: I want to really underscore that
12 point and try to make sure we're bridging the conversation
13 we just had about strategic plan refinement process and
14 the impact framework, so -- and I really appreciate your
15 comments, Supervisor, in terms of jumping to the next
16 phase. And these are good, hard questions around
17 measurement. They're also questions about strategy,
18 right?

19 So the really important part of the impact
20 framework is to give us a sense of not only what are we
21 working towards but how do we know if we're making
22 progress, and then how do we use that learning to inform
23 our strategy. Do we have some gaps in strategy? You
24 know, some have been lifted up through the gallery walk.
25 We used the example around parent awareness and

1 engagement, around developmental screening and early
2 intervention, Romalis.

3 So I take this conversation to reflect the
4 eagerness of the board to move to the next iteration, both
5 as it relates to the measurement reporting plan for the
6 impact framework, as well as where we need to sharpen and
7 refine our strategy. And so that's the connection, you
8 know; how are we going to use these results as defined in
9 the impact framework to inform and sharpen our strategies
10 because we have more clarity about where we're headed.
11 Those are the connections. You all are just ahead of us.
12 We're looking to -- this is helpful feedback on the
13 results and the monitoring measures. Those are going to
14 really anchor our further conversations with the board,
15 both around the measurement plan as well as the strategy
16 refinement.

17 SUPERVISOR KUEHL: I think the engagement of the
18 board indicates their enthusiasm really about the
19 conceptual framework, honestly, because otherwise we would
20 be talking about, oh, I don't like this result, I want a
21 different, you know, result that we're aimed at. And I
22 didn't hear any of that. Rather than -- rather what I
23 heard was, within this result and within this measurement
24 or, you know, we need to measure this in order to get to
25 that result.

1 So let me ask if the board is ready. Were there
2 any requests for public comment before we take our vote on
3 the results and the monitoring measures?

4 SECRETARY: No public comment.

5 SUPERVISOR KUEHL: Thank you.

6 So what they would like in order to go on and
7 talk to us about carrying this out and having noted
8 everything that was said about it, because I think it's --
9 in my opinion still fits within what is presented, the
10 question is, is the board ready to approve the results for
11 children and family, the four results and approve the
12 monitoring measures? If so, may I have a motion?

13 COMMISSIONER WOODS: Madam chair, I make a motion
14 that we approve at this part of the process.

15 SUPERVISOR KUEHL: Is there a second?

16 COMMISSIONER MARTINEZ: Second.

17 SUPERVISOR KUEHL: If there is still some concern
18 -- Deanne, I see that you're wanting to -- I can read a
19 wrinkled brow from like 12 feet away. So --

20 COMMISSIONER TILTON: And I can see your -- no, I
21 just wanted to make sure that this was a process that was
22 going to continue to be adapted, adjusted, utilized with
23 respect to the --

24 SUPERVISOR KUEHL: I do think that's the
25 intention. And I think we'll see this in the next part of

1 the presentation. And that also is where we say, yes and,
2 or how about this, et cetera.

3 So is there any objection then to approving the
4 results for children and families and the monitoring
5 measures, given all the feedback that we've given, but
6 approving it as presented?

7 Seeing none, that will be the action.

8 All right. Please continue with this fabulous
9 PowerPoint. I love PowerPoint.

10 MR. JIMENEZ: So as Kim mentioned, there have
11 been several conversations that we've had as a board,
12 starting in mid July in the gallery walks. And even in
13 the gallery walks, as Kim mentioned, we've heard a lot of
14 questions about measurement. We heard, how do you
15 measure, when do you measure, how often do you measure,
16 what's the process. So those measurement questions have
17 started since we started this conversation and we -- we
18 have been thinking about it quite a bit. And we realize
19 the importance of us as a board, as a commission, as a
20 staff to really identify those results before we can
21 identify what measure of those results. The results had
22 to be the first part.

23 So the conversation has evolved and we have
24 really appreciated all of your input. We've really
25 appreciated highlighting both the challenges and the

1 opportunities. I'd like to say that one thing that is
2 very clear to me is that much of this work is not only
3 work that will help us with our impact framework; it's
4 breaking new ground in early childhood development related
5 to measurement and assessment and understanding impact of
6 the work that we do.

7 So one of the things that we often do is, we ask
8 other folks, who else is doing it this and do you have the
9 answer, do you have the list, do you have the things that
10 will help us measure those concepts that's we're all
11 struggling with. And they oftentimes go, well, we're
12 looking to you to do that. So I think it's an opportunity
13 for us to look at that.

14 My colleagues, Steven LaFrance, who's going to be
15 talking about a component of this is the reporting plan.
16 I will talk very briefly about the approach to
17 measurement. And one of the ways that I always think
18 about it -- and we use a lot of analogies here, and I'd
19 like to add another one. But we use -- I like to think
20 about the impact framework as the gauges in our car. They
21 tell us, you know, how fast we're going. They tell us
22 whether or not we have enough gas. They tell us if the
23 engine is cool or hot, and in -- and if you're like me,
24 going to an extreme panic if you see the check engine
25 light. So they are things that help us understand how we

1 get to the place that we need to be.

2 The measurement plan and the reporting plan, and
3 as Steven will talk later on, if you lift up the hood,
4 that's the engine. Those are transmission, those are the
5 pieces that actually let us look at all the components.
6 So I know that's very technical and we will do our best to
7 provide that information in as clear and as user friendly
8 was possible moving forward.

9 So the key issues for us as we move forward on
10 the measurement plan, first thing is identify what those
11 indicators are: What are possible indicators for each of
12 these results, the short-term, long-term systems outcomes
13 and the monitoring measures. There will be many options
14 for us to consider. It's unlikely that we'll only find
15 one for each result. We will likely find many. And all
16 in indicators are not created equal. We will have to make
17 choices about which indicators and measures will be most
18 useful for us. We have identified a set of criteria that
19 we're going to use to help us do that and work through
20 that process to help us elevate those measures which are
21 not only usable, helpful, but mean something.

22 We want to also highlight possible data gaps.
23 Say looking at this right now, I can -- I can say with
24 quite a lot of certainty, there will be some areas where
25 there are not existing data to pull. We will identify

1 data gaps and we'll give our best thinking as to how we
2 will move forward to fill those gaps. And we'll put all
3 of that together into a measurement plan which will
4 address I think a lot of questions that have come over the
5 course of the summer and today.

6 So I wanted to highlight the importance of
7 leveraging other work and other expertise. And many folks
8 in the data world will -- will agree with this for three
9 primary reasons and why it's important to do this. Number
10 one, it's about efficiency. There generally is no benefit
11 to reinventing the wheel. If there are things that are
12 out there that are usable that are being collected that
13 mean the same things that we're trying to -- to collect in
14 terms of our measures, we want know that, we want to use
15 it, and we want to tap into that expertise.

16 The second is about partnership. That's the
17 other reason why this is important. Having others that
18 are looking and struggling and trying to measure the same
19 things offers us opportunities to not only strengthen the
20 current partnerships, but build new ones. I've often felt
21 that I've learned so much by working here not only by the
22 experience of doing the work but by the partners that
23 we've been able to connect with who are also doing this
24 type of work.

25 The last is what I call power -- power in

1 numbers. A long time ago I took a course. It was at the
2 University of Michigan, and it was all around statistics.
3 They gave us these T-shirts that said, "power in numbers."
4 And had all kinds of formulas on them. And I think maybe
5 two people really got the joke. So anyway, it's power.
6 It's our ability to have an -- to be able to say something
7 about the children and families in LA county.

8 So I wanted to highlight a couple of very, very
9 important partnership efforts and leveraging efforts for
10 us. And one is the Office of Child Protection. They are
11 working on trying to identify measures of prevention.
12 That work is ongoing. It will be ongoing and there's
13 already a lot of good thinking, a lot of expertise that's
14 been brought to the table for that process, and also a lot
15 of opportunities for us to continue to support and
16 coordinate with them.

17 The second is LA County is working on efforts to
18 move their own work forward by creating performance
19 measurement and performance management plans and
20 identifying outcomes for these county departments to move
21 towards. So, again, there's lots of expertise and
22 thinking that we can tap into in that process.

23 Finally, there's a couple of other things I'd
24 like to highlight. One is the California Strong Start
25 Index, and it's an effort by the Association -- being led

1 by the Association to identify a measure that helps us
2 understand how children are starting once they're born,
3 helps us understand how we might be able to help them move
4 their trajectories in a positive way.

5 And I wanted to highlight some other efforts
6 again. There is ECLINC, which stands for Early Childhood
7 Learning Innovation Network of Communities. And there's
8 communities across the nation that are focused on early
9 childhood, improving childhood outcomes. And one of the
10 areas is identifying measures to help track progress.

11 So all of these communities are thinking about
12 the same things. And so we are part of that. There are
13 efforts in the programmatic staff that have been connected
14 to it, and we'll be circling back and learning from that
15 process.

16 There's the Portrait of Los Angeles which is also
17 part of the work of the Office of Child Protection.
18 There's a Children Data Network, which we have invested in
19 and has been generating data not only for LA county but
20 statewide that has been helping us understand more about
21 the trajectories of children and how they can be more --
22 have better outcomes. There's the Equity Index. There's
23 a Neighborhood Data for Social Change. And our colleagues
24 here, Deanne and your agency, Interagency Council on Abuse
25 and Neglect has data reports that provide really

1 comprehensive sets of data that helps us understand how
2 things are moving, increases, decreases, things that we
3 should be aware of.

4 So those are leveraging opportunities for us but
5 also partnership opportunities and also a way to get more
6 power in our numbers.

7 Finally, the considerations as we think about
8 this. Several of you have brought this up in
9 conversations around making sure that we are clear about
10 the type of data we do get. We can't assume all the data
11 that's out there is good and that's reliable and useful.
12 We should have a certain sense of scrutiny about that And
13 ask questions about this, understanding the populations
14 that that data is taken from.

15 The other is to align our efforts with other
16 folks that are funding similar programs. We often ask
17 grantees and partners and contractors one of their biggest
18 concerns with us, and one of the things that they bring up
19 all the time is they say, well, you have us look at this
20 and measure it this way, but this funder makes us measure
21 it another way and another funder another way, but it's
22 all the same thing. So it really adds to burden and also
23 lack of coordination on our parts to be able to do that.

24 So the other item for us to consider as we're
25 moving into the strategic plan is the importance of

1 setting realistic baselines and targets for progress.

2 And, Commissioners Smith, I really think this
3 gets into your question about how do we frame this in
4 terms of increases; what's meaningful, what's realistic
5 with regard to these results, and how do we make sure that
6 not only are we have an aspirational result and an
7 aspirational goal, but we're realistic in the kind of
8 progress and baselines and the kinds of metrics that we
9 want to use moving forward.

10 I'm going to hand it off to my colleague, Steven
11 LaFrance, to talk about the approach to reporting.

12 MR. LAFRANCE: Thank you very much, Armando. And
13 good afternoon, commissioners.

14 I have the pleasure of bringing you through the
15 last few PowerPoint slides and to -- and I will -- I'll
16 start by saying that I worked with a communications coach
17 a few years ago who said to me, it's fine to speak from a
18 PowerPoint, but do not ever forget that you are the power
19 and you are the point.

20 So -- so with that, moving into talking about the
21 approach to reporting, I want to start by saying that this
22 is -- this is -- all of it's good stuff. But reporting is
23 when you're putting the information to use. And my
24 organization's name is Learning For Action for a reason,
25 and that is because we feel very strongly that, again,

1 information is only useful as it is artful, actionable,
2 relevant, and timely.

3 So we are looking at putting together a reporting
4 plan that, like Armando said, regarding some of the
5 measurement work which is also going to be breaking some
6 ground and really adding and contributing to gaps in the
7 field. We're looking to take an approach that is fairly
8 cutting edge, particularly in terms of how focused it is
9 on utility, audience, and improvement and refinement on
10 strategy.

11 I think this is very appropriate to the earlier
12 conversation where we were talking about how do we not
13 have to go through such a major process every three, four,
14 five years. Well, with good reporting on good data with
15 clarity on the results you're trying to achieve, you can
16 on a more ongoing, continuous basis improve strategy.

17 So with that, I'm going to talk about a few
18 issues and considerations. We want to be, as I mentioned,
19 very audience focused and very thoughtful in the plan for
20 our frequency and how we do our reporting. We
21 specifically -- as I think about the other organizations,
22 grant making organizations and others that I've worked
23 with -- our firm has worked with, now nearly a thousand
24 organizations trying to do this kind of work, some of them
25 that are also pushing that envelope get very clear about

1 who's going to use the information, why, what decision or
2 action is going to inform. Given that, what does the
3 report need to look like, and then how frequently does it
4 need to be generated.

5 So we have you all, the commissioners, that need
6 this information. We have staff very importantly need
7 access to this information. We have partners and
8 providers who will be relying on this information both to
9 help inform and understand their own work but also to
10 perhaps become more interested in deeper partnership with
11 First 5 LA and care more deeply about the issues we care
12 about. There are parents and caregivers who we've talked
13 a lot about as in terms of a key audience for
14 understanding and building awareness of the importance of
15 all of the issues and matters that affect children's
16 readiness for school.

17 I mentioned that this is very integrally linked
18 to the strategic plan refinement process. These results
19 will help -- that we just discussed that we'll be
20 measuring and reporting on will help us discuss and define
21 what should the next strategy be, what is the role perhaps
22 of safe sleep in the work, for example, given the results
23 that we've determined. And, you know, you the ultimately
24 in the end this will, as I mentioned, support staff in
25 their work which is supporting your work, which is

1 improving the lives of children and families.

2 And, importantly I want to say that it's not just
3 about the work of any one department or outcome area. It
4 is across and integrated in -- in the sense that the
5 reporting ought to be informative for understanding how to
6 improve all of First 5 LA's work regardless of the area
7 that it is within, not just programmatic and policy even,
8 but also the measurement team and the integration and
9 learning team.

10 So as we think about reporting, there are a
11 couple of other considerations we want to call our
12 attention to. Armando alluded to this earlier, and I'll
13 simply say we've heard over and over again from the
14 commission how critical it is that we make information
15 accessible, we use plain English; if you can't easily
16 understand what the implication is of the information,
17 then what good is it.

18 So it is very critical that we simplify and clarify
19 language. And I say that knowing full well that it is me
20 and my people, the evaluation people, that are a key cause
21 of this issue, but as you mature as well you want to be
22 more and more of a lifelong learner and strive to be
23 better and better at the things that are your Achilles's
24 heel, and we hold the center of our intention to simply
25 and clarify our language. We will be very intentional

1 about how we share this information with partners and
2 potential partners.

3 We've heard from the commission very much in this
4 process how important it is that we speak more boldly,
5 ambitiously with pride and confidence about what First 5
6 is, does, what we've achieved in large part because
7 anything we do achieve will be in partnership with others
8 and because we want to be a part of creating a virtuous
9 cycle in the county where we will increasingly create the
10 effects and results that we seek to achieve.

11 And then the last point I want to make before
12 very quickly going back to the timeline and showing us
13 where we're heading next is to say that this work to
14 report on and reflect on the results in the impact
15 framework is very much a part of First 5 LA's commitment
16 to being a strong learning organization, which is really
17 another way of saying an organization that is committed to
18 impact and making a difference. And to never -- I call it
19 constructive dissatisfaction, that -- that we will
20 continuously bring the results that we see into our
21 conversations about how we can do better. If we reduced
22 death as a result of unsafe sleep from -- what are the
23 numbers 72 to --

24 COMMISSIONER TILTON: 70 to 24.

25 MR. LAFRANCE: -- 70 to 24, how do we get that 24

1 to 20 to 18 to 16. We will be never be satisfied until we
2 can chip away more and more. And we can only do that by
3 being a strong learning organization.

4 So what that says about what where we are is, we
5 are in the second to -- from the right gray box today, we
6 have just heard the commission's approval of the results
7 for children and families and the monitoring measures.
8 And the commissioners clearly are very interested in
9 hearing about the measurement plan and then the reporting
10 plan. We will be coming to you in early 2019 with that
11 measurement plan that has the very specific, how we'll go
12 about it. And then a little bit later in the year coming
13 back to you with the approach to -- or the plan rather for
14 reporting to achieve all of the wonderful goals and
15 intentions that I just described.

16 SUPERVISOR KUEHL: Thank you. So I see you all
17 looking at me with that look like, are we done yet, you
18 know, whenever it gets close to 4:00.

19 MR. LAFRANCE: That 4:00 o'clock look.

20 SUPERVISOR KUEHL: I was thinking while you were
21 presenting that this -- this approach is definitely in my
22 opinion the right way to think generally about how we will
23 know what we know when we know it. It's a little cooler
24 than what we were talking about, which was in my opinion
25 kind of warmer, where we were thinking about the impact on

1 a family or the impact, you know, on a child or whatever.
2 And I think it's good for us to appreciate the -- the
3 necessity.

4 But I guess one of the things that occurred to me
5 -- and sometimes when I have a new thought, it's not going
6 to be very clear because I don't know what I mean yet.
7 But I think one of the important pieces that we will need
8 is what is it we know when we know something.

9 I was struck when we had the presentation about
10 African-American women and prenatal care. We learned that
11 most of them did not seek prenatal care or utilize it in
12 the same percentages as other women in society. But what
13 did we know when we knew that? Because I think the point
14 is, is this one of the areas that we want to impact; and
15 if so, when we know it, what do we know that informs
16 whatever the -- you know, next step is in terms of our
17 policy change areas, et cetera? Because we have a lot of
18 measurement data points that we're looking, but what if I
19 know that in -- in a low-income community there is more
20 depression among caretakers and parents than in a
21 high-income community, which incidentally is not true.
22 I'm just making this up. It's just better masked in my
23 district. And then the question kind of is, so what do we
24 know when we know that. Are we then thinking more
25 accessible mental health, you know, and how that impacts

1 the children.

2 And I guess as we go along, we're going to want
3 to know because we're going to have to pick and choose
4 what can we impact, what can we try and change.

5 Just as you were talking, Deanne, about
6 informational campaign very targeted, said did you know
7 it's not good for you to sleep with your kids because
8 they're in danger. And people go, oh, hmm, didn't know
9 that. And so, you know, I think -- again, I'm not exactly
10 sure yet what I mean and probably I'll wake up tomorrow
11 morning and at 3:00 o'clock and go, oh, I wish I'd said it
12 this way. But this was a thought that occurred to me when
13 you were talking because we collect a lot of data but then
14 we're not sure what we know when we know that.

15 MR. LAFRANCE: I just wanted to quickly comment.
16 I actually you're touching upon the very point, which is
17 that the information is only as valuable as we put it to
18 use, and putting it to use because we are -- you know,
19 organizations and systems are groups of people. And we
20 have to engage in what we call kind of the meaning making
21 conversations once we have the information. And so as
22 we're thinking about the approach to reporting, that's
23 kind of why I'm really emphasizing this notion of what
24 actions and decisions do we need to make or take. It's
25 kind of like, you know, what do we know when we know

1 something. We should be grounded from the start in what
2 it is that we actually care to inform by this information
3 that we'll be putting together.

4 So I think that I hear you making actually a very
5 clear and important point that gives us strong guidance
6 that we need to be prepared to engage in conversations
7 with the commission with others who have a role in making
8 a difference in whatever it is that we're seeing to make
9 sense of it and discover together those implications.

10 SUPERVISOR KUEHL: Wendy.

11 COMMISSIONER SMITH: So I'm thinking that, in the
12 same way that you're developing or have developed criteria
13 for selection of indicators, we could have some kind of
14 criteria for how -- you know, what we act on or what we
15 take up given a data array. And, you know, that I think
16 you have some of those in terms of organizational
17 capacity, you know, what are strategic plans, you know, et
18 cetera, so.

19 SUPERVISOR KUEHL: Yeah. I think that's good. I
20 mean, it's going to be a very, very interesting and I
21 guess the word robust is a little overused these days, but
22 robust year. I'm kind of looking forward to 2019. And
23 one of the things I love about this board is, you know,
24 it's very thoughtful. People really engage and care. And
25 I hope the staff experiences it the same way. Some boards

1 are just terrifying. I hope this board is not terrifying
2 because mostly it's not like we just want to dump work on
3 you, but I think a lot of us don't think about these
4 issues until we're sort of together in a group
5 articulated, and then, you know, it sort of grows.

6 The plain English part, for instance, that Judy
7 has said every day of her life for the last, you know,
8 four years and suddenly we're -- you know, it's there.
9 Everybody sees it. It's an important thing. And
10 sometimes that's how things develop.

11 So we thank you very, very much for the work.
12 Thank you for the presentation and the PowerPoint even.

13 So I think is there any public comment generally?

14 SECRETARY: No public comment.

15 SUPERVISOR KUEHL: Okay. We thank all of those
16 who were here.

17 Anybody have any good and welfare they want to
18 share? I know people don't do this anymore, but -- oh,
19 good. Well, Romalis what did you --

20 COMMISSIONER TAYLOR: No, no.

21 SUPERVISOR KUEHL: He pointing to Deanne. Okay.
22 Goo.

23 COMMISSIONER TILTON: Wednesday, the annual ICAN
24 nexus conference -- it is going to be fantastic. It's
25 going to be so great. I know that, Diana, that you were

1 there last year and you can comment if you want. Bobby
2 Cagle will be speaking. Barbara Ferrer and 12 department
3 heads and a wonderful forensic pediatrician from North
4 Carolina who will be the keynote, plus our honorary
5 members who come every year, Lindsey Wagners, Justin
6 Chamber from *Grey's Anatomy*, France Nuyen of 50 years of
7 show business fame, Christine Devine will be receiving the
8 Angelo Award, and there will be 18 workshops on diverse
9 topics related to children's welfare and safety.

10 If somebody here would like to attend, I can
11 certainly sign you up. I can give you a discount rate or
12 if you want to come and volunteer or be a filler for
13 workshops, you are invited to come. Commissioners are my
14 guest. So let me know. I don't know if, Diane, you want
15 to come. I'm so prejudiced.

16 COMMISSIONER IGLESIAS: I can't, but Bobby will
17 be there. It is a fantastic conference. Last year I was
18 just completely wowed. I went in, I didn't know -- I
19 hadn't been before. I had no idea the extent of the
20 conference, and it was just spectacular and something that
21 I'm sorry that I have to miss this year. So you do a
22 really good great job with that.

23 COMMISSIONER TILTON: Thank you. We have a nice
24 letter from --

25 SUPERVISOR KUEHL: You have a nice letter from

1 the chair of the board.

2 COMMISSIONER TILTON: Yes. With a great photo,
3 unwrinkled and unfurrowed brow.

4 SUPERVISOR KUEHL: It's an interesting thing
5 about leadership, you need to go, yeah, this is a really
6 good conference. It's really good.

7 COMMISSIONER TILTON: It is good. I enjoy it
8 myself. So let me know if you'd like to attend.

9 SUPERVISOR KUEHL: Thank you so much.

10 Any other good and welfare?

11 Seeing none, going once, going twice. We are
12 adjourned.

13 (At 4:04 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 21st day of November, 2018.

DocuSigned by:
Heatherlynn Gonzalez

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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 October 31, 2018 and November 30, 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:

October 31, 2018

First 5 LA began the month of October with a cash balance of \$383 million. During the month of October 31 2018, we received \$7.4 million in revenues. We had \$8 million in program expenditures, and \$1.5 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$380.9 million.

November 30, 2018

First 5 LA began the month of November with a cash balance of \$380.9 million. During the month of November 2018, we received \$14.7 million in revenues. We had \$4.5 million in program expenditures, and \$1.5 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$389.6 million.

This report includes detailed financial information for the months ending October 31, 2018 and November 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 October 31, 2018 and November 30, 2018.
- Detailed operating and program expenditures: Shows expenses against the FY 2018-19 Budget approved on June 14, 2018, concluding with 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
October 31, 2018, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of September 30, 2018	\$ 382,989,701	
Revenue		
Monthly State Allotments	\$ 6,884,349	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	150,462	
Interest Income - Unreserved	382,552	
Investment Income - Other	-	
Rental Revenue - La Petite	9,741	
ECE-LA County IMPACT	-	
Total Revenue	\$ 7,427,104	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 7,221,181	
Legacy Investments	739,689	
Total Initiative/Program Expenses	\$ 7,960,870	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,324,609	
General Operating	29,317	
Consultant Services	74,193	
Professional Services	37,749	
Travel Expenses	29,748	
Professional Development	11,187	
Capital Improvements	37,999	
Total Operation and Administration	\$ 1,544,802	
Total Expenses	\$ 9,505,672	
Variance (Revenue - Expenses)	\$ (2,078,568)	
Cash Balance as of October 31, 2018	\$ 380,911,133	(1)

NOTE:

1) 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 2018-19 BUDGET
OCTOBER 31, 2018, UNAUDITED

INITIATIVE/PROGRAM	FY 2018-19 BUDGET	OCTOBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	40,857,000	3,771,130	6,447,034	34,409,966
Communities	20,976,000	603,474	1,234,031	19,741,969
Early Care & Education Systems	23,261,000	2,069,292	4,502,586	18,758,414
Health-Related Systems	3,687,000	58,593	411,246	3,275,754
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	3,015,000	156,762	436,572	2,578,428
Communications & Marketing	6,121,000	467,267	959,738	5,161,262
Communications - Conference Funding	250,000		28,700	221,300
Strategic Partnership-Cross-Cutting Funder Partnership	745,000	25,000	57,500	687,500
Strategic Partnership-Grantmaking Memberships	41,000	5,500	23,500	17,500
Strategic Partnership-Partnership Development	160,000		-	160,000
Community Engagement and Advocacy	256,000		-	256,000
Policy & Strategy - Emerging Opportunities	75,000		17,500	57,500
County Partnerships	50,000		-	50,000
Integration & Learning				
Communities of Practice	35,000		-	35,000
Data Development and Integration	975,000	64,163	141,910	833,090
Data Partnership with Funders	850,000		-	850,000
Grantee Assessment	75,000		-	75,000
Impact Framework	112,000		14,995	97,005
Knowledge Management	178,000		-	178,000
Learning Plan Development	200,000		14,554	185,446
Organizational-Wide Investment	96,000		-	96,000
Program Evaluation	3,320,000		-	3,320,000
Integration & Learning - Emerging Opportunities	100,000		-	100,000
Subtotal 2015-2020 Strategic Plan	105,435,000	7,221,181	14,289,866	91,145,134
LEGACY INVESTMENTS				
At-Risk Fathers Investment	295,000	12,918	29,466	265,534
Baby Friendly Hospitals	150,000	19,019	27,157	122,843
Black Infant Health	1,863,000	74,723	74,723	1,788,277
Children's Dental Care	372,000		63,334	308,666
Information Resource and Referral	620,000	94,765	227,179	392,821
Little by Little/One Step Ahead	3,925,000	496,099	832,279	3,092,721
Parent Child Interaction Therapy	4,428,000	42,165	120,301	4,307,699
Policy Advocacy Fund	55,000	-	-	55,000
Subtotal Legacy Investments	11,708,000	739,689	1,374,439	10,333,561
TOTAL	117,143,000	7,960,870	15,664,305	101,478,695

The FY 2018-19 Program Budget was approved by the Board of Commissioners on June 14, 2018.

NOTES -PROGRAM EXPENDITURES BY FY 2018-19 BUDGET:

Journal entries for FY 2017-18 accrued expenses were reversed in July 2018. The amounts reported are the actual program expenditures for October 2018.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 October 31, 2018, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	OCTOBER 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
OCTOBER 31, 2018, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	OCTOBER ACTUAL	FISCAL YTD ACTUAL	FY 2018-19 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,017,232	4,106,594	14,062,486	9,955,892
Fringe Benefits	307,377	1,088,495	3,961,920	2,873,425
Total Personnel Services	1,324,609	5,195,089	18,024,406	12,829,317
General Operating Expenses				
ADP Payroll Charges	2,781	9,426	38,000	28,574
Workers Compensation Insurance	(2,361)	63,139	85,000	21,861
Utilities	10,948	51,808	165,000	113,192
Corporate Insurance	-	30,677	75,000	44,323
Mileage, Parking and Other Transportation	3,010	9,182	71,250	62,068
Telephones	6,526	19,206	67,000	47,794
Cell Phones & Mobile Devices	2,247	8,883	55,800	46,917
Outside Printing & Publishing	(25,312)	2,633	23,000	20,367
Other Supplies	-	2,690	20,250	17,560
Postage & Delivery	(8,880)	4,400	13,200	8,800
Educational Supplies	99	580	7,100	6,520
Office Supplies	7,689	22,405	88,000	65,595
Subscriptions & Publication	134	1,556	21,500	19,944
Equipment-Rents & Leases	3,054	13,516	119,000	105,484
Building Repair & Maintenance	19,218	78,757	192,000	113,243
Equipment Repair & Maintenance	500	2,000	24,000	22,000
Offsite Storage	657	13,442	34,400	20,958
Hardware & Software Maintenance	2,696	19,255	255,300	236,045
Miscellaneous/Contingency	-	-	75,000	75,000
Internal Meeting	6,311	21,552	133,100	111,548
Divisional Capacity Building	-	-	100,000	100,000
Total General Operating Expenses	29,317	375,107	1,662,900	1,287,793
Consultant Services				
Consultant Fees	43,964	121,167	1,214,800	1,093,633
Other Professional Fees	30,229	121,795	315,000	193,205
External Reviewers	-	450	2,500	2,050
Total Consultant Services	74,193	243,412	1,532,300	1,288,888
Professional Services				
Audit	16,095	51,595	80,000	28,405
Legal Fees	15,915	26,131	175,000	148,869
Professional Dues	1,556	6,895	123,552	116,657
Staff Recruitment	95	1,686	25,000	23,314
Commission Stipends	2,550	3,150	30,000	26,850
Web-Based Services	1,538	4,827	75,000	70,173
Bank & Other Service Charges	-	20,797	12,000	(8,797)
Total Professional Services	37,749	115,081	520,552	405,471
Travel Expenses				
Airfare	16,537	37,117	161,380	124,263
Lodging	7,003	18,717	162,200	143,483
Per Diem	4,635	14,569	76,200	61,631
Other Travel Expense	1,573	4,722	22,850	18,128
Total Travel Expenses	29,748	75,125	422,630	347,505
Professional Development				
Training Material & Supplies	138	1,397	12,500	11,103
Internal Training	-	-	94,400	94,400
Leadership Programs	-	(245)	102,000	102,245
Conference Registrations	11,049	30,003	210,000	179,997
External Education/Training	-	11,776	142,000	130,224
Total Professional Development	11,187	42,931	560,900	517,969
Capital Improvements				
Capital Outlay (Equipment Purchases)	37,999	52,363	126,000	73,637
Total Capital Improvements	37,999	52,363	126,000	73,637
TOTAL OPERATING EXPENSES	1,544,802	6,099,108	22,849,688	16,750,580

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2018-19 Operating Budget was approved by the Board of Commissioners on June 14, 2018.

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

Current Assets:

Cash	\$	3,161,443
Cash- Morlin Mgmt Corp		27,100
Investment:		
Operating and Allocated funds		365,627,051
Advance - LAUP		3,425,396
Advance - Regional Network (RN)		882,857
Other Receivables		294,763
Total Current Assets	\$	<u>373,418,610</u>

Fixed Assets:

Land	\$	2,039,000
Building & Improvements		12,076,512
Furniture & Fixtures		627,671
Computer, Software & Accessories		1,855,305
Office Equipment		331,033
Accumulated Depreciation		(5,883,227)
Total Fixed Assets	\$	<u>11,046,294</u>

Total Assets **\$** **384,464,904**

Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$	885,060	(1)
Total Current Liabilities	\$	<u>885,060</u>	

Net Assets:

Investment in capital assets	\$	11,046,294
Restricted		372,533,550
Total Net Assets	\$	<u>383,579,844</u>

Total Liabilities and Net Assets **\$** **384,464,904**

NOTES:

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

First 5 LA

SUBJECT:

Implementation Grant from the Center for The Study of Social Policy (CSSP) for Project DULCE.

RECOMMENDATION:

The following recommendations were presented as written information for the Board's consideration at the January 24, 2019 Special Meeting of the Board of Commissioners & Program and Planning Committee. At today's Commission meeting, First 5 LA staff recommends that the Board approve the following actions related to receiving a grant from Center for the Study of Social Policy (CSSP) to implement Project DULCE:

- A. **Approve Budget Resolution 2019-01 to accept receipt of funds in the amount of \$100,000 per year for the next two years (\$200,000 total) from CSSP to implement Project DULCE.**
- B. **Authorize the Executive Director to complete execution of agreement with CSSP upon approval from the Board to receive funds for a period beginning retroactively November 1, 2018 and ending on October 31, 2019.**

BACKGROUND:

On January 24, 2019, staff presented at the Special Meeting of the Board of Commissioners and Program and Planning Committee Meeting the opportunity to partner with the Center for the Study of Social Policy (CSSP) to launch Project Developmental Understanding and Legal Collaboration for Everyone (Project DULCE) in Los Angeles County. The original agreement/grant covered up to 80% of the costs (a total of (\$115,000) for one replication site over three years (ended October 31, 2018). The Center for the Study of Social Policy (CSSP) has offered First 5 LA additional funds to continue the replication and co-design of the Project DULCE model with an additional \$100,000 per year for two years (November 1, 2018 and ending on October 31, 2020).

DISCUSSION:

Project DULCE is an innovative clinical intervention model based on the Strengthening Families approach, which puts parent engagement as a foundation. Project DULCE 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. At its core, it is a practice change model that adapts the clinical/medical practice to improve service delivery and health outcomes. The health center location provides a platform for parent engagement and opens the door to addressing basic needs of families, thereby removing barriers to accessing services.

CSSP is investing in the evaluation of Project DULCE nationally led by Chapin Hall at the University of Chicago. The evaluation is currently underway and is expected to be completed by February 2020. Ongoing Continuous Quality Improvement activities have revealed that DULCE has achieved the following results:

- Been highly accepted by parents and families
- Improved patient retention
- Increased reimbursement
- Decreased no show rates
- Improved staff morale
- Improved family engagement strategies

Project DULCE is informative to First 5 LA as a model to spread systems improvement within clinic systems and the impact of interdisciplinary teams to influence the practice of pediatric clinics and those who provide services to families with young children. Project DULCE can be viewed as a quality improvement and systems change intervention that supports goals for patient-family-centered care and supports self-navigation, which can be further explored now in the replication of the Project DULCE model within participating clinic systems. Lessons learned will inform ongoing efforts to promote scaling and sustaining the model and/or practices.

Learnings from the Project DULCE evaluation will be shared with First 5 LA on an ongoing basis and will influence our sustainability efforts and approaches. The evaluation outlines 3 study focus areas:

- 1) Families: Systematically describe how family-centered pediatric service innovations influence parental capacity to address social determinants of health and protective factors.
- 2) Community Systems: Describe community approaches to the alignment and layering of programs, policies, services, and opportunities to address contributors to toxic stress among vulnerable families.
- 3) Medical Home: Investigate the process, facilitators, and barriers to implementing pediatric primary care innovations that empower families as drivers of their own service access and utilization.

Leveraged Resources—Through our Partnership with CSSP we have leveraged \$345,000 since February 2016. While funding was scheduled to end in October 2018, CSSP has confirmed they have funds available to continue piloting Project DULCE for an additional two years.

Simultaneously, as we partner with Chapin Hall at the University of Chicago in their national “Evaluating Community Approaches to Preventing or Mitigating Toxic Stress” study to evaluate Project DULCE, we will have leveraged \$15,000 in the course of 3 years through February 2020 as we serve as the local Field Interviewer liaison. First 5 LA has leveraged a total of \$560,000 as a result of this work.

NEXT STEPS:

Upon Commission approval, the Executive Director will complete execution of the agreement to receive funds for a period beginning retroactively November 1, 2018 and ending on October 31, 2019. The request for approval to execute the CSSP contract for Year 2 will come to the Commission through the Contract Consent Calendar.

RESOLUTION NO. 2019-01

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION: APPROVAL OF RECEIPT OF PROJECT DULCE FUNDS

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, pursuant to the Fund Balance Policy approved on October 13, 2016, the Commission is required to approve via Resolution the receipt of restricted funds, thus formally acknowledging and reflecting externally imposed constraints placed on the use of these resources; and

Whereas, on February 2016, First 5 LA Commission approved a partnership with the Center for the Study of Social Policy (CSSP) to co-design and launch Project DULCE at three sites within three clinic systems in Los Angeles County. Currently Project DULCE is being implemented at four sites within two clinic systems in Los Angeles County. CSSP has committed to provide an annual grant of \$100,000 for the next two years for a total of \$200,000 to support ongoing program implementation.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Up-front funding received from CSSP in the amount of \$100,000 per year for the next two years will be considered restricted for fund balance purposes; and
2. 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 FEBRUARY, 2019, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

Memo

To: Board of Commissioners
From: Kim Belshé, Executive Director
Date: February 14, 2019
Subject: EXECUTIVE DIRECTOR'S REPORT

Executive Director Highlights

Hello and happy New Year! As we begin the New Year and reflect on the recent celebration of the life of Reverend Martin Luther King, I'd like to lift up one of Reverend King's greatest quotes and challenges: "Life's most persistent and urgent question is, What are you doing for others?"

It's a good question to consider in the context of the New Year, in the context of continued challenges and threats to our children and families emerging from Washington, D.C., and in the context of our work together this coming year to review, reflect on and refine our Strategic Plan, in furtherance of greater results for kids.

And, it's a question that prompts us to recognize our assets and consider how we leverage those assets to contribute to greater results for young kids and to a thriving, equitable Los Angeles County that supports all children to be ready to succeed in school and life.

As I consider these questions in the year ahead, I've never been more optimistic about First 5 LA and the opportunities before us to up our game, to strengthen our partnerships, and to contribute to concrete policy and systems changes that make a difference for kids and their families.

As I've reminded my First 5 LA colleagues in recent meetings, our assets are abundant:

- The political and policy environment for our work: We have a new Governor who understands what it takes for young children to succeed, who is prepared to prioritize young children, and who values what First 5 LA and the community of First 5s have to contribute.
- First 5 LA's financial resources: While tobacco revenues continue to fall as tobacco use declines (something to celebrate!), First 5 LA's resources remain significant. Indeed, First 5 LA is one of the largest early childhood development funders in the nation.
- Board of Commissioners: First 5 LA is governed by a strong, mission-driven, and engaged Board, which enjoys strong and stable leadership and has trust and confidence in the staff of First 5 LA.

COMMISSIONERS

Los Angeles County Supervisor Sheila Kuehl <i>Chair</i>	Bobby Cagle Astrid Heger, M.D. Yvette Martinez Jonathan E. Sherin, M.D., Ph.D.	Romalis J. Taylor Keesha Woods Marlene Zepeda, Ph.D.
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M.P.H., M.Ed.
Karla Pleitéz Howell
Wendy Smith, Ph.D., LCSW
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EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- Staff: One of our greatest assets is our staff - talented, experienced, respected, and mission-driven professionals who policymakers, partners, and parents alike look to as partners and leaders in advancing change for our kids.
- Voice: I'm proud to be part of a leading child advocacy organization that gives voice to the social and economic challenges and systems barriers influencing family and child outcomes and uses our voice to drive change for young children. Speaking truth to power remains a critical asset, particularly when used on behalf of those most vulnerable and threatened – such as immigrant children and families.
- Bold vision and concrete results: First 5 LA has articulated a bold vision – our North Star - for our work and the children of our communities: by 2028 all children in LA County will enter kindergarten ready to succeed in school and life. Ours is a bold goal that speaks to what families are right to expect – indeed, demand – for their kids and speaks to our ambitions for First 5 LA as a leader in this effort. And, First 5 LA has articulated four critical results for children and families, which serve as critical population-level markers of progress toward our North Star.
- Strategic direction: First 5 LA's strategy is anchored in policy and systems change that's focused on not just changing the odds for individual children, but shifting the odds for all children – particularly those who experience the greatest gaps in opportunities and outcomes. A strategic direction that represents our best chance to shape the better future for our children that's captured in our North Star.
- Experience: First 5 LA has twenty years of experience, learning, and diverse partnerships from our work about what it takes to support children to be ready for success in school; and more recently, 3½ years of implementation of the policy and systems change work at the heart of our Strategic Plan with important accomplishments, progress, and learning to inform our work going forward.

To be sure, we have work to do to ensure that our kids are healthy, strong, and ready for success in school and life. Leveraging our considerable assets and building on our experience in policy and systems change work, we have an opportunity in the year ahead to review our work to date, reflect on what we have learned, how the environment and field have evolved, and refine and prioritize our strategies going forward, based on our review and reflections.

At the Board's February meeting, we will launch First 5 LA's Strategic Plan review, reflect, refine, results (SPR4) process, which will be grounded in our experience from the first 3 ½ years of our Strategic Plan and in the four results for children and families endorsed by the Board last November. Board and staff will engage in this process together, with input from grantees, stakeholders, and community partners.

Among the key questions for us to collectively navigate through the SPR4 process:

- Impact – how do we refine and prioritize our strategies to contribute to greater results for kids and their families?
- Integration – how do we better integrate our work so that services and supports for families are more accessible?
- Equity – how do we bring a more explicit equity lens to our work?
- Communications – how do we tell the story of First 5 LA – our strategic approach, role and impact – in clear, accessible language?
- Organizational capacity – what capacities do we need to execute effectively, efficiently, and successfully in achieving our mission?

- **Fiscal stewardship** – how do we most effectively and strategically recognize and live within our fiscal constraints and lead efforts to “grow the pie” of resources dedicated to supporting young children and the work of First 5s?

So, as we embark on this journey together, let’s keep Reverend King’s question before us, let us consider how we are leveraging the opportunities in the external environment and our considerable assets to promote a thriving and equitable Los Angeles County that supports all children to be ready to succeed in school and life.

We’re eager to begin this discussion with the Board at its February meeting.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. FAMILY SUPPORTS

Home Visiting Summit on Quality Home Visiting Programs

The Ounce of Prevention Fund hosted the Eight National Home Visiting Summit on Quality Home Visiting Programs in Washington, D.C. from January 30th to February 1st. First 5 LA staff from the Programs Division joined over 700 researchers, advocates, policymakers and practitioners with the goal of advancing the home visiting field. Attendees had the opportunity to address key issues facing the field and shared best practices and lessons learned. This included innovative concepts such as precision home visiting, led by the Home Visiting Applied Research Collaborative (HARC), a national research and development platform. HARC convened stakeholders to think beyond home visiting models to determine what specific aspects of home visiting work best, for whom and under what conditions. HARC shared their work of the past 18 months and offered that the precision home visiting approach meets the needs of diverse families with the help of four basic steps: identifying potential “active ingredients” of home visiting, efficiently testing short-term impacts, adapting to expand impact and scaling up what works. The Summit is an opportunity to reflect on implementation efforts in which grantees are anticipated to serve over 15,000 families in FY 18-19. High-quality, voluntary home visiting can improve both immediate and lifelong family and child outcomes, a critical component of the Families Outcome work of the 2015-2020 Strategic Plan.

Additional topics included various practical aspects of building home visiting systems, including rate setting to promote Pay for Outcomes efforts, quality improvement approaches and strategies for improving outreach and engagement with underserved populations. Further, the Mother and Infant Home Visiting Program Evaluation (MIHOPE) was presented. MIHOPE is a federally-mandated large scale evaluation of the home visiting programs funded by the Maternal Infant and Early Childhood Home Visiting (MIECHV) program of the U.S. Health Resources & Services Administration (HRSA).

Staff also connected with the offices of California Senators Harris and Feinstein and Representative Chu to discuss opportunities to advance the field of early childhood and prevention efforts, with a specific emphasis on home visiting, birth disparities and quality early learning.

Staff Contact: Maria Aquino (maquino@first5la.org)

II. COMMUNITIES

Northeast San Fernando Valley Wins a Transformative Climate Communities Grant

On December 20, 2018, "Green Together, NE Valley" was awarded \$23,000,000 from the California Strategic Growth (SGC) Council's Transformative Climate Communities (TCC) program. Created in 2016, the goal of the program is to reduce greenhouse gas emissions through the implementation of

projects that provide local economic, environmental, and health benefits to disadvantaged communities. Green Together, NE Valley is a coalition led by environmental justice nonprofit Pacoima Beautiful and includes the Trust for Public Land, GRID Alternatives, and the Los Angeles Clean Tech Incubator. The TCC award is the culmination of nearly a decade of advocacy, organizing, and planning by Pacoima Beautiful and implements several community driven planning documents including the "Pacoima Urban Greening Plan" and the "Pacoima Wash Vision Plan." The grant will fund an array of projects related to urban greening, active transportation, and mobility as well as job training and displacement avoidance policies and programs. The project will cover a swath of the Northeast San Fernando Valley within the City of Los Angeles including the neighborhoods of Pacoima and Sun Valley and overlaps with the Northeast Valley Best Start community. This project will have a large impact on children and families in the area and there is an opportunity to engage Best Start members in the planning and implementation of this initiative.

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III. EARLY CARE AND EDUCATION SYSTEMS

QSLA Governance Structure Update

Along with the Los Angeles County Office of Education (LACOE), Child360, Child Care Alliance of Los Angeles (CCALA), County of Los Angeles- Child Care Planning Committee, PEACH (Partnerships for Education, Articulation and Coordination through Higher Education), and the Office for the Advancement of Early Care and Education (OAECE), we continue to finalize the Quality Start LA (QSLA) Governance Structure. The process started back in August 2018 after all partners met for a full-day retreat to start developing an infrastructure to organize the work and guide local QSLA model decision-making. Since then, the group has met a few times to develop, refine and finalize the composition of the group and its roles and responsibilities. Currently, the QSLA Governance structure includes a Funders' Circle, a Leadership Council and several QSLA committees. The Funders' Circle's purpose is to steward public funding supporting QSLA and its shared vision, while the a Leadership Council develops shared goals, coordinates the implementation of system-wide objectives and makes recommendations to the Funders' Circle. Finally, the QSLA committees determine implementation-level decisions to improve outcomes of efficiencies within the QSLA model. In the upcoming months, the QSLA Governance Structure will be finalized and the group will also continue to discuss an expansion of the QSLA model to reach a greater number of children in LA County.

Staff Contact: Kevin Dieterle (kdieterle@first5la.org); Ofelia Medina, (omedina@first5la.org)

Building an Understanding of the Quality Improvement System

The Early Learning and Care Division (ELCD) of the California Department of Education (CDE) supports various quality improvement activities throughout California. In Fiscal Year 18-19, the Quality Improvement Fund budget was approved for a total of \$96,611,000 and encompasses broad funding categories including 1) Local Child Care Resource and Referral Agencies; 2) Local Child Care Planning Councils; 3) Quality Rating and Improvement System (Quality Counts CA); 4) Training, Technical Assistance and Professional Development; 5) Support for Academic Advancement/Career Pathway; and 6) the Early Childhood Education - QCC System. Several members of the First 5 LA Early Care and Education (ECE) Department have been participating in a process to better understand CDE's Quality Improvement Fund, as well as other quality improvement investments in LA County. This work also correlates with the Office of Child Protection's efforts to complete a comprehensive financial analysis of funding for L. A. County's ECE programs. The ECE team will use the information garnered to inform its current policy work, as well as First 5 LA's strategic plan refinement.

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IV. HEALTH-RELATED SYSTEMS

Highlighting HMG-LA at the San Gabriel Pomona Regional Center Local Interagency Coordination Area Meeting

First 5 LA and the Los Angeles County Department of Public Health (LACDPH) co-presented at the San Gabriel Pomona Regional Center's Local Interagency Coordination Area (LICA) Meeting on Thursday, January 10th to orient community partners to the Help Me Grow (HMG) model and to share updates related to the implementation of Help Me Grow – Los Angeles (HMG – LA). San Gabriel Pomona Regional Center's LICA collaborative consists of a diverse partnership of early childhood providers, including representatives from the Early Start and Head Start Programs, California Children Services, mental health agencies, school-based providers, and regional center vendors from the San Gabriel Valley Pomona region.

Staff shared highlights from First 5 LA and LACDPH's ongoing stakeholder engagement efforts. In addition to an overview of the HMG model, staff shared a summary of the HMG-LA Demonstration Communities concept which was shared with the Board in Fall 2018. The HMG-LA Demonstration Communities will function as a component of the roll out of HMG-LA. Staff look forward to continued partnership development with the Los Angeles County Regional Centers and their community partners to continue to explore mutual areas of interest and co-identify opportunities for systems change. Such conversations continue to yield significant information about their priority interests and opportunities to enhance and strengthen early identification and intervention services through HMG-LA. Given roughly 90% of LICA attendees were unaware of either the HMG model and/or HMG-LA, staff will continue targeted outreach to increase awareness and foster greater collaboration among community partners.

Staff Contact: Krystal Green (kgreen@first5la.org)

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Bellflower City Councilmember Juan Garza

Community Relations Director Rafael Gonzalez and Community Relations Manager Leanne Drogin met with Bellflower Councilmember Juan Garza on January 14, 2019 to share information about First 5 LA. Councilmember Garza shared information about some of the city's recent efforts to support youth through its after school programs in parks, and its participation in Bellflower Unified School District's community collaborative titled Caring Connections: Healthy Kids Learn Better. As a follow up to this meeting, staff will provide Councilmember Garza with more information about the landscape of early childhood care and education services in Bellflower. Staff will also meet with Councilmember Garza and others in Bellflower to explore where there might be opportunities for collaboration to develop new—and/or expand preexisting—efforts to support young children in the city.

Staff Contact: Leanne Drogin (Ldrogin@first5la.org)

Measuring Poverty Better: The Real Cost Measure in California 2018

On December 12, 2018, Community Relations Manager Leanne Drogin attended a Southern California Grantmakers and United Ways of California event titled 'Measuring Poverty Better: The Real Cost Measure in California 2018.' The United Ways of California presented its recent report expanding the measures for determining when to go beyond just the cost of food to include other costs such as housing, child care, health care, transportation, and other basic needs. Based on these additional measures, 64% of LA County households with children under six years old struggle to meet basic needs and are below the Real Cost Measure. The report includes data by the County, and by smaller geographic regions and policy recommendations. The event included a panel

discussion with executive leadership from United Ways of California, United Ways of California Greater Los Angeles, California Community Foundation, and JPMorgan Chase & Co.

Staff Contact: Leanne Drogin (Ldrogin@first5la.org)

Los Angeles City Department of Recreation and Parks

Community Relations Department staff Rafael Gonzalez, Leanne Drogin, and Alejandra Marroquin, and Communities Department staff Max Podemski met with Los Angeles City Department of Recreation and Parks General Manager Michael Shull on January 23, 2019. Staff learned more about the Department of Recreation and Parks' vision for LA City parks, particularly as it relates to accessing and utilizing Measure A funds. Staff shared information about their LINK project focused on helping cities develop park plans and access Measure A funds. The meeting also included a discussion about how the needs of young children under the age of five are considered in park planning. The group is going to meet again to continue to discuss potential opportunities for collaboration.

Staff Contact: Leanne Drogin (Ldrogin@first5la.org)

Upswell Los Angeles

In November 2018, Independent Sector hosted its annual Upswell event in Los Angeles, which included a multi-day, immersive, high-energy forum for turning ideas into action by forging new partnerships, addressing challenges, exchanging lessons learned, and exploring best practices. Upswell LA brought together a diverse set of nonprofits, foundations, and corporations from across the nation. In collaboration with Community Relations Manager Fabiola Montiel, Upswell organizers recognized the importance of highlighting community engagement and early childhood well-being during the event. First 5 LA partnered with Magnolia Community Initiative, Para Los Niños, *Best Start Metro* LA Partnership, and All Peoples Community Center to co-host a local tour for Upswell LA titled *Magnolia Community Initiative (MCI): LA Inside & Out*. The MCI Tour welcomed more than 30 Upswell LA attendees and included a focus on collaboration across organizations; community engagement models; how organizations can share a decision-making space with community residents; and the role parents can play in developing strategies for programs benefiting their communities. Community leaders from *Best Start Metro* LA's Evaluation Task Force and Magnolia Community Ambassadors also created presentations for MCI Tour attendees that focused on decision-making models and leveraging existing resources that directly benefit the children and caregivers in their communities. Vera de Vera, a consultant for Upswell LA and current Leadership for Movements Director at The Weingart Foundation, shared, "I've heard nothing but rave reviews from the Upswell attendees who participated in the [MCI] Tour." First 5 LA staff also attended other Upswell LA activities, which included a series of TED-style talks from government leaders and advocates, such as Los Angeles Mayor Eric Garcetti, PolicyLink Founder Angela Glover Blackwell, and National Indian Child Welfare Association Director, Sarah Kastelic.

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

BizFed Strategy Meeting

The Strategic Partnerships Department conveyed a meeting between First 5 LA Policy and Strategy Division colleagues and BizFed, an alliance and advocacy organization that unites more than 170 chambers and 390,000 businesses, trade associations, minority business groups, and economic development organizations. They serve as a bridge between government and business in L.A. County and advocate for policies and projects that support the regional economy. Vice President of Business Development Kevin G. Harbour, Sr. and Chief Operating Officer Elizabeth Tulası explored opportunities for First 5 LA to elevate our policy agenda, cultivate L.A. business leaders to be

advocates for children and families, and leverage our early childhood investments for community development and successful economic growth.

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2020 Census and Young Children

Strategic Partnerships Manager Alba Bautista is representing First 5 LA in a statewide funder table convened by Grantmakers Concerned with Immigrants and Refugees (GCIR) to ensure there is a 0-5 focus in preparation for the 2020 Census. Additionally, First 5 LA has been participating in the 0-8 subgroup along with Blue Shield of California Foundation, California Community Foundation, the LA Partnership for Early Childhood Investment, First 5 Association, Heising-Simons Foundation, and Packard Foundation.

Children 0-8 years old have been identified as one of the populations most at risk of being undercounted in the 2020 Census. Experts believe that in Los Angeles County alone, as many as 500,000 young children 0-4 may not have been counted in the 2010 Census. Undercounting kids would put federal dollars at risk, leading to underfunded programs that are critical for family stability and opportunity.

Researchers attribute the undercount of young children to the following:

- Some kids aren't counted because their whole family is not counted. The households most likely to be missed have a disproportionate share of young children. Immigrant families with undocumented members are sometimes reluctant to respond out of fear. The decision to add a citizenship question to the 2020 census will undoubtedly exacerbate this problem.
- Other kids aren't counted even though some of their family members are. Some households respond to the census but don't include all members on the survey. This sometimes happens in multigenerational households, dual-family households, families with joint custody and households where a grandparent or other relative cares for a child. Some participants don't realize the importance of including every family member; young children, particularly newborns, are more likely to be excluded than school-age kids.

To demonstrate the amount of funding at stake, PriceWaterHouseCoopers estimated, in a report to Congress on the effects of the Census 2000 undercount, that Los Angeles County took the largest loss nationally as it missed out on an estimated \$650 million in federal funding between 2002 and 2012.

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The Los Angeles Area Chamber of Commerce Inaugural Dinner

First 5 LA provided sponsorship support to honor the long and important partnership with the Los Angeles Area Chamber of Commerce at their Inaugural Dinner on Thursday, January 31st at the JW Marriott Los Angeles L.A. Live. The evening celebrated the installation of 2019 Board Chair Jerold Neuman, Partner, DLA Piper LLP. It also recognized Dr. Patrick Soon-Shiong as the recipient of the Distinguished Business Leader Award, and ACCENTURE as the recipient of the Corporate Leadership Award. The prestigious Civic Medal of Honor was awarded to Earvin "Magic" Johnson. Executive Vice President John Wagner hosted First 5 LA Commissioner Yvette Martinez, along with strategic partners Meghan Maroney, Deputy Director, California Office, Council for a Strong America; Marianne Haver Hill, Executive Director, Propel LA; and Patrick MacFarlane, Civic Engagement & Public Policy Associate, Crystal Stairs, Inc. The Policy and Strategy Division was represented by Strategic Partnerships Director Jennifer Pippard, Strategic Partnerships Specialist

Kim Milliken Hayden, Senior Government Affairs Strategist Jamie Zamora, and Government Affairs Strategist Anais Duran.

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Milestone-First 5 LA Turns 20: Anniversary Celebration

On November 9, 2018, First 5 LA hosted an event at the historic Pico House in downtown Los Angeles to celebrate the 20th anniversary of the passage of Prop 10. More than 150 guests were in attendance, including philanthropists, grantees, community partners, First 5 LA Commissioners past and present, elected and government officials, and other dignitaries. Actor/director/producer/children's advocate and supporter of 1998's Prop 10 Rob Reiner provided his own reflections on the past two decades in a video that was shared at the event. Additionally, First 5 LA investments and key accomplishments over the past two decades were presented to guests as a data board gallery walk.

The celebration provided the opportunity to acknowledge our past accomplishments, reflect on our lasting commitment to young children, and discuss what it will take to reach our North Star: for all children in Los Angeles County to enter kindergarten ready to succeed in school and life by 2028. Understanding the current state of early childhood development is key to ensuring the best start for kids today, and to achieving our North Star in the future. As such, the event featured a panel discussion with four experts in education, health, philanthropy, and advocacy. Panelists included Stanford University Professor of Education Deborah Stipek, Advancement Project Executive Director John Kim, Blue Shield of California Foundation President Peter Long, and Pomona Unified School District Superintendent Richard Martinez. Moderated by KPCC's (Southern California Public Radio) Early Childhood Reporter Priska Neely, the discussion covered equity, child care, literacy, the achievement gap, intergenerational violence, and other challenges currently facing young children and their families.

A full recap of the event, panel discussion and interviews from event guests can be found here: <https://www.first5la.org/article/a-big-ding-dang-deal/>.

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

Website Redesign (First5LA.org)

Given the organizational shift to policy and systems change, newly refined messaging, and established brand identity, the Communications Department recognized the need for a website that more accurately reflects who First 5 LA is, the work we do, and why it matters. Beginning in June 2018, First 5 LA partnered with Ogilvy to redesign www.first5la.org with the goal of creating a user experience that advances our organization-wide goals and outlines First 5 LA's role as a collaborator, advocate, funder, and independent public/county agency. The new website is part of First 5 LA's digital strategy to listen, engage, and influence decision/policy makers. It also will serve to inform the general public of commission activities. The redesign will further enhance First 5 LA's brand as a trusted messenger, collaborator, innovator, and expert in early child development issues. The new site was launched in November 2018 to complement the 20th anniversary event.

The newly redesigned website can be found here: <https://www.first5la.org/>

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

State Budget Proposal

On January 10, 2019, First 5 LA praised Governor Newsom for prioritizing investments in early childhood programs in the state budget proposal for FY 2019-20. Executive Director Kim Belshé remarked, "As the Governor said in his inaugural address, children matter greatly to our overall success as a state. The Governor's proposed budget demonstrates his understanding of what kids

need to succeed in school and life. Through proposals on family strengthening through home visiting programs to early care and education, childhood screenings, and policy changes on paid family leave, the Governor is recognizing the health and educational needs of children. He is smartly building upon the past work of the State Legislature by advancing a comprehensive approach to early childhood development." First 5 LA's statement included a commitment to work with Governor Newsom and his Administration to continue to prioritize California's young children and families in policy and budget decisions. The full statement can be found here:

<https://www.first5la.org/press/statement-from-executive-director-kim-belsh-praises-governor-newsom-for-prioritizing-early-childhood-programs-in-budget/>.

To complement this statement, the Communications Department released a budget analysis article authored by Public Policy and Government Affairs Director Peter Barth, explaining how the budget proposal will impact California's young children and families. The article can be found here:

<https://www.first5la.org/article/analysis-how-will-gov-newsoms-budget-proposal-impact-californias-young-children-and-families/>.

Also, on January 10, 2019, the Communications Department coordinated a media briefing call with a panel of child advocates and public policy experts, including Kim Pattillo Brownson, Vice President of Policy and Strategy; Bruce Fuller, Professor of Education and Public Policy at UC Berkeley; Karla Pleitéz Howell, Director of Educational Equity, Advancement Project; Moira Kenney, Executive Director, First 5 Association of California; Patricia Lozano, Executive Director, Early Edge California; Erin Gabel, Deputy Director, External and Governmental Affairs, First 5 California; and Brenda Garcia, a parent from Huntington Park. The purpose of the call was to educate reporters and field questions on how Governor Newsom's budget plan builds upon the important work of the State Legislature by continuing to prioritize programs and services that are vital in helping our youngest children thrive. Participating media outlets included:

- KPCC (Southern California Radio – NPR affiliate)
- Santa Monica Daily PressEdSource
- Cal Matters
- Education Week

A full transcript of the briefing call can be found here:

<https://www.temi.com/editor/t/ihqrzAaFivpyve2qJUyIpVNBzRzdefNPu0-F652H4dyo-0oDcNp528vLkh6QSs30eb8hxXOX1a4VXXzYxBkRQtxdwleM?loadFrom=SharedLink>.

On January 11, 2019, the Communications Department distributed a stakeholder message from First 5 LA applauding Governor Gavin Newsom's first state budget proposal, describing it as groundbreaking in the depth and breadth of its investments in our youngest Californians. We shared with stakeholders that throughout the budget process, First 5 LA's Policy Department will work with our state advocates in Sacramento, other advocacy partners, and the network of First 5s across the state to influence the final budget to best reflect the needs of children and families in L.A. County. The message can be found on this MailChimp newsletter link: <https://mailchi.mp/first5la/z7r4aq3yw3-2325537?e=a97ff4ef16>.

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

News Coverage

Executive Director Kim Belshé and Vice President of Policy and Strategy Kim Pattillo Brownson were quoted, interviewed, and featured on-air by several media outlets. In addition, First 5 LA worked to elevate the voices of close partners and grantees in response to the state budget proposal and translate what Governor Newsom's budget proposal means for young children and families in L.A. County and across the state. Media coverage included:

- Los Angeles Times (1/2/19): Kim Belshé was quoted on the initial Newsom budget proposal and how it suggests the next governor will focus on a comprehensive approach to improving outcomes for children from low-income families. The article can be found here: <https://www.latimes.com/politics/essential/la-pol-ca-essential-politics-may-2018-gov-elect-gavin-newsom-will-propose-1546395091-htmlstory.html>.
- KABC (Los Angeles; 1/2/19): Kim Pattillo Brownson was interviewed on-air and quoted, "Governor Newsom's plan to grow childcare services and create more kindergarten classes is one of the best ways to improve lives in the state." The segment can be found here: <https://abc7.com/politics/incoming-gov-newsom-looking-to-spend-more-on-early-education/5006537/>.
- CBS Radio/KNX-1070 (1/2/19): Kim Pattillo Brownson was interviewed on-air. The segment can be found on the TVEYES (media monitoring service) link here: <http://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGhY2VudGVyLnR2ZXllcy5jb20vZG93bmxyYWRnYXRld2F5LmFzcHg%2FVXNlckIEPTc0MzEzNyZNRREIEPTEwOTI2NjQ1Jk1EU2VIZD0yMjg3JIR5cGU9TWVkaWE%3D>
- KPCC "AirTalk with Larry Mantle" (1/10/19): Kim Pattillo Brownson was featured on a panel of education experts and early childhood advocates discussing Governor Newsom's budget proposal. The on-air radio segment can be found here: <https://www.scpr.org/programs/airtalk/2019/01/10/64070/governor-newsom-is-proposing-nearly-2-billion-for/>
 - Priska Neely, KPCC, covered comments from Commissioner Karla Pleitez-Howell, Advancement Project; Moira Kenney, First 5 Association; and Bruce Fuller, UC Berkeley. The on-air radio segment can be found here: <https://www.scpr.org/news/2019/01/11/87862/newsom-s-budget-proposal-delivers-on-early-childho/>
- California News Service (1/16/19): Kim Pattillo Brownson was featured on-air in this story on investments in pre-k programs and Governor Newsom's budget proposal. The on-air radio segment and article can be found here: <https://www.publicnewsservice.org/2019-01-16/childrens-issues/childrens-groups-push-for-ca-governors-budget-priorities/a65227-1>

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Thought Leadership

The Communications Department supported the development of the following op-eds that spotlight the need to prioritize investments in programs and services for young children and families:

- To complement the 20th anniversary event, the Communications Department secured an op-ed placement authored by Rob Reiner titled, "First 5: Helping children succeed." The full article can be found here: <http://capitolweekly.net/first-five-helping-children-succeed/>.
- Executive Director Kim Belshé authored an op-ed titled, "My turn: We must build strong children." The op-ed emphasized the importance of building strong children by prioritizing investments that will prepare them to lead California's future. The full article can be found here: <https://calmatters.org/articles/commentary/my-turn-we-must-build-strong-children/>.
- The Communications Department contributed to an op-ed by Superintendent of Public Instruction Tony Thurmond and Assemblymember Kevin McCarty on what California can teach other states about preschool. The op-ed was published in CalMatters and can be

found here: <https://calmatters.org/articles/commentary/my-turn-what-other-states-can-teach-california-about-preschool-for-all/>

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

State and Federal Policy Agenda

State

On January 7, 2019 the California State Legislature reconvened and began introducing new legislation for the 2019-20 legislative session. Policy Department staff members, in partnership with our state advocates at California Strategies, are actively engaging elected officials to help inform the development of state legislation aligned with First 5 LA's Board-approved Policy Agenda, please see Attachment A (First 5 LA Policy Agenda). First 5 LA is currently supporting one bill, Assembly Concurrent Resolution 1 which opposes the federal proposal to expand the definition of public charge and watching 19 bills related to early childhood development. We anticipate taking formal positions on legislation aligned with our strategic plan goals in the coming weeks.

On January 10, 2019, newly inaugurated Governor Gavin Newsom introduced his first proposed state budget, a \$208 billion spending plan with more than \$2.7 billion directly aligned with First 5 LA's policy agenda. Proposed investments include developmental screening, home visiting, and early care and education. For a copy of the full analysis of the Governor's January budget that was shared with all First 5 LA staff, please see Attachment B (Governor's January Budget Proposal Analysis).

In addition, Governor Newsom has made a number of new appointments to lead his administration with strong backgrounds in early childhood development to lead his administration.

- Ann O'Leary, appointed Chief of Staff, previously served as the Senior Vice President of Next Generation, a national policy organization focused on a number of issues including early childhood development. She also served as the lead advisor for early childhood for former President Barack Obama's transition team.
- Giannina Pérez, appointed Senior Policy Advisor for Early Childhood, most recently served as a consultant with Early Edge California. She previously served as Senior Director for Early Childhood Policy at Children Now where she helped lead the development of the California Early Care and Education Coalition in partnership with First 5 LA. Both Early Edge and Children Now are First 5 LA grantees.
- Kris Perry, appointed Deputy Secretary for Health and Human Services and Senior Advisor to the Governor, returns to California after serving as President of Save the Children and CEO of the First Five Years Fund, both national early childhood advocacy organizations based in Washington DC. Prior to her national career, she served as Executive Director of First 5 California and First 5 San Mateo County.
- Dr. Nadine Burke Harris, appointed California's first-ever Surgeon General, is the founder and CEO of the Center for Youth Wellness in San Francisco, a clinic focused on improving the health of children exposed to toxic stress early in life. A pediatrician by training, Dr. Harris has advocated for increased awareness of the impact of adverse childhood experiences (ACEs) on child development, and the importance of building trauma-informed systems of care.

First 5 LA Staff are actively engaging with the Newsom administration to help inform and shape early childhood policy. For a copy of an article published by First 5 LA on these appointments, see Attachment C (Governor Newsom Embraces Kids Article).

Federal

In early December, First 5 LA submitted formal comments on the Trump Administration's proposal to expand the definition of public charge for immigrants seeking to adjust or obtain their residency

status. Over 216,000 comments were submitted to the Federal Register in response to the proposal. First 5 LA opposes the proposed rule change as the expansion will have an adverse effect on child and family stability in LA County and California. For a copy of First 5 LA's public comments, see Attachment D (First 5 LA Public Charge Comments 12.7. 2018).

In early January, President Trump signed three bills related to maternal and child health into law. While First 5 LA did not formally engage in these bills, their passage supports new funding to promote best practices focused on improving access to maternity care:

- Preventing Maternal Deaths Act of 2018 (H.R. 1318) –The legislation specifically amends the Center for Disease Controls (CDC)'s Safe Motherhood and Infant Health program by authorizing the creation of the Maternal Mortality Review Committee program and provides \$12 million annually to administer the program in fiscal years 2019-2023 for a total of \$60 million.
- Improving Access to Maternity Care Act (H.R. 315) – Amends the Public Health Service Act to require the Health Resources and Services Administration (HRSA) to identify maternity care health professional target areas, which are areas that have a shortage of maternity care health professionals, and also calls for ensuring the necessary health professionals are assigned to those target areas.
- PREEMIE Reauthorization Act of 2018 (S. 3029) - Renews the CDC's research and prevention programs focused on preterm births, reauthorizes HRSA's activities aimed at healthy birth outcomes, and updates the Advisory Committee on Infant Mortality's charge to include severe maternal morbidity.

Staff Contact: Jamie Zamora (jzamora@first5la.org); Anais Duran (aduran@first5la.org)

State and Federal Policy Maker Engagement

On November 12-13, 2018, First 5 LA joined several other First 5 Commissions in Washington, DC for a round of legislative visits with their respective members of congress. The trip marked the first time in First 5's 20-year history that representatives from First 5 Commissions from across the state traveled to our nation's capital to advocate on behalf of early childhood development. First 5 LA was able to meet with several congressional offices and committees including:

- Congressmembers Karen Bass, Nanette Barragan, Julia Brownley, Tony Cardenas, Jimmy Gomez, Ted Lieu, Alan Lowenthal, Nancy Pelosi, Linda Sanchez, Adam Schiff, Norma Torres, and Maxine Waters
- House Committee on Education and Workforce
- Senate Committee on Health, Education, Labor and Pensions
- U.S. Senators Dianne Feinstein and Kamala Harris

For a more detailed report on the First 5s trip, see Attachment E (First 5s DC Advocacy Day Trip Summary).

On December 3, 2018, Policy staff attended the Capitol swearing-in ceremony for the 2019 Legislative Session in Sacramento. During the trip, staff delivered First 5 LA congratulatory letters to newly-elected legislators representing LA County including Senators Maria Elena Durazo, Bob Archuleta, Susan Rubio, and Assemblymember Christy Smith.

The same day Vice President of Policy and Strategy Kim Pattillo Brownson participated in a press conference hosted by the End Child Poverty Task Force and the Poor People's Campaign. The discussion covered the policy recommendations from the task force, which was created by Assembly Bill 1520, authored by Assemblymember Autumn Burke (D-Inglewood), and included recommendations to expand and improve early care and education, home visiting, and

developmental screenings for young children. First 5 LA supported AB 1520 and served on the task force.

In addition, Policy staff attended a press conference opposing the U.S. Department of Homeland Security's (DHS) recent proposal to expand the definition of a public charge. At the press conference Assemblymember Rob Bonta (D-Alameda), along with members of the Asian Pacific Islander, Latino, African American and Jewish Caucuses introduced Assembly Concurrent Resolution (ACR 1) condemning the expansion and asking DHS to roll back the proposal. This proposed rule would have negative impacts on young children and their families by discouraging participation in public services for which children are eligible and entitled.

On December 11, 2018, Government Affairs Strategist Anais Duran, and Pritzker Foundation Fellow Melissa Franklin, joined a convening regarding maternal mortality hosted by the Office of U.S. Senator Kamala Harris. The Senator is planning to re-introduce her Maternal CARE Act in the new 116th Congress and is interested in improving the legislation. First 5 LA staff discussed our investment in Black Infant Health (BIH) and the Birth Disparity Policy Project alongside the LA County Department of Public Health.

In December, staff from the Policy, Community Relations, Communities and Early Care and Education Departments attended district holiday receptions hosted by several state legislators from the LA delegation. The events served as an opportunity for First 5 LA to meet with community members from specific regions of the County to continue to build relationships and to discuss early childhood development. The state legislative offices included:

- Assemblymember Ed Chau
- Assemblymember Laura Friedman
- Assemblymember Jesse Gabriel
- Assemblymember Reggie Jones-Sawyer
- Assemblymember Blanca Rubio
- Assembly Speaker Anthony Rendon
- Senator Ben Allen
- Senator Holly Mitchell
- Senator Anthony Portantino

On January 6, 2019, Vice President of Policy and Strategy Kim Pattillo Brownson, Early Childhood Education Director Becca Patton, and Senior Policy Strategist Charna Martin attended Governor-Elect Gavin Newsom's Family Celebration in Sacramento. This was the first ever inaugural event focused on children and families.

On January 22, 2019, Vice President Kim Pattillo Brownson, attended the AB 1520 Anti-Poverty Taskforce Advocacy Day in Sacramento. She was a part of delegation that met with Assembly Speaker Anthony Rendon, Assemblymember Autumn Burke, and Senators Steven Bradford and Scott Weiner to emphasize the need to invest in early childhood development programs.

On January 23, 2018, staff from the Policy and ECE Departments participated in California Alternative Payment Program Association (CAPPAA)'s Childcare Advocacy Day in Sacramento. They met with several policy makers including Assembly Speaker Anthony Rendon, Assemblymembers Reggie Jones-Sawyer and Freddie Rodriguez, and Senator Ben Allen.

Policy staff continues to engage and build relationships with LA County's state and federal delegations, including visits with the following members and/or their staff:

- Assembly Speaker Anthony Rendon

- Assemblymember Reggie Jones-Sawyer
- Assemblymember Freddie Rodriguez
- Assemblymember Christy Smith
- Senator Susan Rubio
- Senator Maria Elena Durazo
- Senator Bob Archuleta
- Senate Pro Tempore Toni Atkins
- Congressmember Lucille Roybal Allard
- Congressmember Judy Chu
- Congressmember Norma Torres
- U.S. Senator Kamala Harris

Staff Contact: Jamie Zamora (jzamora@first5la.org); Anais Duran (aduran@first5la.org)

VI. MONITORING, LEARNING & EVALUATION

OCP Data Workgroup Update

As part of First 5 LA's effort to build partnerships within Los Angeles County that support better results for children and families, First 5 LA staff from the Measurement, Learning and Evaluation department continue to play key roles in assisting in the implementation of the Office of Child Protection's (OCP) Prevention Plan. Specifically, First 5 LA staff served as a co-lead for the OCP Prevention Plan Data Workgroup. The OCP Data Workgroup was charged with establishing a standard set of indicators to measure LA County's investments in child abuse and neglect prevention and to assess individual, community, and population-level impacts. The OCP Data Workgroup consisted of LA County representatives and other content experts with knowledge of data systems, evaluation, research and County prevention programs connected to the work of OCP. As part of this effort, the OCP Data Workgroup partnered with the LA County Chief Executive Office (CEO) and the staff from the LA County Chief Information Office (CIO) to create a three-day working session to help generate an initial set of child abuse and neglect prevention indicators and measures.

The three-day session was held during the last week of September and engaged over 75 LA County and other organizational representatives. Representatives were present from the CEO's office, CIO's office, Office of Child Protection, Department of Health Services, Department of Public Health, Department of Mental Health, Department of Children and Families Services, Department of Public Social Services, Los Angeles County Office of Education, LA County Probation Department, the Workforce Development, Aging and Community Services department, USC, UCLA, Los Angeles Unified School District, WIC, Casey Family Foundation, and First 5 LA.

Considering the expansive approach to child abuse prevention, the Data Workgroup organized the sessions into five major areas: 1) Health in Pregnancy and Early Life, 2) Safe Children, 3) Child Well-Being, 4) Strong Families and 5) Cost Savings and Avoidance. Session participants were invited based on their roles and responsibilities within their respective LA County department or organization, as well as their expertise in data, evaluation and research. The sessions were facilitated by Tyler Technologies who serves as a consultant for the Chief Information Office, and has been actively working with LA County to build open data portal platforms and departmental performance measurement systems.

The sessions resulted in an extremely rich and vibrant discussion about possible prevention measures as well as program strategies and existing data systems that support them. Currently, staff from OCP is working with the consultants from Tyler Technologies and staff from the CIO's office to create a roadmap and implementation plan that will lead to a final set of prevention metrics and a system that will enable LA County to report on progress in their prevention work. In addition,

staff from OCP will continue to engage partners and stakeholders to refine and expand their data and evaluation work. First 5 LA will continue to engage with OCP in this work to provide continued coordination and support, as well to ensure alignment with First 5 LA's Impact Framework.

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

Grantee Perception Report and Stakeholder Perception Report

As part of our work as a learning organization, we are continuously seeking ways to improve our working relationships with our partners and increase our effectiveness and impact. This is why we have engaged the Center for Effective Philanthropy (CEP) to administer anonymous surveys of our grantees and stakeholders (e.g., non-funded partners) to understand their overall impressions about how First 5 LA works with them, our role as a funder and partner, and where there are opportunities for improvement. Results from both surveys will be incorporated into a Grantee Perception Report and a Stakeholder Perception Report in summer 2019. Findings will be also used as an input to the Strategic Plan Refinement (SPR4) process and to make tangible changes to how we work to increase our impact and achieve better results for the children and families of L.A. County.

Staff Contact: Manuel Fierro (mfierro@first5la.org)

VII. LEGACY INVESTMENTS

Nothing to highlight this month

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Finance Update: Proposition 56

On November 8, 2016, California voters passed Proposition 56, which levied an additional \$2.00 tax on tobacco products including other tobacco products including electronic cigarettes and products that carried nicotine. The proposition also contained a hold harmless (i.e., backfill) clause which was intended to keep First 5 revenue whole.

In December 2018, First 5 LA received its first Proposition 56 payment for Fiscal Year 2017-2018, which came in significantly lower than was originally projected by the State Board of Equalization. Since receiving this initial payment, the Finance team has played a significant role with the Tulare and Orange county commissions, the First 5 Association, and First 5 California to get a better understanding of the breakdown of the tobacco tax and Proposition 56 backfill and to strategize how best to engage the State Board of Equalization on Prop 56 backfill methodology and moving forward what are the opportunities to work together on future forecast and where we can create a streamline approach in getting information to one another.

Finance staff will continue to monitor the impact of the Proposition 56 revenue through its own analysis, and will work with the County Commission structure and State Board of Equalization to better understand the current backfill methodology to improve revenue forecasts. The Finance team will provide updates on Proposition 56 to the Board of Commissioners as more information is obtained.

Information Technology Assessment & Strategic Plan

In December, ITD completed the Information Technology Assessment & Strategic Plan. The Information Technology Strategic Plan will guide the organization's acquisition, management and use of IT tools and services for the next five years. In moving forward with the strategic plan, ITD has

formed a Vision Statement "Technology powers First 5 LA to be an accessible, high-impact and innovative public entity achieving positive outcomes for young kids and their families".

Staff Contact: Carl Gayden, Senior Director of Administration (cgayden@First5la.org)

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

Organization Wide Sponsorship/Events

During late November 2018 through early February 2019, First 5 LA co-sponsored several events aimed at relationship building and expanding brand awareness in Los Angeles County to include:

The "Beat the Odds" Gala hosted by The Children's Defense Fund (CA) on December 6, 2018, at the Skirball Cultural Center. The event honored CDF President and Founder Marian Wright Edelman for her life's dedication to advocating for the rights of children and families in poverty. The annual gala supports CDF-CA effort locally to champion policies and programs that lift California children out of poverty, ensure their access to health care and equitable education, and transform our juvenile justice system to focus on youth development and healing.

The 48th Annual Martin Luther King, Jr. Brotherhood Breakfast celebrated exemplary community leaders whose work pays tribute to Dr. King's lifelong commitment to equality, social justice and community service. The Brotherhood Breakfast hosted by the YMCA of Metropolitan Los Angeles took place on Friday, January 18, 2019, at the Westin Bonaventure Hotel, in downtown Los Angeles. The 2019 keynote speaker and Human Dignity Award Recipient was Dr. Alfred E. Osborne, Jr., Interim Dean of UCLA Anderson School of Management and the 2019 Brotherhood Award Honoree was Renata Simril, President and CEO of the LA84 Foundation.

The 2019 "Share the Dream" Luncheon hosted by MLK Community Health Foundation (MLKCHF) took place on January 18, 2019, at the Los Angeles Music Center. The event honored Marian Wright Edelman (Advocate Awardee) and Tony Gonzalez (Game Changer Awardee). Honorary Chairs for the event included Sherry Lansing, CEO, The Sherry Lansing Foundation and Hon. Mark Ridley-Thomas, Chairman, Los Angeles County Board of Supervisors.

The "State of the State: Politics & Race in California" event hosted by Advancement Project took place on Sunday, February 10, 2019. The event focused on reform for Proposition 13, ensuring every resident is counted in the 2020 Census, and filling the gaps in funding for California's youngest learners. Keynote speakers included Pastor Dr. Manuel Pastor, Director, Program for Environmental and Regional Equity (PERE) at USC; author of State of Resistance; Joseph McKellar, Co-Director, PICO California; Senator Holly J. Mitchell, California State Senate, 30th District; and Angelica Salas, Executive Director, Coalition for Humane Immigrant Rights of Los Angeles-CHIRLA.

Staff Contact: Amelia Cobb (acobb@first5la.org)

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 and amendments were executed through January 24, 2019. Copies of the executed contracts and amendments can be found here: https://www.first5la.org/uploads/files/contracts-feb-2019_218.pdf

#10050 GINA AIREY CONSULTING INC. – Contract Amount: \$58,850

Contract Period: 2/12/2018 – 6/30/2019

The Consultant provides technical assistance and facilitation for the Programs Division to assist in the development of the Programs Division Implementation Strategy Development. The Implementation Strategy Development is a tool used to support the implementation of the new Programs Division structure and identify the key processes that are needed for effective management of the Division. The contract was augmented by \$35,000 and extended by 4 months to complete the Programs Division's business plan development.

#10083 BLACKBAUD, INC. – Contract Amount: \$70,983

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

The Vendor provides the 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 of a previous version. The contract included 15 user licenses. The contract was augmented by \$11,083 for ten additional licenses.

#05201 BLACKBAUD, INC. – Contract Amount: \$31,784

Contract Period: 12/18/2018 – 12/18/2019

The vendor provides annual licensing and maintenance for Financial Edge, First 5 LA's accounting software.

#10138 SOUTHERN CALIFORNIA GRANTMAKERS – Contract Amount: \$50,000

Contract Period: 12/19/2018 – 6/30/2020

Southern California Grantmakers is the fiscal sponsor for the Center for Strategic Partnerships. The funds for this project will advance the work of the Child Welfare Collective Impact Group. The funds will be used to hire two consultants who will lead this group of philanthropic and County Department leaders focused on recruiting and retaining more foster families throughout Los Angeles County. The primary responsibilities of the consultants are threefold: serve as the backbone support and facilitator for the Collective Impact Group, conduct outreach and establish working relationships with foster family agencies, and develop a final report to maximize recruitment and retention efforts within LA County.

Early Educator Competencies (Competencies) Professional Grants

The purpose of the Early Educator Competencies (Competencies) Professional Grant is to strengthen the early learning professional development system by integrating the Competencies into Los Angeles County's training programs. Each Grantee below will test the new or refined training program with Los Angeles County early educators. To support the Grantee in enhancing its professional development programs, the Grantee will participate in training, coaching and peer learning activities led by the Child Care Alliance of Los Angeles who is the Early Childhood Educator Competencies Training and Technical provider.

#10112 GIRLS CLUB OF LOS ANGELES – Contract Amount: \$70,000

Contract Period: 9/1/2018 – 6/30/2019

#10113 THE INSTITUTE FOR THE REDESIGN OF LEARNING – Contract Amount: \$70,000

Contract Period: 9/1/2018 – 6/30/2019

#10114 BALDWIN PARK UNIFIED SCHOOL DISTRICT – Contract Amount: \$70,000

Contract Period: 9/1/2018 – 6/30/2019

#10115 LOS ANGELES COUNTY OFFICE OF EDUCATION – Contract Amount: \$70,000
Contract Period: 9/1/2018 – 6/30/2019

#10116 CRYSTAL STAIRS, INC. – Contract Amount: \$70,000
Contract Period: 9/1/2018 – 6/30/2019

#10117 PACIFIC ASIAN CONSORTIUM IN EMPLOYMENT (PACE) – Contract Amount: \$70,000
Contract Period: 9/1/2018 – 6/30/2019

#10118 CHILD CARE RESOURCE CENTER, INC. – Contract Amount: \$70,000
Contract Period: 9/1/2018 – 6/30/2019

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

LASTING CHANGE FOR KIDS: Advancing Policies & Coordinating Systems and Support

We all have a hand in the future of our children!

In collaboration with Families, Early Care and Education Systems, Communities and Health Systems, First 5 LA is committed to helping families grow stronger and readying children to succeed in school and life.

Through four overarching goals First 5 LA is working to:

1. Strengthen systems and services that help strengthen families.
2. Empower parents and communities to make positive change.
3. Expand access to affordable, quality early care and education for all children in L.A. County.
4. Improve and support the development of all children through early screenings, interventions, and connections to family-centered services.

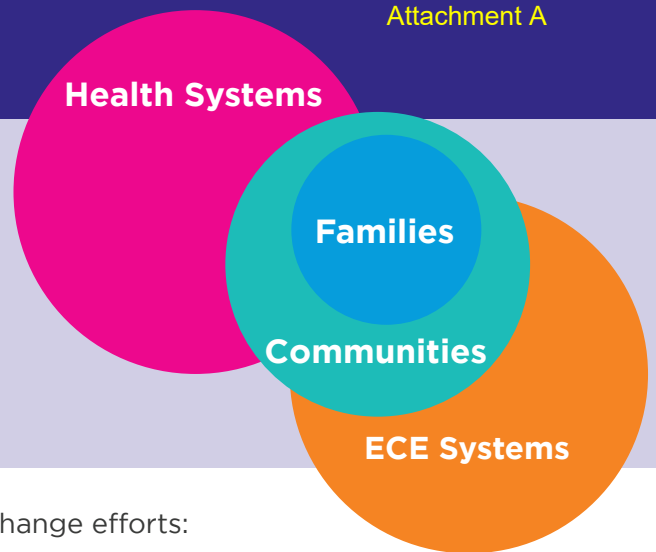


Together, we're giving kids the best start.



First 5 LA Policy Agenda

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life. To achieve this mission, First 5 LA advances community-informed policies that coordinate and strengthen systems supporting families with children birth to five, and promotes the strength and stability of First 5 LA as a critical voice for Los Angeles County's youngest residents.



The following goals guide First 5 LA's policy and systems change efforts:

Strengthen systems and services that promote the well-being of families.

- Expand access to high-quality family strengthening services, prioritizing voluntary home visiting, which optimize child development and connect families with appropriate supports.
- Promote and protect family services and supports intended to ensure families with young children are self-sufficient and can meet their needs.
- Improve systems that enable service delivery to be coordinated and family responsive.



Promote parents and communities as critical voices in policy and systems change.

- Strengthen community leadership to effectively drive and contribute to improvements in the policies, practices, relationships and norms that directly impact families and neighborhoods.
- Increase opportunities for parents and residents to be meaningfully involved in decision-making on issues related to young children and their families.
- Ensure community systems and policies are accountable for the inclusion of family voice in policymaking.



Expand access to affordable, quality early care and education for all children in LA County.

- Increase public investment in quality early care and education for children birth to five.
- Embed quality standards and support ongoing quality improvement in all publicly funded early care and education settings.
- Strengthen the early care and education workforce through increased compensation, competencies, and professional development.



Improve systems to support the optimal development of all children through the earliest screenings, interventions, and connections to family-centered services.

- Ensure all children receive early and periodic validated developmental and behavioral screenings and appropriate interventions.
- Enhance capacity and coordination across systems providing early identification and intervention services.
- Strengthen child and family serving systems to prevent, anticipate, and respond appropriately to adverse experiences, trauma, and toxic stress.



Visit us online at First5LA.org and follow us on Twitter and Facebook @First5LA

Memo

To: All Staff

From: Peter Barth, Director of Public Policy and Government Affairs

Date: January 10, 2019

Subject: **2019-2020 GOVERNOR'S PROPOSED STATE BUDGET OVERVIEW**

This morning Governor Newsom announced his “California for All” budget proposal, a \$209 billion spending plan which includes significant investments to promote child development and support working families.

The budget proposes more than \$2.7 billion in funding which will directly advance First 5 LA’s policy agenda, and additional aligned funding which will support communities throughout Los Angeles County and the region’s health and education systems.

The following outlines key proposals in the Governor’s budget which will impact California’s youngest residents and their families.

As a reminder, the Governor’s budget plan will now move to the state Legislature, which will vet the proposal. In May, the Governor will revise his budget proposal based on updated revenue and policy forecasts, and the Legislature will finalize their recommended spending plans. Following a series of negotiations, the Legislature and Governor must agree to a final budget deal by the end of the current fiscal year, June 30. The new budget deal takes effect on July 1.

Throughout this process, First 5 LA’s policy team works with staff across the organization, our state advocates in Sacramento (California Strategies), other advocacy partners, and the network of First 5s across the state to influence the final budget to best reflect the needs of children and families in Los Angeles County.

Family Strengthening

A signature component of the Governor’s budget is the expansion of the state’s Earned Income Tax Credit, renamed the **Working Families Tax Credit**. An important anti-poverty measure, the budget envisions doubling the state’s investment in the program to \$1 billion, expanding eligibility to an additional 400,000 families, and converting the credit to a monthly benefit to better meet the needs of working families.

COMMISSIONERS

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<i>Chair</i>	Yvette Martinez	Marlene Zepeda, Ph.D.
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Deanne Tilton
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EXECUTIVE DIRECTOR

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EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

In addition, the budget proposes \$347.6 million to further increase the size of the state's **California Work Opportunity and Responsibility to Kids (CalWORKs) cash grants**, eventually increasing to \$455.5M annually. These increases will begin October 1, 2019 and ensure no child in a family receiving cash aid from the state lives in deep poverty.

The budget also proposes to expand funding for **home visiting services**, directing an additional \$78.9 million to expand and make permanent the CalWORKs Home Visiting Initiative (HVI) created in the 2018-19 budget and \$23 million to double the federally-funded Maternal Infant Early Childhood Home Visiting (MIECHV) program operated by the California Department of Public Health. Home visiting programs for new parents are a proven way to build strong families from the earliest moments possible, and more state resources would enable LA County, in partnership with First 5 LA, to serve more families. As with the 2018-19 budget, First 5 LA will elevate LA County's efforts to expand and align home visiting services to shape final program guidance and implementation.

Acknowledging the critical role of parents in child development, the budget proposal sets forward an ambitious goal that every newborn or newly adopted baby in California can be cared for by a parent or family member for the first six months. Currently, family leave protections only provide 6 weeks of paid leave and are applicable to employees working for organizations which employ 25 or more staff. The Administration will convene a **Paid Family Leave** taskforce to explore options to achieve this goal.

Finally, the budget allocates \$50M in one-time funding to establish **child savings accounts** in partnership with First 5s, local governments, and philanthropy to ensure families have the opportunity to start building assets for their children from birth. First 5 LA looks forward to working with our First 5 colleagues across the state to explore this proposal further, including implications for First 5 LA's role in the program.

Child Health

Acknowledging the importance of early identification and intervention, the Governor's budget includes \$105 million to support child and family health screenings.

With the goal of better connecting families and young children to appropriate early intervention services, the Governor proposes \$45 million in state and federal funding to ensure all families on Medi-Cal receive **Adverse Childhood Experiences (ACEs)** screens. Awareness of ACEs is a critical component of building trauma-informed systems. The state Department of Health Care Services will establish a working group to build the screening tools and practice guidelines for young children, and First 5 LA looks forward to engaging with state leaders to further refine the proposal.

The budget also includes \$60 million in state and federal funding to increase **developmental screening** rates for young children. Aligned with First 5 LA's advocacy for AB 11 in 2018, the budget outlines the American Academy of Pediatrics recommendations for developmental screening.

Finally, building upon expansion of the **Black Infant Health** program last year, the budget provides an additional \$7.5 million to further address disparities in infant and maternal mortality for African American women.

Early Learning

Building upon progress made over the past three years to expand access to early care and education, the Governor's budget invests significant resources to strengthen the state's early learning system.

The proposal allocates \$750 million in one-time funding directed toward local education agencies to remove barriers to **full school-day, full school-year kindergarten**, and an additional \$500 million in one-time funding to improve child care infrastructure, including support for **professional development and facilities**. In addition, the California State University system would receive \$247 million in one-time funding which could be used to expand child care facilities for students with young children.

Ongoing funding is proposed to ensure all children eligible for the **California State Preschool Program (CSPP)** have access to services. \$125 million would provide an additional 180,000 full-day, full-year spaces in 2019-20, increasing to 200,000 students by 2022. In addition to funding, the budget envisions changing policy to remove barriers to access by eliminating the current requirement that parents show proof of employment or enrollment in higher education to receive access to full-day programs.

Despite these significant and historic investments, the Governor acknowledges that there will still be significant gaps in the state's early learning system, especially access to infant and toddler care, and proposes allocating \$10 million to develop, in partnership with the State Board of Education, Department of Finance, and Department of Social Services, a **roadmap toward universal preschool and quality, affordable subsidized child care in California**.

First 5 LA, in partnership with First 5 California, will continue to fund and coordinate the California Early Care and Education Coalition to influence the state's early learning spending plan and policy changes.

Community Priorities and Aligned Systems Funding

In addition to these proposals specifically focused on early childhood and family support services, the budget includes significant funding plans to address community needs and strengthen our health and education systems aligned with First 5 LA interests. A few examples of proposals which will advance regional goals include:

- Funding to combat homelessness and accelerate the availability of affordable housing, including \$500 million in one-time funds to build emergency shelters and permanent supportive housing, and accelerated payments from the \$2 billion "No Place Like Home" initiative. A portion of one-time funds will be set-aside for housing projects in the 11 largest cities in California, which include Los Angeles and Long Beach.
- An additional \$2 billion for the Local Control Funding Formula and \$576 million for expanded special education services provided by local education agencies, among other adjustments to TK-14 education funding. Additional funding for our education systems provides opportunities

for First 5 LA and advocacy partners to improve school district capacity to provide early learning opportunities and effectively serve children with developmental needs from the earliest moments possible.

- \$4.8 billion in new Senate Bill 1 transportation funding (increased gasoline tax enacted in 2017 by state policymakers and protected by California voters in 2018). At least \$1.2 billion will be available for city and county-led projects statewide.
- Continued funding for health provider rate increases, including more than \$1 billion in Proposition 56 funding (tobacco tax increase approved by voters in 2016). At least \$50 million in additional funding will be made available for Medi-Cal family planning services, and additional funds will be available for mental health provider training, whole person care pilots, and additional health systems incentives which could be modified to include early childhood priorities.
- Continued funding for state immigration legal services, including \$25 million in new, ongoing funding to develop an immigration rapid response fund at the state Department of Social Services. The fund would support community based and other non-profit organizations addressing emergency immigration needs in California.
- An additional \$50 million for 2020 census activities, bringing the total state investment to \$140.3 million.

GOVERNOR NEWSOM “EMBRACES” KIDS FROM THE START IN POLICIES AND PERSONNEL PICKS



Anastasia Howard
Writer & Editor

In his first days in office, Gov. Gavin Newsom has confirmed the old adage – actions speak louder than words.

Converting his commitment to California’s youngest children from campaign pledge to progress for kids, Gov. Newsom has made several welcomed steps forward by putting people and policies in place to make early childhood development a priority.

Newsom’s [first state budget proposal](#) allocates more than \$2.7 billion to invest in comprehensive child development programs that include education, health and family strengthening to boost early learning and strengthen a foundation of health supports for young children and families.

Perhaps just as significant as proposed boosts in funding, the governor tapped four proven executive-level leaders known to get the job done for young children: [Ann O’Leary](#) as Chief of Staff; [Giannina Pérez](#) as Senior Policy Advisor for Early Childhood; [Kris Perry](#) as Deputy Secretary of the California Health and Human Services Agency for Early Childhood Development and Senior Advisor to the governor on Implementation of Early Childhood Development Initiatives; and [Dr. Nadine Burke Harris](#) as Surgeon General.

Applauding the appointments, First 5 LA Vice President of Policy and Strategy Kim Pattillo Brownson said, “By assembling a team with the proven capacity to improve children’s well-being and change the policies and systems that most affect families throughout California, the governor recognizes the dedication needed to move the work forward. It also reflects the lived reality of families throughout Los Angeles and California: that life chances are defined by so many government systems and their success will hinge upon all areas of government working together to serve children in new and improved ways.”

As former top advisor to Hillary Clinton, O’Leary carries into her position as the governor’s chief of staff her reputation as a coalition builder. She is recognized nationally as an expert in developing policies that promote early childhood education and labor protections for working families, has led initiatives that promote lifelong education and health through vocabulary development in young children, and co-founded a nonprofit dedicated to advancing opportunities for children and families.



As Gov. Newsom’s chief of staff, she brings demonstrated experience in children and family policy that will serve our youngest residents well.

A proven leader in the field of early childhood policy, Pérez, of Oakland, served as the senior director and chief visionary at Children Now, where she led the organization’s work on policies impacting young children and their families. Through her efforts the organization expanded from a sole focus on preschool to create a comprehensive early childhood policy platform that also included child care, home visiting, developmental screenings and intervention, family support, child welfare, and overall systems building, as well as an important focus on equity for children of color and children in poverty.



As a senior policy advisor for early childhood in the office of the governor, Pérez will continue to work on prioritizing programs that serve young kids and their families.

Perry, of Berkeley, is recognized as an early childhood advocacy leader and for driving effective early learning policy at local, state and national levels. She has served as president of the Save the Children Action Network and executive director of the First Five Years Fund. While serving as executive director of First 5 California and First 5 San Mateo County, she guided both agencies into the ranks of the most well-known and respected advocates for early childhood development on the state and national levels.

As California Health and Human Services Agency deputy secretary for Early Childhood Development and senior advisor to the governor on implementation of Early Childhood Development Initiatives, Perry will help lead efforts to implement Governor Newsom’s early childhood policy agenda.



Dr. Burke Harris of San Francisco brings to her position as California’s first-ever surgeon general her national recognition as a leading pediatrician, entrepreneur, nonprofit CEO and dedicated advocate for advancing pediatric medicine. She has focused her professional career on raising public awareness and

transforming how society responds to children exposed to adverse childhood experiences (ACEs) and toxic stress.

Dr. Burke Harris will work to address the social determinants of health, especially for children. By urging vigilance among policymakers at all levels of government and leaders across the state she will work to mitigate the serious impact of health conditions tied to these determinants, root out their influences, and build strong connections with young families.



Pattillo Brownson likens the governor’s early moves to establishing a “Dream Team of children’s experts.”

“Gov. Newsom’s actions are a big step forward,” she recently stated. “Together with legislative leaders and early childhood supporters from across the state, this signals the seriousness of the governor’s intention to create a comprehensive early childhood development agenda that will create a lasting impact for families statewide.”

It is often said that you can judge a person by the company they keep, and Governor Newsom is assembling a company of early childhood experts who have the capacity and track record to improve the lives of our youngest Californians.

Read more about leading advocates for children as we feature California’s state-level “Champions for Children” in upcoming issues of Early Childhood Matters.

December 7, 2018

Submitted via www.regulations.gov

Samantha Deshombres, Chief
Regulatory Coordination Division
U.S. Department of Homeland Security (DHS)
U.S. Citizenship and Immigration Services (USCIS), Office of Policy and Strategy
20 Massachusetts Avenue NW
Washington, DC 20529-2140

Re: DHS Docket No. USCIS-2010-0012, RIN 1615-AA22, Comments in Response to Proposed Rulemaking: Inadmissibility on Public Charge Grounds

Dear Chief Deshombres,

First 5 LA appreciates the opportunity to comment on the proposed rule change to the public charge. First 5 LA strongly opposes the expansion of the public charge definition for immigrants seeking to legally adjust their status, and urges DHS to rescind the proposal.

This ill-advised proposed rule change is antithetical to America's founding as a nation of immigrants. It compromises our state's economy and it erects barriers to the services and supports vital to children being healthy, safe and ready to learn. And most importantly, it jeopardizes the well-being of children, regardless of their immigration status.

All families have a right to engage with the public systems that exist to serve their health, education, and caregiving needs without fear of judgement or reprisals. With nearly one in four children nationwide having at least one immigrant parent, this proposed rule change will hurt, instead of help, millions of young children.¹

Established 20 years ago, First 5 LA was tasked directly by California's voters to urge leaders and lawmakers to prioritize the wellbeing of children in policy and budget decisions. In partnership with others, we work to strengthen families, communities, and systems of service and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life by 2028.

We have learned from our network of early care and education providers, parent leaders and community groups that many parents are being forced to make life altering decisions to keep healthy, feed, or house their children versus legally adjusting their own status. Making such decisions are unimaginable for any family to endure, as many already do so out of fear of being denied legal status or deported, hindering their health, productivity and stability.

As a leading public grant-maker and advocate for young children and families in Los Angeles County, First 5 LA is deeply concerned that the inclusion of public benefits such as Medicaid (Medi-Cal), Special Nutritional Assistance Program (SNAP), and Section 8 housing assistance

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subsidies will prevent families from accessing vital support services that provide for the healthy and optimal development of children and families. These public benefits are meant to support all Americans, including new immigrants and their families as they play by the rules and work to legally adjust their status.

We believe the rule expansion will have an incredibly adverse effect on child and family stability—including those who are not subject to the public charge test—and will have a disproportionate impact on states like California where one in two children have one immigrant parent.²

We know Medicaid, SNAP, and housing assistance programs allow low-income immigrant families the opportunity to keep their children free of sickness, hunger, and homelessness while they work to support their families and lawfully adjust their immigrant status. The majority of young children who would benefit from these programs are, in fact, American born citizens and would nonetheless be penalized by this proposed rule change. Installing obstacles to these programs make our country, state, and specifically Los Angeles County unhealthier, hungrier, and poorer, and will increase the cost of federal benefits in the future.

California and Los Angeles County will see the largest impact from the rule change. Our state is home to more than 39 million people with over 10 million immigrants.³ California's immigrants pay billions in taxes to help support public benefits, yet access these services less often than U.S. born families. Los Angeles County—with one of the highest concentration of immigrants in the country—will see families forced to make life altering decisions between keeping their children healthy, nourished, and safe versus seeking legal permanent residency status.⁴

The proposed rule is already creating a chilling effect among immigrant communities. We have heard from our early learning and health provider partners that immigrant families are removing themselves and their children from public programs they are legally entitled to access, putting the health and development of their children in jeopardy. As fear surrounding the public charge grows, children have stopped participating in child care and families have been canceling medical appointments. Nationally, 24 million people and 9 million children from immigrant families are projected to withdraw or refuse public benefits, representing 13% of the U.S. child population.⁵ Similar confusion and fear was seen in 1996 after the implementation of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), leading to a large reduction in the access of public services, even when qualified, putting the health and well-being of immigrant families at-risk for generations.⁶

Safety net programs like Medicaid (Medi-Cal) and SNAP are intended to ensure families have access to basic services and supports, which lead to increased positive outcomes for children. Ninety percent of a child's brain is developed by age five, making consistent access to health services especially important during this critical time.⁷ The rule expansion will have a disproportionate impact on children, especially as it relates to accessing and receiving timely and critical health services.

According to the California Health Care Foundation, nation-wide 4.8 million children who are in need of medical assistance and rely on Medicaid and the Children's Health Insurance Plan (CHIP) for services live in households with one immigrant adult. Of these children, up to 1.7 million will likely dis-enroll from these programs, including newborns and children living with life threatening diseases and those who require prescription medications. This lack of health

care access will lead to higher health disparities among these children.⁸ Moreover, the advance of treatable conditions, including communicable diseases, will increase.

Research confirms that when parents have access to health care services their children have higher utilization rates and better health outcomes.⁹ In Los Angeles County, Medi-Cal covers over 1.7 million immigrant families, many with children, providing wellness checks, maternity and newborn care, access to developmental screenings and interventions, and several preventative services. Elimination of these services will lead to negative health outcomes, compromising the healthy development of our youngest residents, increasing healthcare costs, emergency room usage, and the probability of their reliance on public benefits in the future.

Similarly, the Special Nutritional Assistance Program (SNAP), or CalFresh in California, provides nutritional support for over 4 million Californians, of which 74% include families with children.¹⁰ Throughout California, over 1.6 million children are food insecure, with 439,000 living in Los Angeles County.¹¹ The CalFresh program provides nutritional support for over 1 million residents in the County, including support to 35,000 immigrant families.¹² The reduction in use of the CalFresh program means that low income immigrant families will lack the support to provide nutritious meals for their children so they can perform well in school and lead healthier lives.

When children are well-nourished they have increased positive educational outcomes.¹³ Additionally, immigrant parents themselves will lack the nutritional support needed to be productive members of the workforce to provide for their children. CalFresh allows families the opportunity to free up their income to provide for other basic needs. If implemented, the rule change could lead to the disenrollment of up to 99,000 individuals in Los Angeles County.¹⁴

One in four children already experience housing instability in California, leading to overcrowded homes and homelessness. The Section 8 housing assistance program is designed to provide stable and safe housing options for low-income residents, especially families with children. In Los Angeles County, there are over 50,000 homeless individuals, including 4,000 children.¹⁵ However, public benefits, such as Section 8, which currently serve over 23,000 families in the County with a utilization rate of 93%, were established to ensure that if needed, residents could provide a nurturing home for their children and families to live, learn, and be healthy.¹⁶ Families who receive housing assistance are less likely to live in overcrowded homes, become homeless, and move frequently.¹⁷ The inclusion of Section 8 will increase the prevalence of homelessness and the trauma associated with it and contribute directly to family instability.

The public charge expansion will not discourage immigrants from migrating to the U.S. but rather those who need vital support services simply will not seek essential support for themselves or their children. The proposed rule will increase illness, hunger, and homelessness with profound negative outcomes for children during childhood and into adulthood.¹⁸ Entire communities benefit when all families have access to food, shelter and health care, and pay the costs when access is withheld.

Newcomers to America push our economy forward with their skills and ideas. We need to implement policies to harness that energy for our nation in order to help build a stronger economy and a brighter future for children and adults alike. Our immigration regulations at every level should reflect the deep American belief that people are people, and should be treated with respect.

First 5 LA is opposed to this rule change because it ultimately harms the wellbeing of young children in Los Angeles County, and across California, by leading to increased income, education and health disparities in the U.S.

There is a shared responsibility, and a shared benefit, from improving the health and well-being of all young children. This proposed public charge expansion can and will have a devastating effect on young children.

For all these reasons, and on behalf of the 650,000 Los Angeles County children, we stand in firm opposition to the expansion of the public charge.

If we can be of further assistance, please contact Jamie Zamora, Senior Government Affairs Strategist, at jzamora@first5la.org or 213.482.7505 and Anais Duran, Government Affairs Strategist at aduran@first5la.org or 213.482.7572.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kim Belshé', with a horizontal line extending to the right.

Kim Belshé
Executive Director

Endnotes:

- ¹ Samantha Artiga & Anthony Damico. Nearly 20 Million Children Live in Immigrant Families That Could Be Affected By Evolving Immigration Policies. Washington, DC: Henry J. Kaiser Family Foundation, 2018. <https://www.kff.org/disparities-policy/issue-brief/nearly-20-million-children-live-in-immigrant-families-that-could-be-affected-by-evolving-immigration-policies/>
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- ¹¹ Carol Medlin, Ph.D. and Erin McDonald, Ph.D. Map the Meal Gap 2018: A Report on County and Congressional District Food Insecurity and County Food Cost in the United States 2016. Chicago, IL: Feeding America, 2016. <https://www.feedingamerica.org/sites/default/files/research/map-the-meal-gap/2016/2016-map-the-meal-gap-all-modules.pdf>
- ¹² Annual Impact Estimates of Potential Disenrollment from Select Benefits by Immigrant Populations in Los Angeles (Fact Sheet). LA Office of Immigrant Affairs. Los Angeles, CA, 2018.

- ¹³ Research Summary: School Nutrition and Academic Achievement. Oakland, CA: California Food Policy Advocates, 2016.
https://cfpa.net/ChildNutrition/Education%20Reform/CFPA_LCAP_Research%20Summary%20and%20Overview_FINAL_16_12_06.pdf
- ¹⁴ Ninez Ponce, Laurel Lucia, Tia Shimada. How the Proposed Changes to the Public Charge Rule Will Affect Health, Hunger, and the Economy in California. Los Angeles, CA: The UCLA Center for Health Policy Research, 2018.
<https://healthpolicy.ucla.edu/newsroom/Documents/2018/public-charge-seminar-slides-nov2018.pdf>
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A FIRST FOR FIRST 5S: ADVOCATING TOGETHER IN D.C.



Anais Duran
First 5 LA Government Affairs Strategist

The voice of an organized group is powerful — especially if you represent the children and families in each of the 58 counties across the state of California.

For the first time in First 5 history, representatives from nearly two dozen First 5s traveled jointly to Washington, D.C. for the inaugural “First 5 D.C. Advocacy Trip” to speak with one First 5 voice. First 5 LA was joined by First 5 California, the First 5 Association and other First 5 commissions from the counties of Fresno, Orange, Alameda, San Mateo, San Diego, Contra Costa, Placer and San Bernardino.

The First 5s showed up as a network to advocate for policies that benefit early childhood, help inform policymakers on how their federal decisions directly impact the communities they represent, and talk about First 5’s innovative work in helping children and their families in the two decades since the passage of Proposition 10 in 1998.

While First 5 LA is not new to federal advocacy efforts — as it is a pivotal part of its policy and systems change strategy — this year it was instrumental in coordinating with the First 5 Association to bring other commissions to the nation’s capital. Over the course of two days, the First 5 representatives engaged in a series of congressional meetings, a reception at the Capitol honoring the First 5 20th anniversary, and roundtable discussions with key partners.

From California's sprawling urban counties to its rural regions, representatives from First 5s were able to advocate on behalf of a diverse population of children and families First 5s serve across the state. Together, the First 5s held 39 legislative meetings with members of Congress and their staff.

During those meetings, First 5 representatives shared their accomplishments from the past two decades around early childhood development and advocated for the continued support of federal funding for programs like [Maternal, Infant, and Early Childhood Home Visiting Program](#) (MIECHV), [Children’s Health Insurance Program](#) (CHIP) and [Child Care and Development Block Grant](#) (CCDBG).

First 5 representatives also highlighted pressing issues that will have a direct impact on children prenatal to 5, such as access to quality child care, home visiting, developmental screening, the 2020 Census and [proposed changes to the public charge policy](#) that are currently under consideration by the Trump Administration.

With the help of Rep. Lucille Roybal-Allard (D-CA 40th District), First 5s also held a reception on the first evening of their visit in the Rayburn Office Building on Capitol Hill to commemorate 20 years of achievements and look to the future. They celebrated among the California congressional delegation, staff from congressional committees and other national partners. There were remarks by Representatives Judy Chu (D-CA 27th District), Jimmy Gomez (D-CA 34th District) and J. Luis Correa (D-CA 46th District), who was a former First 5 commissioner. Representatives Jerry McNerney (D-CA 9th District) and Jim Costa (D-CA 16th District) also attended the celebration.

The support of the five legislators who represent California speaks volumes about the value and impact they see in First 5s.

“For 20 years, First 5 LA has worked with Angeleno children in pursuit of bringing up the next generation of leaders that our city — and our country — so desperately needs,” Gomez said. “With the support of a new Democratic House majority, I look forward to working with First 5 LA to bring resources to our communities that will support quality education and child care, foster safe spaces for students to learn and ensure healthy outcomes for all of our children.”

“I was so honored to celebrate First 5 on Capitol Hill,” Chu said. “For 20 years, First 5 has ensured that our children are healthy, safe and prepared to succeed in school.”

Correa, who served as a First 5 Commissioner in Orange County, had the opportunity to guide the allocation of funds to health and early education programs, as well as homeless prevention and family-strengthening programs. Later elected to the California Senate, he was an advocate for protecting the local implementation of the funds during the critical recession years.

“I have remained connected to the work in Orange County and throughout the state. My district staff is directly involved in how federal legislation may impact the child development system of care that has been carefully developed by your work over the past 20 years,” Correa said. “While today’s celebration marks a tremendous milestone, we know our work is not over — and no one knows this better than First 5. Children and families continue to struggle and our child health and school readiness indicators are poor as a result.”

The First 5s second and final day in D.C. consisted of the additional congressional meetings and a roundtable discussion with key early childhood national partners. Along with the [Children's Data Network](#), the First 5s hosted a discussion on the importance of using data to drive innovations in early childhood policy and service delivery systems. There was a presentation of the [California Strong Start Index](#) (CASSI) and a discussion about children's data with our partners, including the [U.S. Department of Education](#), [First Focus](#), the [Center for Law and Social Policy](#) (CLASP) and [Zero to Three](#), among other organizations.

Over the past 20 years, First 5s have developed the expertise to help influence and shape the development and implementation of effective policies that work for children and their families. The "First 5 D.C. Advocacy Trip" proved that collectively showing up as a network with a single First 5 voice is a powerful method to share this expertise with legislators and to remind them that there is a direct correlation between their decisions and California's children and families.

Whether it is the capital of California or the United States, the First 5s will continue to show up and speak out.

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: February 14, 2019

Subject: **First 5 LA DRAFT FISCAL YEAR 2018-19 MID-YEAR BUDGET ADJUSTMENT AND FISCAL YEAR 2019-2023 LONG TERM FINANCIAL PROJECTION**

Honorable Chair and Members of the Board,

To begin the New Year, as is historical practice, staff is bringing to the Board two important financial updates to frame and focus our work in the year ahead. First, staff will present as information the mid-year adjustments to the fiscal year 2018-19 budget. These adjustments reflect final negotiated contracts, actual experience, and updated information that informs both upward and downward adjustments to the FY 2018-19 budget approved by the Commission in June, 2018. As an example of updated information, the mid-year adjustments include the resources required to augment First 5 LA's kindergarten readiness assessment strategy to enter into the Board-approved strategic partnership with the Los Angeles Unified School District (LAUSD).

As our Department of Finance team continues to work to streamline our internal budget processes, the mid-year adjustments are being brought to the Board in February for the Commission's consideration. The Board will be asked for approval of these adjustments at its March Commission meeting.

The adjustments contained in the FY 2018-19 mid-year budget also inform the Commission's annual Long Term Financial Projection (LTFP), which provides an updated 5-year forecast of revenues and expenditures and the resulting fund balance for the LTFP period. The LTFP serves as an important planning tool to inform Commission consideration of First 5 LA's strategic direction, programmatic and operational expenditures, and alternatives to support F5LA's financial health.

Compared with the LTFP prepared and approved during recent fiscal years, this updated LTFP incorporates a number of changes to the overall assumptions, three of which are highlighted here:

- Although Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, recent changes in legislation, as well as other factors such as a 14% increase in cigarette prices by cigarette manufacturers and decrease in the distribution of cigarette packs, have resulted in an accelerated decline in tobacco tax revenue, based on the latest projections

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from the State Department of Finance (DOF). In addition, Proposition 56 backfill revenue, which was intended to keep Proposition 10 revenue whole and offset the sharp revenue decline in FY 2017-18 associated with Proposition 56's significant tobacco tax increase, is coming in lower than anticipated. All of this directly impacts the fund balance which is used to offset expenditures in excess of revenues.

- While overall 2015-20 Strategic Plan spending estimates remained relatively constant over the LTFP's duration, updated information on implementation of our work reflects the continued evolution and maturation of First 5 LA's investments across the Strategic Plan's four outcome areas. Peak expenditures are anticipated in FY 2019-20, consistent with prior year projections, the net effect of which is higher demands being placed on a diminishing fund balance.
- We recognize the value of looking beyond the five-year LTFP period to inform consideration of alternative expenditure scenarios to align with estimated revenues in a more gradual and responsible manner. Finance is working with the First 5 LA Executive Team to analyze and assess the appropriate level of spending to see the organization through to 2028 and beyond.

The LTFP reflects both First 5 LA's financial imperative to live within its means given our best estimates of our fiscal realities and our strategic imperative to maximize our contribution to results through our strategic direction. It demonstrates that now is the time to consider and begin making critical, strategic decisions to ensure the alignment of expenditures and revenues over the course of the next ten years. And, the LTFP shows that there is sufficient fund balance in the near term to support a transition to a sustainable spending portfolio that aligns annual spending to annual revenue.

As First 5 LA begins development of its budget for FY 2019-20 and launches its Strategic Plan refinement process (aka SPR4), the LTFP provides an important financial framework for Commission and staff alike to align financing with our policy and systems change priorities. It underscores the value and timeliness of the SPR4 process, which will examine First 5 LA's strategies, roles, contribution to impact and opportunities to advance meaningful policy and systems change for our County's children and families.

With our financial realities more clearly understood, we have the opportunity to think and act creatively about policy and systems change opportunities, innovative approaches to the financing, sustainability and administration of our work, and new public and private revenues that could support and advance our strategic goals. We look forward to engaging the Board and charting a direction for First 5 LA that reflects both our current financial realities as well as our commitment to ensuring that by 2028, all children in LA County enter kindergarten ready to succeed in school and life.

First 5 LA

FY 2018-19 Mid-Year Adjustment and
FY 2019 – 2023 Long Term Financial Projection
(July 1, 2018 – June 30, 2023)

FIRST 5 LA

SUBJECT:

Present Mid-Year Adjustments to the FY 2018-19 Budget and an updated five-year Long Term Financial Projection outlook

RECOMMENDATION:

Approve Section A. mid-year adjustments to the FY 2018-19 Budget as detailed in Attachment 1 (Program Budget) and Attachment 2 (Operating Budget). Long Term Financial Projection is for information only.

A. MID-YEAR ADJUSTMENT

The Mid-Year Adjustment process is an opportunity to refine the current year Program and Operating cost estimates to reflect changing circumstances and updated information. The outcome of the FY 2018-19 Mid-Year Budget Adjustment is a \$2.3 million or 1.9% upward adjustment to Program estimates as well as cost-neutral adjustments to the Operating budget, for a total organization Budget adjustment of \$2.3 million or 1.6%. The biggest driver in the request for additional program funds is the Early Care and Education Kindergarten Readiness Assessment (KRA) contract adjustment with the Los Angeles Unified School District (LAUSD), increasing First 5 LA's KRA- LAUSD support by \$1.6 million in FY 2018-19.

BACKGROUND:

The Board adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to move work forward and in alignment to the strategic direction. The \$139.99 million FY 2018-19 Budget, approved via Resolution by the Board of Commissioners on June 14, 2018, included \$117.14 million of funding for program costs and \$22.85 million for operating costs. The FY 2018-19 Budget reflects ongoing efforts to support and advance the 2015-2020 Strategic Plan goals, which are grounded in an ongoing shift in approach from funding programs to a design that is focused on policy and systems change, partnership and stakeholder engagement. Initial budget requests were generated using the information available at the time of budget development, and were based on spending estimates—rather than final negotiated contract amounts—so staff would have the flexibility to manage contracts within a budget unit without having to return to the Commission. This year's mid-year adjustment reflects a request for a net increase based on changes in project prioritization and timeline. Although the mid-year shifts are reflective of upward and downward adjustments, it is important to underscore that these only represent the adjustment to anticipated spending in the fiscal year. A high-level overview pertaining to the various program and operating adjustments is included in the Discussion section of this memo. Impact to revenue and fund balance can be found in section B of this memo.

The Program Budget includes 31 initiatives with anticipated costs to be incurred during FY 2018-19. Based on updated information and analysis, this item reflects a net increase to the overall FY 2018-19 Program Budget of \$2,247,000 for a revised fiscal year Program Budget of \$119.39 million. These adjustments are detailed by priority outcome area and initiative in Attachment 1A and by

program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in Attachment 1B.

The mid-year budget adjustment also includes increases and decreases across various Operating Budget line items, the net effect of which is cost neutral, for reasons discussed more fully below. As a result, the Operating Budget remains at \$22.85 million for the fiscal year. These adjustments are detailed at a summary level in Attachment 2.

The result is a net increase of \$2,247,000, or approximately 1.6%, to the approved FY 2018-19 Budget of \$139.99 million for a revised total fiscal year budget of \$142.24 million, as illustrated in the high-level table below.

Budget Component	Approved FY 2018-19 Budget	Proposed Adjustments	Revised FY 2018-19 Budget	% Change
Program	\$ 117,143,000	\$ 2,247,000	\$ 119,390,000	1.9%
Operating	22,849,688	-	22,849,688	0.0%
Total Revised FY 2018-19 Budget	\$ 139,992,688	\$ 2,247,000	\$ 142,239,688	1.6%

DISCUSSION:

Program Budget:

Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the Program Budget requires formal approval by the Board of Commissioners via Resolution. As in the prior year, staff consolidated all FY 2018-19 Program Budget adjustments into a single process for presentation to the Commission at mid-year for approval. These adjustments, including both augmentations and reductions for programs whose projected cost differs from the originally approved budget levels, are detailed by priority outcome area and initiative in Attachment 1A and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in Attachment 1B.

The following are highlights of the requested changes at the strategy and initiative level.

2015-2020 Strategic Plan: Focusing for the Future

Strategic Plan Priority Outcome Areas

Outcome Area 1: Families: Increase of \$526,000 or 1.3%

The increase to this priority outcome area is primarily driven by increases to Welcome Baby Hospitals (\$648,000), Universal Assessment of Newborns – Welcome Baby Hospitals (\$837,000), and Family Strengthening Oversight Entity (\$200,000) which is offset chiefly by downward adjustments to Stronger Families Database (\$240,000), Abriendo Puertas (\$160,000), Project DULCE (\$340,000), as well as incremental reductions to Select Home Visiting Programs, Home Visiting Compensation and Turnover Analysis, the LAC Perinatal and Early Childhood Home Visiting Consortium, MAMA’s Visits Home Visiting Program Training and T.A. Support and Targeted Case Management Implementation Support. These project budgets were updated to align to the final

contracted amounts and actual expenditure rates in the first four months of the fiscal year. Overall activities are expected to continue as proposed in the FY 2018-19 Board approved budget, save for the cost adjustments proposed above.

Outcome Area 2: Communities: Reduction of \$494,000 or -2.4%

The reassessment of anticipated costs to this priority outcome area is driven by lower than anticipated expenditures in Organizational Capacity Building (\$180,000), Built Environment Policy Advocacy Fund (\$300,000) and Capacity Building Consortium (\$194,000). Resources in Organizational Capacity Building that were not anticipated for use in FY 18-19 due to a collaboration with Health Systems to integrate the Trauma and Resiliency Informed Systems Change Framework into the design and implementation approaches of First 5 LA, Best Start Regional and Local Networks and County Partners, were shifted to a new project, Data and Learning (\$180,000). This new project will provide Communities with the flexibility to create a space for its own learning and to deepen its collective understanding of the work with the Regional Networks in an effort to improve Network support.

Outcome Area 3: Early Care & Education Systems: Increase of \$2,532,000 or 10.9%

The net change to the Early Care & Education Systems priority outcome area is related to an increase to Kindergarten Readiness Assessment – KRA (\$1,644,000), the ECE Policy Advocacy Fund (\$300,000), Educare Policy and Advocacy (\$81,000), Early Childhood Educators Improving Quality (CCALA) (\$71,000), QRIS Continuous Site Engagement (\$631,000), and ECE Emerging Opportunities (\$75,000). This adjustment is marginally offset by a decrease to QRIS Database (\$245,000) and QRIS Architects Group and Systems Planning (\$25,000).

The Kindergarten Readiness Assessment (KRA) adjustment for FY 2018-19 reflects the aggressive expansion in the Los Angeles Unified School District (LAUSD) and the costs associated with partnering with the largest school district in the state. During the FY 2018-19 Budget Development process, staff were still in conversations with LAUSD and were not in a position to include resources for this partnership as the number of local districts and teachers had not yet been identified. The LAUSD School Board approved the KRA work after the FY 18-19 Budget was approved.

The additional resources for LAUSD include the addition of two local districts (Local District West and Local District Central) as well as the completion of Local District South. The amended amount will cover 400 teachers at 80 schools collecting KRA data in FY 18-19 which represents roughly 8,000 students. The additional resources will help support: district coordination and teacher engagement, data collection and data collection readiness, as well as community engagement and action planning.

Future KRA projections include expanding to other school districts to deepen the reach of KRA and the inclusion of an intermediary to support the KRA work. This mid-year adjustment increase is within the increase approved by the Board of Commissioner's in Fall 2018.

The ECE Policy Advocacy Fund increase is due to an increased demand for ECE Policy Work, including an increase in one-time projects to leverage the new Governor's favorable position on early care and education. Resources for this increase were repurposed from the Policy Agenda/Advocacy Strategic Plan Advocacy Strategies, as many of the proposed activities were originally budgeted for within the Strategic Plan Policy & Strategy Support area. The increase to the QRIS Continuous Site Engagement is due to an influx of cash from First 5 California (via IMPACT) which is anticipated to

be received in 2018-19 and will offset these additional costs. Reductions in other areas are primarily due to timeline shifts, including the delay of Educare opening in Long Beach.

Outcome Area 4: Health-Related Systems: No adjustment proposed to costs projected for FY 18-19. Originally approved resources are still expected to align with anticipated costs for the fiscal year.

Strategic Plan Policy & Strategy Support: Decrease of \$255,000 or -2.4%

The marginal decrease to the Strategic Plan Policy & Strategy Support costs includes augmentations to Communications – Conference Funding (\$25,000) and the addition of a new project, Municipalities Engagement (\$85,000), whose funds were repurposed from anticipated timeline delays and cost reductions in the Parent and Caregiver Advisory Council project (\$103,00), as well as in the Parent Advocacy and Engagement project (\$77,000). Additionally, the Strategic Plan Advocacy Strategies was adjusted downward by \$300,000 as a number of projects intended to support statewide ECE advocacy are being completed via the ECE Policy Advocacy Fund (PAF) project (adjustment to ECE PAF included in the Outcome Area 3: Early Care & Education Systems description above).

Furthermore, resources in support of the County Partnership Fund were increased (\$115,000) to align with anticipated partnership opportunities in the coming months. Funds were repurposed from project postponement in the Community Engagement and Advocacy initiative, as well as the Communities outcome area. This will allow First 5 LA to engage and partner with different entities across the County in an effort to advance the mission and goals of the organization in a broader and more impactful manner.

Integration & Learning: Cost neutral adjustments

The Integration & Learning Division included cost neutral adjustments between Communities of Practice (\$96,000) and Organizational-wide Investment (-\$96,000), as well as cost neutral adjustments within Program Evaluation, to realign the funds in the area where they are anticipated for use in FY 2018-19. The work originally outlined within the Organizational-wide Investment is being postponed until FY 2020-21 as the lead position is on hold pending an assessment of organizational priorities. The two projects within the Communities of Practice initiative requiring additional resources will utilize the additional funds to promote learning sessions and secure a consultant to assist in the development and facilitation of external partner learning sessions. These repurposed funds will also be used to provide honorariums to philanthropic or learning organizations to share their best practices on reporting progress in policy and systems change work.

Legacy Investments: Decrease of \$62,000 or -0.5%

The net decrease to Legacy Investments is the result of an increase to Information Resource and Referral aka 211 LA County (\$620,000) and a reduction in anticipated spending for the final year of the Parent Child Interaction Therapy – PCIT program (\$257,000) along with a delay in spending by the Little by Little/One Step Ahead program (\$425,000). For 211 LA County, a decision was made to align with LA County Information and Resource procurement and strategy session and promote the sustainability of 211 through the County. The mid-year adjusted request will extend and sustain the 211 LA County's project through June 30, 2019, consistent with Board Policy. Little by Little and

PCIT were adjusted to reflect the revised projected cost for the year based on a reassessment of the activities timeline.

Operating Budget:

Per current First 5 LA policy, the Executive Director has the authority to approve budget adjustments to the Operating Budget between line items in an amount not to exceed \$25,000. Adjustments to the various line items within the FY 2018-19 Operating Budget exceed this amount specified in the policy, and as such require approval by the Board of Commissioners. Consistent with past practice, spending projections and requested adjustments are prepared at the departmental level, which support the organization-wide adjustments presented for Commission approval in *Attachment 2*. This allows for a higher degree of due diligence to ensure that budgets are monitored and managed at the appropriate level. Based on analysis of actual expenditures as well as additional anticipated expenditures through June 2019, we expect that higher-than-anticipated needs in some areas will be offset by savings projected in other areas resulting in an overall cost neutral adjustment.

Most of the resources for the execution of the Strategic Plan Refinement process (SPR4) were not included in the original Board approved budget. Expenditures are expected to exceed the original FY 2018-19 approved Consultant Fees allotment by approximately \$190,000. Projected underspending in salaries due to open positions was identified and repurposed to offset the anticipated need in Consultant Fees through June 30, 2019.

B. LONG TERM FINANCIAL PROJECTION

The Long Term Financial Projection (LTFP) continues to be the planning tool which First 5 LA uses to assess and inform the Commission of the long term fiscal context as well as establish financial guardrails for future budgeting and spending. This year's updated LTFP emphasizes the fact that although expenditures are projected to continue on a downward trajectory, expenditures continue to outpace revenue as the revenue rate of decline is higher than the expenditure rate of decline. Additionally, the projected revenue rate of decline is anticipated to accelerate by about 0.5% each year, beginning in FY 2018-19. This ongoing discrepancy between revenue and expenditures directly affects our fund balance as spending in excess of revenue is offset by the fund balance resources. Every year we continue to chip away at a finite, and ever decreasing, fund balance. What follows is a deeper look at our LTFP analysis and findings.

I. Introduction: Purpose of the Long Term Financial Projection

This FY 2019-2023 Long Term Financial Projection (LTFP) is intended to support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission ("Commission"), i.e. First 5 LA, by projecting the long-term implications of fiscal actions taken by the Board of Commissioners ("Board"). It includes a multi-year outlook of anticipated expenditures, as well as annual operating and program demands against forecasted revenue.

Each year the LTFP is presented to the Board in advance of the annual budget process in order to provide context in which budget funding decisions will be made. The July 1, 2018 through June 30, 2023 period covered by this update includes the remaining two years of the current 2015-2020 Strategic Plan (FY 2018-19 and FY 2019-20) and the first three years of the next Strategic Plan period (FY 2021-22 through FY 2022-23).

Specifically, the updated LTFP utilizes the following overarching approach:

- Uses the most recent (July 1, 2018) audited fund balance as a starting point;
- Includes updated revenue forecasts based on the most current available data from the California Board of Equalization (BOE);
- Includes spending estimates in support of the Strategic Plan work;
- Includes project expenditures for all initiatives approved by the Board, including those that have received a multi-year allocation and legacy investments that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2023.

It is important to note that the LTFP does not formally commit any funds and is not a spending plan. Outside of the LTFP process, funds must be committed as part of the annual budget process approved by the Board or through a Resolution that specifically allocates funds for an initiative or program in a manner consistent with First 5 LA's Governance Guidelines.

In sum, the LTFP serves as an important planning tool to help inform the future direction of the organization by providing an updated 5-year forecast of revenues and expenses (both program and operating). In addition, the LTFP forecasts the resulting fund balance for each fiscal year within the LTFP period and emphasizes the imperative of long-term sustainability.

II. Methodology/Approach

Staff used the current FY 2018-19 Budget and three years of actual expenditures as a baseline to forecast programmatic expenditures through FY 2022-23.

The LTFP was developed using the following approach and methods:

- The baseline year for this LTFP is the approved FY 2018-19 Revised Budget. Where sufficient information was available to adjust anticipated expenditures from the amounts initially budgeted for FY 2018-19, these figures were updated appropriately. The overall net effect of these adjustments was an increase of approximately \$2.3 million to the anticipated spending for FY 2018-19, as reflected in section A of this memo.
- As part of the action taken to approve the FY 2018-19 Budget in June 2018, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (CAFR), for the fiscal year ending June 30, 2018.
- The Commission's annual budgeting process authorizes expenditures in two areas: Program and Operating. The LTFP includes forecasts for both types of expenditures as follows:
 - Program Budget – Program expenditures include ongoing multi-year allocations, as well as annually developed and approved program funding in support of, and aligned to, the current 2015-2020 Strategic Plan.
 - Operating Expenses – Projections include operating cost estimates for the Commission, including staffing. The operating projections are based on the organization's current operating structure. Since the Strategic Plan programmatic activities directly influence the operating needs, staff will continue to monitor and adjust operating estimates as the next phase of the Strategic Plan develops.

III. Assumptions

Compared with the long-term projections prepared and approved in previous fiscal years, this updated LTFP incorporates a few modifications of note to the overall assumptions, each of which is discussed in more detail below:

1. While the source of the projected Proposition 10 Tobacco Tax revenue remains the same, the updated data reflects a much faster rate of decline than previously projected by the State Department of Finance (DOF), largely due to a projected State backfill that will not close the 13.5% revenue decline incurred in FY 2017-18 as a result of the first year of implementing Proposition 56. A backfill in FY 2018-19 was projected by the State Board of Equalization (BOE) to increase the revenue in proportion to the FY 2017-18 sharp revenue decline, followed by a fairly level 2.6% rate of decline for the subsequent years based on decreasing birth rates, sales of tobacco products, and administrative fees assessed by the BOE for the collection of tobacco taxes. Recent projections from the State BOE indicate that the backfill will only replenish 9.7% and not the full 13.5% impact as previously estimated by the DOF. In addition, State receivables in the last two years have fallen short of the DOF projections. As such, the First 5 LA Finance department included a 2% downward adjustment to the estimated revenue projections to account for the discrepancy between projected and actual Proposition 10 tax revenue.
2. Consistent with prior years and current budgeting practice, resources are included for activities that do not have committed multi-year allocations—those budgeted on an annual basis, such as policy/advocacy, marketing/communications activities, and strategic partnerships. Resources are included in the LTFP, which assumes that these resources will be approved each year as part of the annual budget. Actual resources will be determined by the Board through the annual budget process.
3. The current LTFP extends three years beyond the 2015-2020 Strategic Plan. For projection purposes, the LTFP assumes that spending levels for FY 2020-21 through FY 2022-23 will remain relatively consistent for ongoing investments but are adjusted to reflect the natural sunseting of specific investments. Actual expenditures for future years will be the product of Board discussion and decisions associated with First 5 LA's next Strategic Plan period.
4. Historically, the LTFP methodology assumes that operating costs will increase slightly each year due to standard increases in salaries, benefits and the cost of goods and services. As we approach the end of the current FY 2015-2020 Strategic Plan it is necessary to understand the direction of the organization moving forward to adjust operational resource needs as priorities and requirements might change. Work to flesh out the direction of First 5 LA's next Strategic Plan period is scheduled for 2019.

As such, current operating expenditures are projected to increase from FY 2018-19 through the last year of the current strategic plan period, FY 2019-20, with an estimated 3% increase in salaries, 1% increase in benefit costs, and 1% increase to the general cost of goods and services. This is a deviation from last fiscal year's LTFP which assumed a 2% increase in salaries, 5% increase in benefit costs, and 1% increase to the general cost of goods and services. The change is the result of projected FY 2018-19 underspending in salaries and benefits due to natural staff turnover.

Due to pending and ongoing assessments of the future state, costs to support the organization's operations beyond the current Strategic Plan are projected at the same level of resources anticipated for FY 2019-20, pending the SPR4 process. Changes to the projected operational costs will be reflected in subsequent LTFPs, as more information becomes known through the annual budget process, Strategic Plan refinement process (SPR4) and other decision making vehicles.

A. Beginning Fund Balance

The FY 2018-19 beginning fund balance utilized in the LTFP reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2018. Beginning fund balance in future years is calculated based on projected revenue and expenditures for the prior year.

B. Revenue

The Commission is primarily 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, representing approximately 24-25% of the total County allocations. Although Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, recent changes in legislation, as well as other factors such as a 14% increase in cigarette prices by cigarette manufacturers and decrease in the distribution of cigarette packs, have resulted in an accelerated decline in tobacco tax revenue. FY 2018-19 tobacco tax revenue is projected to be roughly \$79.4 million. This projection is based on the most recent May 2018 estimate from the State Department of Finance (DOF). This represents a roughly 9.7% increase in Proposition 10 revenue compared to FY 2017-18. Based on updated estimates from the State, the backfill intended to offset the sharp decline in FY 2017-18 revenue due to the first year implementation of Proposition 56 and projected for distribution in FY 2018-19 is not likely to replenish the full FY 2017-18 loss for reasons noted above. Additionally, analysis by the First 5 LA Finance department indicates that combined Proposition 10 and Proposition 56 backfill revenues are estimated to be lower than originally projected by the State DOF and the State Board of Equalization (BOE), based on revenue shortfalls identified in the last two fiscal years. Consequently, Proposition 10 and Proposition 56 revenue is being adjusted downward by an additional 2% for the purposes of this analysis to account for this shortfall. In accordance with standard practice, staff will continue to monitor and make the appropriate adjustments as information is received.

Also consistent with the updated DOF projections is the continued decline of revenue in future years, which forecasts an average annual decline of approximately 3-4% in tobacco tax revenue after FY 2018-19. The rate of decline has accelerated by an average of 0.5% per year. This decline is primarily due to declining sales of tobacco products, the decline in birth rates for Los Angeles County, and increased prices by cigarette manufacturers.

Interest earnings are projected based off of the average rate of return on anticipated cash balances for the first quarter of FY 2018-19 of 1.2%, with assumptions made for consistent market conditions across the years reflected in the LTFP. Interest earnings for FY 2018-19 are projected at approximately \$5.1 million. Lease revenue of approximately \$140,000 is also expected for FY 2018-19 grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to increase by a maximum of 2% per year across the timeframe covered by the LTFP. In addition, the Other Revenue category also includes IMPACT funding being received by First 5 LA from First 5 California, the bulk of which will be received in FY 2018-19 and FY 2019-20, funding from the Center for the Study of Social Policy (CSSP) in support of Project DULCE, and the County of Los Angeles to process claims for Medi-Cal Administrative Activities (MAA) reimbursement for services to eligible and potentially eligible Medi-Cal clients.

C. Program Expenditure Assumptions – 2015-2020 Strategic Plan Activities

The baseline for current long-term projections is grounded on the assumption that the Board will continue to invest in the implementation of the approved five-year plan to achieve the goals outlined in the Plan through FY 2019-20. The current projections also assume that activities will continue into the next Strategic Plan term at funding levels consistent with or lower than those estimated to support work in FY 2019-20 as several activities will be completed by FY 2019-20 and others are pending SPR4 assessment. Refinement of the long term resource estimates will occur as implementation of the Plan's strategies and activities continues to move forward in conjunction with the SPR4 process to evaluate and refine strategies in the Strategic Plan to improve results and live within First 5 LA's means.

In addition, where sufficient information was available, all anticipated funds and partnerships to support the development and implementation of a project were included. This includes restricted resources in support of specific projects – such as funding received from First 5 California in support of the Quality Rating and Improvement System (QRIS) activities and funding from the Center for the Study of Social Policy (CSSP) to support Project DULCE—as well as partnerships for the advancement of programmatic sustainability. One example of this sustainability measure included in the cost projections is the partnership with LA County and the California Department of Health Care Services (DHCS) to offset the Select Home Visiting (SHV) activities cost by leveraging Targeted Case Management (TCM) program resources. The TCM program provides reimbursement for the federal share of costs for case management services provided to Medi-Cal beneficiaries in specific target populations. Early SHV TCM pilot data was utilized to project reimbursements from FY 2019-20 through FY 2022-23, which reduces the net investment of First 5 LA in SHV by \$14.0 million. Assumptions include an average annual reimbursement amount per site for every year with the exception of FY 2019-20 which assumes only 6 months of reimbursements due to ongoing training and a ramp up of activities. As the pilot program is still in the early stages, projected TCM reimbursements are conservative and may increase as full implementation gets underway and additional data is made available.

The spending trajectory for the four priority outcome areas reflects fairly consistent levels of spending through FY 2023, with overall peak spending occurring in the final year of the current Plan, consistent with prior year projections. The lifespan of several projects and support costs within the four priority outcome areas are still being determined. As such, projections for costs beyond the current Strategic Plan are estimates that are cost neutral or include upward adjustments consistent with general budgeting practices when not enough specific information is available. For example, costs in support of the Best Start Communities Regional Networks are projected at the same level of funding across all five LTFP outlook years, which represents the revised FY 2018-19 grant structure approved by the Board in April 2018. Alternatively, Welcome Baby (WB) and Select Home Visitation (SHV) are projecting a roughly 3% increase each fiscal year. This rate estimate assumes an annual salary and benefit increase, along with an adjustment for the inflation of the cost of goods and services.

Additionally, it should be noted that First 5 LA Board policy requires 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. As such, current projections assume that funding for the Universal Assessment of Newborn's (UAN) initiative, which supports non-Best Start families served by Welcome Baby hospitals, will continue beyond FY 2018-19 when the original allocation of resources is projected to be exhausted. The remaining UAN allocation balance has been aligned with the projected Families outcome area costs, as have the anticipated expenditures.

D. Program Expenditure Assumptions – Legacy Investments

The expenditure projections contained in the LTFP were developed based on the following overarching assumptions:

- Consistent with the Governance Guidelines, all initiatives and programs are assumed to end according to the Board-directed timeframe. This includes the following Legacy investments that are projected to sunset in by June 30 2019: At-Risk Fathers Investment, Baby Friendly Hospitals, Children’s Dental Care, Data Partnership with Funders, Information Resource & Referral, Parent-Child Interaction Therapy and Policy Advocacy Fund.
- Fidelity to existing approved allocations and other funding decisions made by the Board. Funding for Little by Little/One Step Ahead is assumed to fully exhaust the original \$30 million allocation award, as approved by the Board in November 2018. This is the final Legacy Investment that is projected to continue beyond June 30, 2019.

E. Program Expenditure Assumptions – Cross-Cutting and Support Investments

Similar to previous LTFPs, funding is assumed for a number of cross-cutting or strategic enabling investments—such as Communications, Policy & Strategy, and Integration & Learning—that do not have committed multi-year allocations and support both legacy work and the new work of the organization. These investments represent strategic enabling activities to advance the priority outcome areas established in the 2015-2020 Strategic Plan, and reflect the Commission’s commitment to continuously learn and improve upon the efforts that the organization participates in and supports. Consistent with past practice, the LTFP assumes that roughly 5% of estimated programmatic spending will be spent on integration and learning activities, while costs for communications/marketing and policy activities are projected based on either existing approved funding levels or specific activities planned for future fiscal years. Actual resource needs will be brought before the Board for approval through the annual Budget process.

F. Operating Expenditure Assumptions

The Revised FY 2018-19 Operating Budget of \$22.85 million included assumptions related to staffing, salary and benefit costs, and other operating costs. The LTFP methodology assumes that operating costs will increase slightly from FY 2018-19 to FY 2019-20 due to standard salary increases (estimated at 3%), benefit increases (estimated at 1%), as well as inflation of the cost of goods and services (estimated at 1%). FY’s 2020-21 through 2022-23 assume that operating costs will not exceed the levels projected for FY 2019-20, as not enough information is available to inform these estimates. The resources needed to support the next strategic plan period will be further developed and refined as additional information is made available following the SPR4 process which will be instrumental in mapping the path for meaningful progress in support of our north star, that “All children in Los Angeles will enter kindergarten ready to succeed in school and life.”

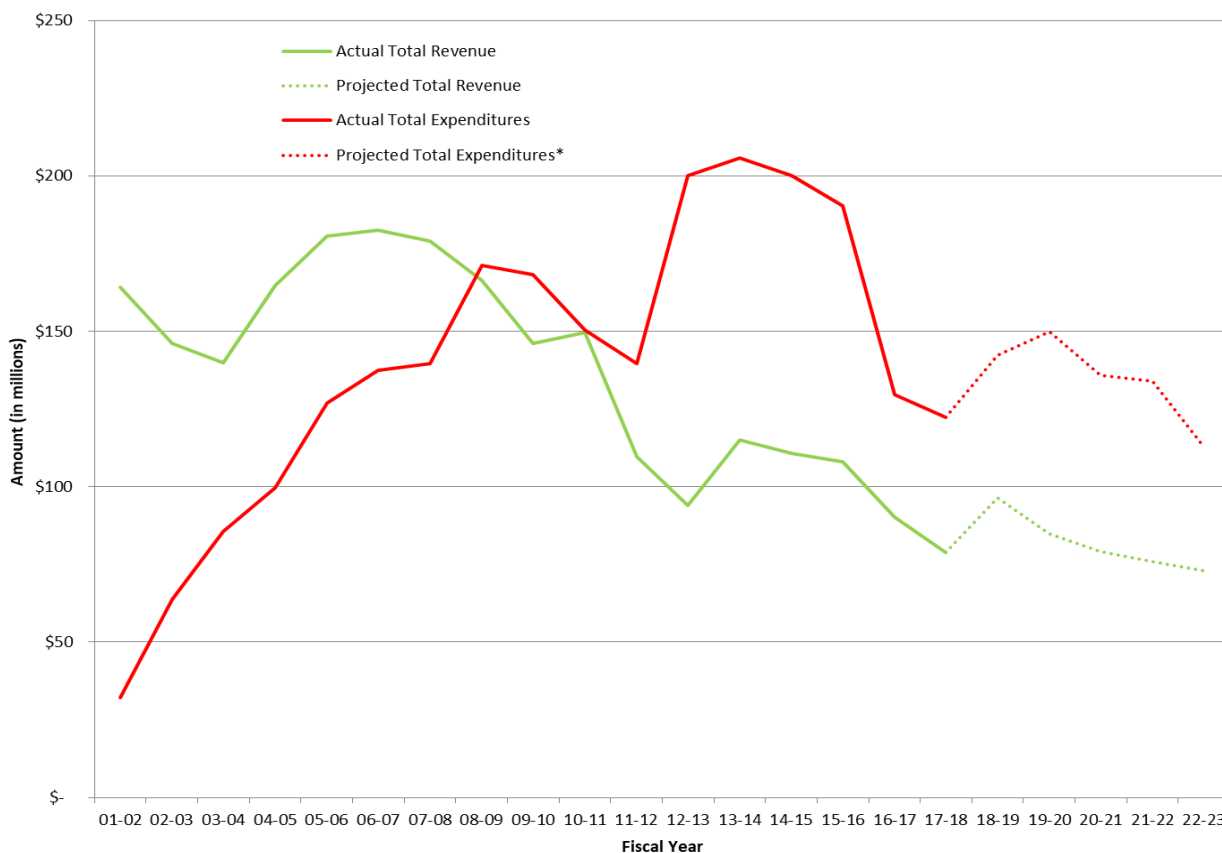
IV. Analysis: The Multi-year Outlook

Consistent with previous years, the LTFP continues to show a stark picture of declining resources, including both incoming revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending continues to outpace revenue, requiring the Commission to depend on existing fund balance to cover the difference.

The Commission’s primary source of revenue, Proposition 10 tobacco tax revenue, has been steadily decreasing since FY 2004-05, and is projected to decline an additional 14.9% by FY 2022-23, from the \$77.8 million anticipated to be received in FY 2018-19 to an estimated \$66.2 million for FY 2022-23, including the 2% internal downward adjustment to Proposition 10 tax revenue to account for Proposition 56 backfill shortfalls. At the same time, expenditures had been steadily

increasing through FY 2013-14, exceeding incoming revenue for the first time in FY 2008-09. First 5 LA continues on a gradual path toward expenditure alignment with revenues as we move in a direction toward sustainability and systems change. This is made evident by the steady decline in expenditures in recent years. However, consistent with previous projections, there is an anticipated increase in expenditures in the final two years of the 2015-2020 Strategic Plan period as many activities and costs were originally projected to align to the five-year Strategic Plan term.

Chart 1: Revenue vs. Expenditures through FY 2022-23



As projected in the budget for FY 2018-19, spending is estimated to total approximately \$142.2 million, or 82.9% above the estimated incoming tobacco tax revenue (which includes the internal adjustment to Proposition 10 tax revenue in response to the Proposition 56 backfill revenue shortfall), an excess level of spending which results in a commensurate decline in fund balance. As previously indicated, and projected with the passage of Proposition 56, the First 5 Commissions experienced a sharp decline in revenue in FY 2017-18 due to changes in legislation, a 14% increase in cigarette prices by cigarette manufacturers, a decrease in the distribution of cigarette packs, among other variables. This one-time steep decline was projected to be reversed in FY 2018-19 when revenue was expected to increase in proportion to the FY 2017-18 reductions and resume the standard rate of revenue decline, between 2.5-3.5% annually. However, latest estimates from the State Department of Finance (DOF) project that the backfill will not replenish the full revenue loss of 13.5% incurred in FY 2017-18, but instead will only replenish roughly 72% of that loss, in other words we will only see a 9.7% increase to FY 2018-19 revenue from FY 2017-18. Additionally, DOF estimates also indicate that the revenue rate of decline is accelerating from an average of 2.5-3.5% in prior years to an average of nearly 4% through FY 2022-23. The ongoing variance between projected revenue and expenditures results in a 70% decrease in fund balance from the July 1, 2018 beginning fund balance of \$379.4 million to \$114.1 million by June 30, 2023. Of this \$114.1 million,

amounts would need to be set aside for subsequent fiscal year operating costs and the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy.

The alignment of revenue and expenditures is not anticipated to occur until FY 2027-28 (as illustrated in *Chart 2* below). The total elimination of the fund balance, based on an aggressive cut to program expenditures beginning in FY 2023-24, is projected to occur in FY 2029-30. This is driven by a combination of factors: 1) further decline in tobacco tax revenue, 2) continued spending in excess of revenue, utilizing existing fund balance to cover the difference; and 3) the approved policy governing the fund balance reserve, which requires the Commission to hold a portion of its fund balance each year in reserve, equivalent to 25% of planned annual spending. Again, the extrapolated projection trends are aggressive and require the organization to refine its strategies and funding priorities to align annual spending with revenue. These estimates will be revisited following the SPR4 process when additional information regarding the priorities for the next ten years is further developed.

Chart 2: Revenue vs. Expenditures through FY 2027-28



Even as the Commission moves farther into a Strategic Plan that places a greater emphasis on policy and systems change, it is important to note that approximately half of incoming Proposition 10 tobacco tax revenue (\$176.6 million out of total estimated tax revenue of \$357.5 million, including the 2% downward adjustment) is projected to be spent through FY 2022-23 on the Commission’s direct service investment in home visitation through the Welcome Baby and Select Home Visitation programs, including Universal Assessment of Newborns. Specifically, the LTFP projects that over

the course of the next five years, these programs combined are forecasted to range from a high of 56% to a low of 44% of incoming tobacco tax revenue on an annual basis.

An additional year of strategic plan activities, actual data, and updated revenue and expenditure estimates resulted in changes in the current LTFP relative to previous long-term projections. Namely, the current LTFP reflects slightly lower revenues overall, and marginally higher expenditures than previous projections. This would normally yield a smaller estimated fund balance, however, as actual expenditures have been lower than previously forecasted, the beginning fund balance in FY 2018-19 of \$379.4 million is approximately \$25 million higher than projected last year at \$353.7. Staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—and will evaluate the potential fiscal impacts to the organization triggered by items such as revenue-driven propositions at the State level or legislative decisions at the Federal level.

V. Summary

The LTFP is a tool for informing future strategic decisions that determine the future direction of the Commission, based on projected available resources, and was informed by the FY 2018-19 Mid-Year adjusted Budget which represents the first year in the five-year outlook. The LTFP highlights that organizational work and ambition continues to exceed revenue, placing higher demands on a diminishing fund balance. At the same time, it reflects the overall advanced rate of decline in revenue which also increases the demand on the fund balance.

Overall, the LTFP continues to demonstrate that the Commission cannot maintain the current rate of spending in the long run, and that the organization must continue to accelerate efforts to transition to a more sustainable spending approach. The LTFP also indicates that existing and estimated future resources are sufficient to provide a transition period over the coming years for the Commission to move toward a “live within our means” budgeting approach that places more reliance on incoming resources rather than fund balance to cover annual spending. However, as the revenue rate of decline is more accelerated than the expenditure rate of decline, that reassessment of costs in the long term will need to happen sooner than previously projected. Based on the extrapolated data shown in Chart 2, the Commission is expected to continue spending in excess of incoming revenue based on current trends which amplifies the need to identify alternative revenue sources and develop sustainability strategies for the Commission’s investments, such as home visiting which is moving in a direction of sustainability (see section C: Program Expenditure Assumptions – 2015-2020 Strategic Plan Activities for more information).

Although there is sufficient fund balance in the short-term to plan and support a transition to a more sustainable spending portfolio, attention to sustainability is imperative. The continued reliance on our reserves to perform our work means that we are placing ourselves in a precarious position for the long term. The upcoming Strategic Plan Refinement (SPR4) process, which launched in January 2019, will be critical in planning for First 5 LA’s long term financial and programmatic success; this process will help us to refine our strategies, build on past successes and adjust to the organization’s fiscal reality. Any changes to the long term projected costs will be shared with the Board through the next long term financial projection process.

BUDGET COMPONENT		APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENT	REVISED FY 2018-19 BUDGET	% CHANGE
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
1	Families	\$ 40,857,000	\$ 526,000	\$ 41,383,000	1.3%
2	Communities	20,976,000	(494,000)	20,482,000	-2.4%
3	Early Care & Education Systems	23,261,000	2,532,000	25,793,000	10.9%
4	Health-Related Systems	3,687,000	-	3,687,000	0.0%
	Sub-total: Strategic Plan Priority Outcome Areas	\$ 88,781,000	\$ 2,564,000	\$ 91,345,000	3%
Strategic Plan Policy & Strategy Support					
5	Policy Agenda/Advocacy	\$ 3,015,000	\$ (300,000)	\$ 2,715,000	-10.0%
6	Communications & Marketing	6,121,000	-	6,121,000	0.0%
7	Communications - Conference Funding	250,000	25,000	275,000	10.0%
8	Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	745,000	0.0%
9	Strategic Partnership-Grantmaking Memberships	41,000	-	41,000	0.0%
	* Strategic Partnership-Organizational Capacity	-	-	-	N/A
10	Strategic Partnership-Partnership Development	160,000	-	160,000	0.0%
11	Community Engagement and Advocacy	256,000	(95,000)	161,000	-37.1%
12	Policy & Strategy - Emerging Opportunities	75,000	-	75,000	0.0%
13	County Partnerships	50,000	115,000	165,000	230.0%
	Sub-total: Strategic Plan Policy & Strategy Support	\$ 10,713,000	\$ (255,000)	\$ 10,458,000	-2%
Integration & Learning					
14	Communities of Practice	\$ 35,000	\$ 96,000	\$ 131,000	274.3%
15	Data Development and Integration	975,000	-	975,000	0.0%
16	Data Partnership with Funders	850,000	-	850,000	0.0%
17	Grantee Assessment	75,000	-	75,000	0.0%
18	Impact Framework	112,000	-	112,000	0.0%
19	Knowledge Management	178,000	-	178,000	0.0%
20	Learning Plan Development	200,000	-	200,000	0.0%
21	Oramizational-Wide Investment	96,000	(96,000)	-	-100.0%
22	Program Evaluation	3,320,000	-	3,320,000	0.0%
23	Integration & Learning - Emerging Opportunities	100,000	-	100,000	0.0%
	Sub-total Integration & Learning	\$ 5,941,000	\$ -	\$ 5,941,000	0%
	TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	\$ 105,435,000	\$ 2,309,000	\$ 107,744,000	2%
LEGACY INVESTMENTS					
24	At-Risk Fathers Investment	\$ 295,000	\$ -	\$ 295,000	0.0%
25	Baby Friendly Hospitals	150,000	-	150,000	0.0%
26	Black Infant Health	1,863,000	-	1,863,000	0.0%
27	Children's Dental Care	372,000	-	372,000	0.0%
	* Children's Vision Care	-	-	-	N/A
	* Early Identification and Intervention - Autism and Other Developmental Delays	-	-	-	N/A
28	Information Resource and Referral	620,000	620,000	1,240,000	100.0%
29	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	-10.8%
30	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-5.8%
31	Policy Advocacy Fund	55,000	-	55,000	0.0%
	* Universal Assessment of Newborns	-	-	-	N/A
	* Workforce Development	-	-	-	N/A
	TOTAL LEGACY INVESTMENTS	\$ 11,705,000	\$ (62,000)	\$ 11,646,000	-1%
	TOTAL FIRST 5 LA PROGRAM BUDGET	\$ 117,143,000	\$ 2,247,000	\$ 119,390,000	1.9%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2018-19 BUDGET	% CHANGE	
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE						
Strategic Plan Priority Outcome Areas						
Families						
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 8,572,000	\$ 648,000	\$ 9,220,000	8%	
	Universal Assessment of Newborns - Welcome Baby Hospitals	10,511,000	837,000	11,348,000	8%	
	Select Home Visiting Programs	13,572,000	(153,000)	13,419,000	-1%	
	Family Strengthening Oversight Entity	3,577,000	200,000	3,777,000	6%	
	Home Visiting Compensation and Turnover Analysis	200,000	(155,000)	45,000	-78%	
	Home Visiting Sustainability Support in Health Systems	120,000		120,000	0%	
	Home Visiting Sustainability Support in Mental Health Systems	25,000		25,000	0%	
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	(26,000)	-	-100%	
	MAMA's Visits Home Visiting Program Training and T.A. Support	334,000	(30,000)	304,000	-9%	
	Stronger Families Database	947,000	(240,000)	707,000	-25%	
Families Strategy 2 - Family Engagement	Targeted Case Management Implementation Support	200,000	(55,000)	145,000	-28%	
	Welcome Baby Implementation and Outcomes Evaluation	238,000		238,000	0%	
	Abriendo Puertas	1,100,000	(160,000)	940,000	-15%	
	Project Dulce	1,215,000	(340,000)	875,000	-28%	
	Family Engagement Learning Community Support	20,000		20,000	0%	
	Emerging Opportunities - Families Outcome Area	200,000		200,000	0%	
	Sub-total Families	\$ 40,857,000	\$ 526,000	\$ 41,383,000	1%	
	Communities					
	Communities Strategy 1 - Community Leadership & Collaboration	Center for the Study of Social Policy (CSSP)	\$ 572,000		\$ 572,000	0%
		Neighborhood Action Councils	2,250,000		2,250,000	0%
Region 1 Central-East Regional Network		4,236,000		4,236,000	0%	
Region 2 SLA Regional Network		4,710,000		4,710,000	0%	
Region 3 SFV Regional Network		2,248,000		2,248,000	0%	
Region 4 Port Cities Regional Network		2,198,000		2,198,000	0%	
Region 5 AV Regional Network		2,068,000		2,068,000	0%	
Organizational Capacity Building		503,000	(180,000)	323,000	-36%	
Built Environment Policy Advocacy Fund		750,000	(300,000)	450,000	-40%	
Communities Strategy 2 - Coordinated Services & Supports		Link Advocates Government Family and Parks (Link)	300,000		300,000	0%
	Legacy Investments	206,000		206,000	0%	
	Capacity Building Consortium	518,000	(194,000)	324,000	-37%	
	Integrated Transition Planning (ITP)	63,000		63,000	0%	
	Local, Regional and Countywide Convenings	104,000		104,000	0%	
	Data and Learning		180,000	180,000	100%	
	Emerging Opportunities - Communities Outcome Area	250,000		250,000	0%	
	Sub-total Communities	\$ 20,976,000	\$ (494,000)	\$ 20,482,000	-2%	

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2018-19 BUDGET	% CHANGE
Early Care & Education (ECE) Systems					
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	\$ 3,000,000	\$ 300,000	\$ 3,300,000	10%
	Educare Policy and Advocacy	300,000	81,000	381,000	27%
	Kindergarten Readiness Assessment	1,945,000	1,644,000	3,589,000	85%
ECE Strategy 2 - QRIS	Early Childhood Educators Improving Quality (CCALA)	141,000	71,000	212,000	50%
	QRIS Architects Group and Systems Planning	463,000	(25,000)	438,000	-5%
	QRIS Continuous Site Engagement	13,702,000	631,000	14,333,000	5%
	QRIS Database	895,000	(245,000)	650,000	-27%
	Shared Services Support	200,000		200,000	0%
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project	700,000		700,000	0%
	Early Childhood Educator Competencies Curriculum Project	700,000		700,000	0%
	ECE Financial Assessment	150,000		150,000	0%
	ECE Workforce Registry	665,000		665,000	0%
ECE - Emerging Opportunities	Emerging Opportunities - ECE Outcome Area	400,000	75,000	475,000	19%
Sub-total ECE		\$ 23,261,000	\$ 2,532,000	\$ 25,793,000	11%
Health, Mental Health & Substance Abuse Systems					
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	\$ 1,660,000		\$ 1,660,000	0%
	First Connections	950,000		950,000	0%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	827,000		827,000	0%
Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	250,000		250,000	0%
Sub-total Health		\$ 3,687,000	\$ -	\$ 3,687,000	0%
Sub-Total: Priority Outcome Areas		\$ 88,781,000	\$ 2,564,000	\$ 91,345,000	3%
Strategic Plan Policy & Strategy Support					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 130,000	\$ -	\$ 130,000	0%
	State Policy and Sustainability Advocate	440,000		440,000	0%
Communications & Marketing	Strategic Plan Advocacy Strategies	2,445,000	(300,000)	2,145,000	-12%
	Communications & Marketing	6,121,000	-	6,121,000	0%
Communications - Conference Funding	Conference Funding	250,000	25,000	275,000	10%
	Emerging Funder Collaboratives	450,000		450,000	0%
	LA Funders Collaborative	20,000		20,000	0%
	LA-N-Sync	25,000		25,000	0%
Strategic Partnership - Cross-Cutting Funder Partnership	Los Angeles Chamber of Commerce	40,000		40,000	0%
	Los Angeles Partnership for Early Childhood Investment	25,000		25,000	0%
	Southern California Grantmakers (SCG)	85,000		85,000	0%
	Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	100,000		100,000	0%
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	41,000		41,000	0%
	Consulting	100,000		100,000	0%
Strategic Partnership - Partnership Development	Convergins	60,000		60,000	0%
Community Engagement and Advocacy	Parent and Caregiver Advisory Council	103,000	(103,000)	-	-100%
	Parent Advocacy and Engagement	153,000	(77,000)	76,000	-50%
	Municipalities Engagement	-	85,000	85,000	100%
Policy & Strategy - Emerging Opportunities County Partnerships	Emerging Opportunities - Policy & Strategy County Partnership Fund	75,000		75,000	0%
		50,000	115,000	165,000	230%
Sub-Total: Strategic Plan Policy & Strategy Support		\$ 10,713,000	\$ (255,000)	\$ 10,458,000	-2%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2018-19 BUDGET	% CHANGE
INTEGRATION & LEARNING					
Communities of Practice	External Partner Learning	\$ 7,000	\$ 86,000	\$ 93,000	1229%
	Learning Advisory Committee	10,000	10,000	20,000	100%
	Organizational-wide Learning	18,000		18,000	0%
	Data Analytics	25,000		25,000	0%
	Data Consultant	90,000		90,000	0%
	Data Requests	5,000		5,000	0%
	Dissemination	15,000		15,000	0%
	First 5 LA Contracts and Grants Program Reporting Database	75,000		75,000	0%
	Indicator Development	165,000		165,000	0%
	WIC Data Mining Research Partnership	600,000		600,000	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000		850,000	0%
	Grantee Perception Report	75,000		75,000	0%
Impact Framework	Impact Framework	112,000		112,000	0%
	Knowledge Management	178,000		178,000	0%
Learning Plan Development	Cross Outcomes/Strategy Area	100,000		100,000	0%
	ECE Outcome Area	50,000		50,000	0%
Organizational-wide Investment	Health Systems Outcome Area	50,000		50,000	0%
	Investment Process	96,000	(96,000)	-	-100%
Program Evaluation	Best Start Learning Agenda	800,000	(260,000)	540,000	-33%
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	-	100,000	100,000	100%
Obesity Prevention & Nutrition Collective Impact Evaluation	Quality Rating and Improvement System Evaluation	600,000		600,000	0%
	Welcome Baby Impact Study	300,000	260,000	560,000	87%
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	1,620,000	(100,000)	1,520,000	-6%
	Emerging Opportunities - Integration & Learning	100,000	-	100,000	0%
Sub-total Integration & Learning		\$ 5,941,000	\$ -	\$ 5,941,000	0%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		\$ 105,435,000	\$ 2,309,000	\$ 107,744,000	2%
LEGACY INVESTMENTS					
At-Risk Fathers Investment	At-Risk Fathers Investment	\$ 295,000		\$ 295,000	0%
	Baby Friendly Hospitals	150,000		150,000	0%
Black Infant Health	Birth Outcomes and Disparities - Policy and Systems Change	400,000		400,000	0%
	Black Infant Health Program	1,463,000		1,463,000	0%
Children's Dental Care	Children's Dental Care Program	372,000		372,000	0%
	211 LA County	620,000	620,000	1,240,000	100%
Information Resource and Referral	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	-11%
	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-6%
Policy Advocacy Fund	Policy Advocacy Fund Technical Assistance Provider	55,000		55,000	0%
	Policy Advocacy Fund	11,708,000	(62,000)	11,646,000	-1%
TOTAL LEGACY INVESTMENTS		\$ 11,708,000	\$ (62,000)	\$ 11,646,000	-1%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 117,143,000	\$ 2,247,000	\$ 119,390,000	1.9%

BUDGET SUMMARY FY 2018-19 Mid-Year Adjustments

	Approved FY 2018-19 Budget	Estimated FY 2018-19 Expenditures	Projected Savings/ (Shortfalls)	Mid-Year Adjustments	Revised FY 2018-19 Budget
OPERATING EXPENSES					
Personnel Related Expenses					
Salaries & Wages	14,062,486	11,776,496	2,285,990	(259,200)	13,803,286
Fringe Benefits	3,961,920	3,533,653	428,267	-	3,961,920
Total Personnel Related Expenses	18,024,406	15,310,149	2,714,257	(259,200)	17,765,206
Operating Services					
ADP-Payroll	38,000	28,278	9,722	-	38,000
Worker's Compensation Insurance	85,000	63,139	21,861	(20,000)	65,000
Utilities	165,000	155,424	9,576	-	165,000
Corporate Insurance	75,000	31,000	44,000	-	75,000
Mileage, Parking and Other Transportation	71,250	21,569	49,681	(7,300)	63,950
Telephone	67,000	57,621	9,379	-	67,000
Cell Phone & Mobile Devices	55,800	33,332	22,468	(2,300)	53,500
Outside Printing & Publishing	23,000	18,422	4,578	(1,000)	22,000
Other Supplies	20,250	16,148	4,102	-	20,250
Postage & Delivery	13,200	13,200	-	-	13,200
Educational Supplies	7,100	1,903	5,197	-	7,100
Office Supplies	88,000	62,848	25,152	(500)	87,500
Subscriptions & Publications	21,500	4,158	17,342	(500)	21,000
Capital Outlay	126,000	191,000	(65,000)	65,000	191,000
Equipment-Rents & Leases	119,000	73,562	45,438	-	119,000
Building Repair & Maintenance	192,000	192,000	-	-	192,000
Equipment Repairs & Maintenance	24,000	20,000	4,000	-	24,000
Offsite Storage	34,400	17,413	16,987	-	34,400
Hardware & Software Maintenance	255,300	203,262	52,038	(11,000)	244,300
Miscellaneous/Contingency	75,000	-	75,000	-	75,000
Stipend/Honorarium	-	-	-	-	-
Internal Meetings	133,100	86,612	46,488	4,000	137,100
Divisional Capacity Building	100,000	-	-	-	100,000
Total Operating Services	1,788,900	1,290,891	398,009	26,400	1,815,300
Consultant Services					
Consultant Fees	1,214,800	888,203	326,598	200,000	1,414,800
Other Professional Fees	315,000	315,000	-	-	315,000
External Reviewers	2,500	450	2,050	-	2,500
Total Consultant Services	1,532,300	1,203,653	328,648	200,000	1,732,300
Professional Services					
Audit	80,000	61,000	19,000	-	80,000
Legal Fees	175,000	78,392	96,608	-	175,000
Professional Dues	123,552	21,665	101,888	-	123,552
Staff Recruitment	25,000	5,060	19,940	-	25,000
Commissioners Stipends	30,000	24,000	6,000	-	30,000
Web-Based Services	75,000	14,482	60,518	-	75,000
Bank & Other Service Charges	12,000	32,000	(20,000)	20,000	32,000
Total Professional Services	520,552	236,599	283,953	20,000	540,552
Travel Expenses					
Airfare	161,380	108,517	52,863	11,000	172,380
Lodging	162,200	61,082	101,118	(1,000)	161,200
Per Diem	76,200	41,149	35,051	1,000	77,200
Other Travel Expense	22,850	12,872	9,978	5,800	28,650
Total Travel Expenses	422,630	223,620	199,010	16,800	439,430
Depreciation Expense					
Depreciation Expense	-	-	-	-	-
Total Depreciation Expense	-	-	-	-	-
Professional Development					
Training Materials & Supplies	12,500	5,392	7,108	-	12,500
Internal Training	94,400	10,000	94,400	-	94,400
Leadership Programs	102,000	5,265	96,735	-	102,000
Conference Registrations	210,000	88,246	121,754	(4,000)	206,000
External Education/Training	142,000	34,333	107,667	-	142,000
Total Professional Development	560,900	143,236	427,664	(4,000)	556,900
Marketing					
Advertising-Print	-	-	-	-	-
Advertising-Radio	-	-	-	-	-
Advertising-Digital	-	-	-	-	-
Advertising-Out Of Home	-	-	-	-	-
Sponsorship	-	-	-	-	-
Total	-	-	-	-	-
Total OPERATING EXPENSES	22,849,688	18,408,149	4,351,539	-	22,849,688

First 5 LA
Long Term Financial Projection - Multi-Year Forecast Detail

Beginning Fund Balance as of July 1		\$ 379,419,674	\$ 333,548,818	\$ 268,445,737	\$ 211,769,503	\$ 153,900,930	A
Projected Revenue (by Fiscal Year)		APPROVED FY 2018-19 (est)	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	
Proposition 10 Tax Allocations ¹	\$	79,355,574	75,219,934	72,516,976	70,094,744	67,562,117	
Adjustment in Response to Proposition 56 Trend (2%) ²		(1,587,111)	(1,504,399)	(1,450,340)	(1,401,895)	(1,351,242)	
Other Revenue ³		13,490,258	6,493,063	4,295,925	4,298,843	4,301,820	
Interest Earnings ⁴		5,110,111	4,492,864	3,682,226	2,987,596	2,277,995	
Total Projected Revenue	\$	96,368,832	84,701,462	79,044,787	75,979,288	72,790,689	B
Annual Program Demands		Commitment (June 30, 2018)⁵	Estimated Program Demands (by Fiscal Year)				
			FY 2018-19⁶	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE (By Outcome Area)							
Families - Welcome Baby/Home Visitation ⁷	\$	12,099,453	41,383,000	41,435,000	41,158,000	42,005,000	42,942,000
Communities - Best Start Communities/New Activities		-	20,482,000	20,151,500	18,239,000	18,239,000	18,239,000
Early Care & Education Systems ⁸		24,606,567	25,793,000	34,538,000	25,691,500	23,691,000	3,541,000
Health-Related Systems		-	3,687,000	6,759,609	5,913,086	6,401,426	6,401,426
TOTAL 2015-2020 STRATEGIC PLAN (By Outcome Area)	\$	36,706,020	91,345,000	102,884,109	91,001,586	90,336,426	71,123,426
LEGACY INVESTMENTS							
At-Risk Fathers Investment	\$	296,491	295,000	-	-	-	-
Baby Friendly Hospitals ⁹		23,207,687	150,000	-	-	-	-
Black Infant Health		3,739,729	1,863,000	-	-	-	-
Children's Dental Care		7,718,274	372,000	-	-	-	-
Children's Vision Care		35,722	-	-	-	-	-
Data Partnership with Funders		850,000	-	-	-	-	-
Early Identification and Intervention of Autism		319,974	-	-	-	-	-
Healthy Food Access		239,849	-	-	-	-	-
Information Resource & Referral ¹⁰		1,240,000	1,240,000	-	-	-	-
Little by Little/One Step Ahead		15,881,256	3,500,000	3,900,000	3,800,000	3,500,000	1,100,000
Parent-Child Interaction Therapy		8,357,816	4,171,000	-	-	-	-
Policy Advocacy Fund		55,000	55,000	-	-	-	-
Reducing Childhood Obesity		455,545	-	-	-	-	-
Resource Mobilization - ECE		-	-	-	-	-	-
Workforce Development		2,372,855	-	-	-	-	-
Universal Assessment of Newborns		-	-	-	-	-	-
TOTAL LEGACY INVESTMENTS	\$	64,770,198	11,646,000	3,900,000	3,800,000	3,500,000	1,100,000
CROSS-CUTTING AND SUPPORT INVESTMENTS¹¹							
Communications & Marketing	\$	-	6,121,000	6,121,000	6,121,000	6,000,000	6,000,000
Communications - Conference Funding		-	275,000	300,000	300,000	300,000	300,000
Policy Agenda/Advocacy		-	2,715,000	3,095,000	3,070,000	3,070,000	3,070,000
Strategic Partnership - Cross-Cutting Funder Partnership		-	745,000	770,000	528,000	478,000	478,000
Strategic Partnership - Grantmaking Memberships		-	41,000	56,000	56,000	56,000	56,000
Strategic Partnership - Organizational Capacity		-	-	-	-	-	-
Strategic Partnership - Partnership Development		-	160,000	160,000	160,000	160,000	160,000
Community Engagement and Advocacy		-	161,000	270,000	325,000	378,000	378,000
Community Relations		-	-	-	-	-	-
County Partnerships		-	165,000	180,000	200,000	200,000	200,000
Policy & Strategy Emerging Opps		-	75,000	-	-	-	-
Integration & Learning		-	5,941,000	6,709,000	4,800,000	4,010,000	4,395,000
TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS	\$	-	16,399,000	17,661,000	15,560,000	14,652,000	15,037,000
EMERGING OPPORTUNITIES¹²							
			2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
TOTAL ESTIMATED PROGRAM DEMANDS			\$ 119,390,000	\$ 126,445,109	\$ 112,361,586	\$ 110,488,426	\$ 89,260,426
							F=C+D
Estimated Operating Expenditures ¹³	\$		22,849,688	23,359,435	23,359,435	23,359,435	23,359,435
Capital Improvement Fund Expenditures ¹⁴	\$	6,959,676					
TOTAL ESTIMATED SPENDING	\$	142,239,688	149,804,544	135,721,021	133,847,861	112,619,861	H=F+G
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES	\$	45,870,856	65,103,081	56,676,233	57,868,573	39,829,171	I=H-B
PROJECTED ENDING FUND BALANCE		\$ 333,548,818	\$ 268,445,737	\$ 211,769,503	\$ 153,900,930	\$ 114,071,759	J=A-I
Total Estimated Commitments Remaining (as of June 30)	\$	100,432,218					
Total Estimated Advances Remaining (as of June 30)	\$	1,044,000					
			FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Fund Balance Reserve ¹⁵	\$		35,559,922	37,451,136	33,930,255	33,461,965	28,154,965
							K=H*J

Footnotes to the Long Term Financial Projection – Multi-Year Forecast Detail:

1. Proposition 10 tax revenue projections were updated based on the most recent forecast provided by the California Department of Finance (DOF): "First 5 California County Tax Revenue Projections for FY 2017-18 through 2022-23" (Updated 5/22/2018 Utilizing DOF May Revise 2018 Tobacco Tax Projections and DOF Birth Projections for California State and Counties 1990-2040).
2. Based on FY 2016-17 and FY 2017-18, First 5 LA Proposition 10 tax revenue projections indicate that actual receivables are approximately 2% lower than those projected by the California DOF.
3. Other Revenue includes lease revenue based on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to increase by a maximum of 2% per year across the timeframe covered by the LTFP. This revenue category also includes IMPACT funding from First 5 California, the bulk of which will be received in FY 2018-19 and FY 2019-20. Additional revenue includes funding for two years from the Center for the Study of Social Policy for the continued implementation of Project DULCE at the original clinic, and Targeted Case Management (TCM) dollars from the California Department of Health Care Services (DHCS) for Select Home Visitation (SHV) billable services.
4. Estimated interest rates were based off of the average rate for the first quarter of FY 2018-19 of 1.2%. An estimated rate of 1.2% was utilized to calculate estimated interest rates from FY 2018-19 through FY 2022-23.
5. Allocation and advance balances were updated based on the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2018. Any exceptions are specifically noted below.
6. FY 2018-19 expenditure projections are based on the FY 2018-19 Proposed Mid-Year Adjusted Budget. This Mid-Year Adjusted Budget includes a request of \$2.3 million above the budget approved on June 14, 2018, based on updated information since budget approval to adequately support a change. The adjusted FY 2018-19 Budget will be presented to the Board for approval in March 2019.
7. Universal Assessment of Newborns is fundamentally linked to the Welcome Baby program, with both programs currently funded through single contracts with provider hospitals. However, the Universal Assessment of Newborns initiative was initially approved as a 5-year initiative with a discrete multi-year allocation. The remaining allocation balance, just over \$12 million, is enough to support costs through FY 2018-19, at which point the allocation balance will be exhausted. As the Strategic Plan – Families Welcome Baby program is projected to continue through the current LTFP period, resources required to support this legacy program and non-Best Start clients, in alignment with the Families Welcome Baby program, were built in to the projections.
8. The resource estimates included for the Early Care & Education Systems outcome area include the spending down of remaining balances previously allocated for Los Angeles Universal Preschool (LAUP), now Child360, and the ECE Workforce Consortium, as approved by the Board.

9. The Baby Friendly Hospitals initiative draws down from an allocation previously referred to as "Best Start LA". All other programs funded through this allocation have ended. Costs for Baby Friendly Hospitals in FY 2018-19 represent the completion of existing obligations to current grantees and contractors. As of June 30, 2018, Baby Friendly Hospitals (Best Start LA) has a remaining balance of approximately \$23.0 million. First 5 LA will be releasing the remaining balance from commitment for general use toward Strategic Plan activities.
10. Information Resource & Referral costs represent the approved extension of the existing relationship with the Information and Referral Federation of Los Angeles County, Inc. ("211 LA County") through June 30, 2019.
11. Funding is assumed for a number of cross-cutting or "support" investments that do not have committed multi-year allocations. These costs may support both legacy work (as we continue to learn from past investments) and the 2015-2020 Strategic Plan activities. Although multi-year funding commitments have not been explicitly made by the Commission, estimated costs were included because these investments represent key approaches for the Commission to advance the priority outcome areas established in the Strategic Plan and is our best estimate as we transition into the next Strategic Plan. In addition, these resources also reflect the Commission's commitment to continuously learn and improve upon the efforts that the organization participates in and supports.
12. Emerging Opportunity (EO) resources are included as flexible sources of funding to allow the organization to respond to emerging needs or unanticipated opportunities when identified to align with, or enhance, the organizational direction and strategic plan. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise. Emerging opportunity resources in FY 2018-19 are budgeted within specific areas of the budget. As not enough information is known about the anticipated need in subsequent years, a flat \$2.0 million is included for FY's 2019-20 through FY 2022-23.
13. The methodology for operating costs assumes that costs will increase slightly between FY 2018-19 and FY 2019-20 due to standard salary (estimated at 3%), benefit (estimated at 1%), as well as inflation of the cost of goods and services (estimated at 1%). Operating costs for FY's 2020-21 through FY 2022-23 remain at levels consistent with FY 2019-20 as the direction of the next Strategic Plan is still being developed and not enough information is known at this time. Staff recognizes that operating requirements will change as we transition into the Strategic Plan, priorities are identified, and the appropriate level of staffing is determined. This will allow the organization to shift to a revised operating structure that best supports the work of the Commission moving forward.
14. Resources designated for the Capital Improvement Fund were approved for establishment by the Board on June 8, 2017 in the amount of \$6.96 million, comprised of unspent FY 2015-16 Operating Budget funds in the amount of \$3,660,359 and unspent FY 2016-17 Operating Budget funds in the amount of \$3,299,317, and are thereby committed. The Capital Improvement Plan (CIP) was approved by the Board on July 12, 2018. CIP incurred expenditures will be applied against this approved fund.
15. The fund balance reserve is calculated as 25% of estimated spending for the fiscal year, consistent with Board-approved policy.

FY 2019-20 BUDGET CALENDAR

DATE	ACTIVITY
February 2019	Brief Budget and Finance Committee on recommended FY 2019 budget calendar Provide annual Long Term Financial Plan (LTFP) and FY 2018-19 Mid-Year Budget Adjustment update to the Budget and Finance Committee
February 2019	Brief Commission on recommended budget calendar Provide annual LTFP and FY 2018-19 Mid-Year Budget Adjustment update to the Commission
February 2019	Provide training to First 5 LA staff on budget process and development
February - April 2019	Complete budget development
May 2019	Present FY 2019-20 Proposed Budget to the joint Budget and Finance/Executive Committees
May 2019	Present FY 2019-20 Proposed Budget to the Commission (Informational) - TBD Written Only Item
May 2019	Revise FY 2019-20 Proposed Budget as necessary
May 2019	Present revised FY 2019-20 Proposed Budget to the Program and Planning Committee
June 2019	Request Commission adoption of the FY 2019-20 Proposed Budget

VENUE

Budget & Finance Committee

Commission Meeting

Internal Staff Training

Internal Staff Process

Budget & Finance/Executive Committee Meeting

Commission Meeting

Internal Staff Process

Program and Planning Committee Meeting

Commission Meeting

FIRST 5 LA

SUBJECT:

Strategic Plan Refinement Process (SPR4) and Impact Framework Systems Change Learnings

SUMMARY:

At the November Board meeting, the Board provided directional endorsement of the proposed Strategic Plan Refinement (SPR4) process. The intent of the SPR4 process is to build on the Impact Framework by using the four targeted county-level results for children and families and systems outcomes, as well as learning from our experience in policy and systems change work, and to *refine* our strategies to achieve our North Star that “*By 2028, all children enter kindergarten ready to succeed in school and life*”.

Input from Program and Planning Committee and Board discussions in September and November 2018 as well as staff feedback has informed the proposed process, assumptions, approach, and timeline. During January 2019 PPC meeting, staff launched the SPR4 process with a presentation of the approved Four Results for Children and Families; the critical success factors for the Strategic Plan Refinement process; a roadmap of the proposed process and discussion on Investment Guidelines.

For this February Board of Commissioners meeting, staff will present an update on the Impact Framework Phase I Findings; the critical success factors for SPR4; a roadmap of the proposed process, incorporating points of intersections with the Impact Framework process; and continue discussion on Investment Guidelines.

BACKGROUND:

Impact Framework: Findings from Phase 1

On July 1 2015, First 5 LA began the implementation of its current strategic plan. The current strategic plan represents a significant pivot from mainly providing direct services to a focus on using policy and systems change as the levers by which First 5 LA impacts the lives of children and families in L.A. County. This shift also required that First 5 LA update its approach to measurement and impact. To do so, staff launched the Impact Framework work in February of 2018. The work is still ongoing.

The purpose of the Impact Framework is to define how First 5 LA is contributing to reaching our North Star: *By 2028, all children enter kindergarten ready to succeed in school and life*. The Impact Framework has three distinct phases: 1) Data Collection, 2) Measurement and 3) Reporting. First 5 LA's Impact Framework will capture changes at three distinct levels:

1. Results for Children and Families: these are our population-level markers of progress. Our target population is L.A. County. First 5 LA expects to indirectly contribute to shifting these results so that we make progress towards our North Star.
2. Systems Outcomes (short- and long-term): these are our markers of progress for changing systems so that they work better for children and families. First 5 LA expects to both directly and indirectly contribute to changing systems.
3. Monitoring Measures: these are a set of measures that First 5 LA will monitor in its effort to track how the changing environment impacts children and how we do our work.

Staff engaged the Board of Commissioners in the last year, starting with the July 2018 Board Retreat, to share progress from the effort and solicit input about the results we seek for children and families. The Board approved the following four results for children and families at the November 2018 Board of Commissioners meeting:

- i. Families have the awareness, resources, opportunities, relationships and environment to optimize their child's development
- ii. Children enter kindergarten without any previously unidentified developmental delays and connected to developmentally appropriate services/supports

- iii. Children are safe from abuse, neglect, and other trauma
- iv. Children have high-quality ECE experiences prior to kindergarten entry

Following the Board's approval of the Results for Children and Families, staff launched the second and third phases of the work in January 2019. For Phase 2, the focus is on developing a measurement plan that is guided by all data collected in the first phase of the work.

At the February 2019 Board of Commissioners meeting, staff will highlight trends that emerged from a thematic analysis of data collected in the first phase of the Impact Framework. Specifically we will learn about:

- The most frequently used ways in which First 5 LA approaches systems change
- How First 5 LA combines multiple approaches to systems change when implementing the Strategic plan
- The roles First 5 LA most frequently plays as it implements the strategic plan
- The specific systems First 5 LA, in partnership with others, is working to align and/or improve to benefit children and families
- The types of organizations our partners represent
- Some relevant contextual factors that impact First 5 LA's ability to implement the Strategic Plan

These thematic analyses from Phase 1 of the Impact Framework are informing both the Phase 2 measurement activities as well the Strategic Plan Refinement process that is underway.

Strategic Plan Refinement Process

The Strategic Plan Refinement process will build on the foundational work of the last three years and provide an opportunity for the staff and Board alike to: consider the progress we have made in the first three years of implementation of the Strategic Plan; review key learning and insights generated from the plan implementation; assess changes in the landscape which influence our work both in terms of new opportunities and threats; and consider the capacity First 5 LA needs across all of its Divisions to do this work effectively.

The Strategic Plan refinement process will encompass four major phases as outlined below.

- **Phase I: Review** how our strategies have been and are being implemented to achieve our targeted outcomes and the resulting learnings. Key questions to be answered during this phase of the process include:
 - What progress have we made in the first three years and what have we learned from the first three years of implementation about **how** we do our work and the outcomes (**what**) we are working to achieve?
 - What has changed in the landscape in the last three years that impacts how we achieve our targeted outcomes?
 - What have we learned about First 5 LA's capacity to do this work?
- **Phase II: Reflect** on how changes in the landscape and our own implementation experience can inform our approach to achieving our targeted outcomes. Examples of questions to be answered during the reflect phase include:
 - How do **learnings from our progress** inform how we approach our future work?
 - How do changes in the landscape create new and/or unanticipated opportunities to advance our targeted outcomes?
 - How do the **Results for Children and Families**, as defined in the Impact Framework, inform our strategies and how we approach our work?
- **Phase III: Refine** our strategies to incorporate learnings from our own experience in policy and systems change work and our assessment of strategic opportunities to achieve our targeted outcomes. Examples of questions to be answered during the refine phase include:
 - How should we **refine and prioritize our strategies** based on our review and reflections?
 - How do we need to approach our work differently based on this review and reflection?

- How can we best communicate our refined Strategic Plan to inform our partners and stakeholders?
- **Phase IV: Results** to document and assess First 5 LA's progress on achieving our North Star. Examples of questions to be answered during the results phase include:
 - What are realistic baselines and targets to measure progress?
 - How do we leverage other data collection efforts to minimize partner/grantee data collection burden?
 - How will monitoring progress inform our learning and refinement of our strategies on an ongoing basis?

DISCUSSION:

The Strategic Plan Refinement process will be grounded in the learnings from the first three years of implementation and the recognition that the fundamental elements of the FY 2015-2020 Strategic Plan continue to drive and prioritize our work. For example, we will “hold tight” to our North Star and policy and systems change orientation to maximize impact for young children and families. There are also elements of the Strategic Plan that we will “hold loose” to and refine as part of this process, such as our current strategies. The first element for Board discussion will be the current Strategic Plan Investment Guidelines.

Strategic Plan Investment Guidelines

During the 2014 strategic planning process, the Commissioner discussed and developed the six Investment Guidelines that provided clarity on how and where First 5 LA can have the most impact. The Investment Guidelines served as criteria for decision-making for all major components of the 2014 strategic planning process and serve as ongoing policy guidance for Board and staff during implementation. Together, the six investment guidelines represent a “six-part identity statement” for First 5 LA. The Commission’s investment guidelines are that First 5 LA will:

- Focus on **prevention**
- Focus on **systems and policy change**
- **Seek to have a broad impact**, affecting larger numbers of people
- Prioritize investments that **strengthen families** and, whenever possible, **improve community capacity**
- Prioritize the **identification and scaling up of evidence-based practices**
- **Engage partners at the earliest possible stage** of activity and/or investment

During this meeting, staff will continued discussion of the Investment Guidelines, grounded in current learning of our work and how they can be further refined to provide clear implementation guidance. Starting the SPR4 process with the discussion of the Investment Guidelines will provide parameters for decision-making in this refinement process.

STRATEGIC PLAN REFINEMENT (SPR4) AND IMPACT FRAMEWORK SYSTEMS CHANGE LEARNINGS


Christina Altmayer
Vice President, Programs

Daniela Pineda, Ph.D.
Vice President, Integration & Learning

Steven LaFrance
Founder and CEO, Learning for Action



- Summarize Impact Framework Phase 1 Findings
- Introduce Critical Success Factors for Strategic Plan Refinement Process
- Outline Strategic Plan Refinement Process Roadmap
- Board Discussion on Investment Guidelines



**Impact
Framework:
Phase I Findings**

Results for Children and Families Contributing to First 5 LA's North Star

North Star Aspiration



Dimensions of School Readiness

- Children are ready for school
- Schools are ready for children
- Families and communities prepare children for school

Results for Children and Families

Families have the awareness, resources, opportunities, relationships and environment to optimize their child's development

Children enter kindergarten without any previously unidentified developmental delays and connected to developmentally appropriate services/supports

Children are safe from abuse, neglect, and other trauma

Children have high-quality ECE experiences prior to kindergarten entry

What did we do?

- Purpose: Data collection effort to codify our working hypotheses, assumptions, and how we are implementing the current strategic plan and to specify how we will know if we are making progress toward our north star
- Methods:
 - Qualitative and quantitative data collection
 - Broad staff engagement and input
 - Board input, endorsement, reporting

How will we use these data?

- Inputs to the SPR 4 *Review* and *Refine* phases
- Input to measurement plan – zooming into systems boundaries
- Telling our story about *what* we do and *how* we do it



Systems Change Approaches

Advocacy and policy change

Promoting policies that support the needs of children prenatal to 5 and their families, mobilizing resources to increase long-term public and private investment in early childhood systems and direct service programs, engaging in public education and social marketing campaigns to influence public policy

Capacity building

Providing technical assistance and/or workforce development to build the capacity of service providers, organizations, and community members

Communications & dissemination

Promoting evidence-informed and/or evidence-based approaches among early childhood partners and engaging in public awareness campaigns to increase understanding and support for First 5 priorities

Connecting & coordinating

Facilitating connections and partnerships to promote effective alignment and build sustainable relationships across organizations, sectors, and/or systems

Data development, collection, and sharing

Promoting the use and integration of data systems to allow for data sharing across systems and sources (e.g., linking administrative data across multiple systems and agencies) to inform and improve service quality

Research and evaluation

Building and/or conducting research and evaluation to contribute to the field's evidence base and take programs to scale

Which approaches are most commonly used across the outcome areas?

Outcome Area (Strategy)	Advocacy and policy change	Capacity building	Communications and dissemination	Connecting and coordinating	Data development, collection, and sharing	Research and evaluation
ECE Systems (Advocacy)	✓	✓	✓	✓	✓	✓
ECE Systems (Workforce Development)	✓	✓	--	--	✓	--
ECE Systems (Quality Rating Improvement System)	✓	✓	--	✓	--	--
Families (Family Engagement in Health & ECE Settings)	✓	✓	--	✓	--	✓
Families (Family Strengthening)	✓	✓	✓	--	✓	✓
Health Related Systems (Early Identification)	✓	✓	--	✓	✓	✓
Health Related Systems (Trauma Informed Care)	✓	✓	✓	--	✓	--
Communities (Community Leadership)	--	✓	--	✓	✓	--
Communities (Built Environment)	✓	--	--	✓	--	--
Communities: (Community Resource Networks)	--	--	✓	✓	✓	✓

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✓ = currently implemented
 -- = not currently implemented

- Catalyst
- Connector
- Capacity builder
- Collaborator
- Funder

What systems have we worked with partners to improve, align, and/or change?

- CA ECE Service Delivery System
- Child Welfare System
- L.A. County-Funded Prevention Networks
- L.A. County Child and Family Serving System
- L.A. County ECE Service Delivery System
- L.A. County ECE Regulatory System
- L.A. County ECE Training System
- L.A. County ECE Higher Education System
- L.A. County Health System (and Pediatric Health System specifically)
- L.A. County Home Visiting System
- L.A. County Unified School Districts
- L.A. County Homeless Service Delivery System
- L.A. County Municipalities
- L.A. County QRIS Consortium
- Municipal, regional, and county public systems
- Public Built Environment Systems
- Best Start Local Geographic Areas

March

- ❑ March PPC: Overview of Measurement Plan approach

April/May

- ❑ April PPC: Update on Data Partnerships
- ❑ May PPC: Preview on Systems Outcomes

June/July

- ❑ June BOC: Update on Impact Framework Reporting Plan
- ❑ June PPC: Preview of Target Setting Process for Results for Children and Families
- ❑ July BOC: Preview of Select Targets for Results for Children and Families

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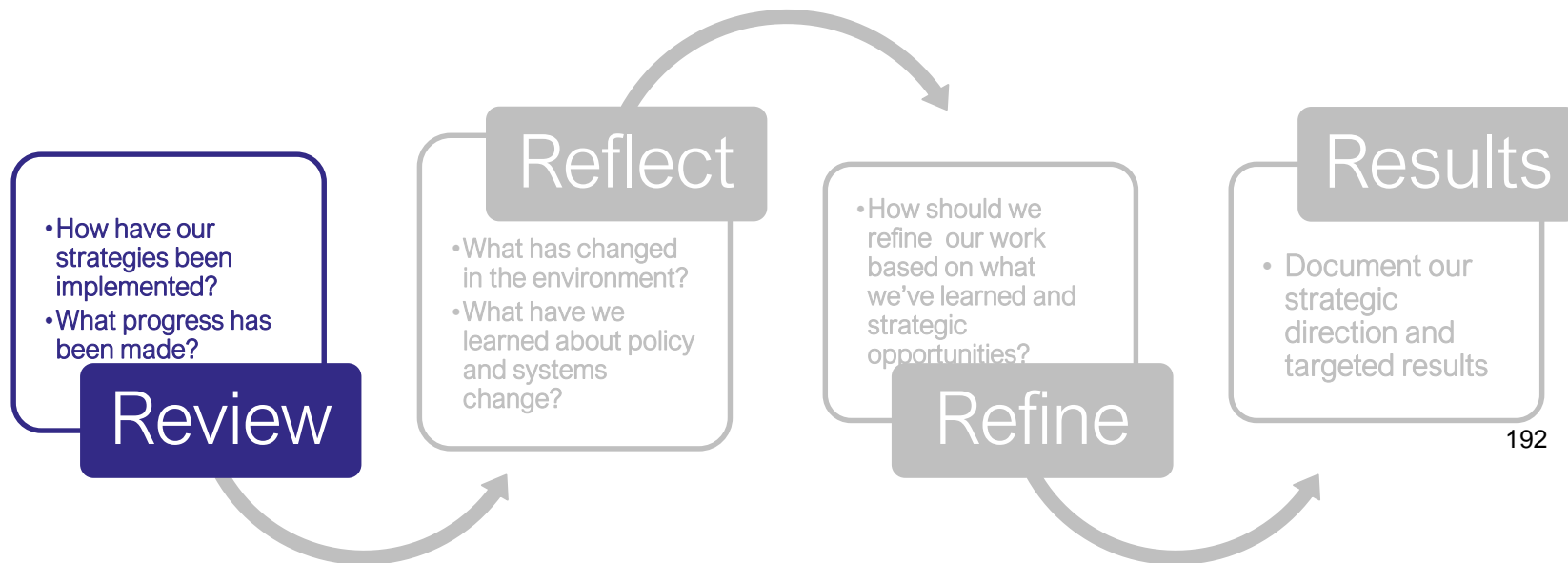
**Strategic Plan
Refinement
Process**



- Strategic Plan will build from the Impact Framework and the targeted ***Results for Children and Families***
- “Hold tight” to our North Star and outcomes; “hold loose” in our strategies
- Consider the capacity First 5 LA needs across all its Divisions to do this work effectively
- Leverage diverse stakeholder engagement and community outreach strategies conducted over the past three years to inform our planning process

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Proposed planning process will focus on **reviewing, reflecting, and refining** the current Strategic Plan with a focus on **results**



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Continue to focus on Policy & System Change

Incorporate Equity More Explicitly

More Clearly Articulate First 5 Results & Role

Partnership is Central to our Work

Simplify Communications and Language

Increase Integration

Recognize Fiscal Constraints

Prioritize and Further Focus Strategies

Elevate Voices of Parents and Direct Service Providers

Strengthen Organizational & Learning Capacity

- Equity** Articulates how First 5 LA is working to ensure that all children are ready to succeed in school and life, with priority focus on those facing disparities along income, racial, ethnic and geographic lines
- Impact** Clearly identifies our intended impact and means to measure our progress
- Integration** Facilitates further integration of our work, highlighting cross-cutting, systems change approaches to achieving First 5 LA's "north star."
- Fiscal Stewardship** Recognizes and reflects our fiscal constraints, projected revenue declines and fiscal stewardship to operate within expected resources
- Plain Speak** Is clear in language and approach for our diverse partners, staff, Board, public
- Priorities & Focus** Prioritizes and further focuses what we must do to advance our policy and systems change work programmatically, organizationally, and operationally
- Capacity-Building** Leverages the process to enhance First 5 LA's ability, skill, and infrastructure for strategy development and implementation

Strategic Plan Refinement Process Roadmap



LEGEND

- Community Inputs
- F5LA Inputs
- Key Decisions
- Board Inputs
- Key Deliverables

Investment Guidelines

Steven LaFrance,
Learning for Action



- During the 2014 Strategic Planning process, Commissioners developed six **Investment Guidelines** that express F5LA's point of view about its role in creating impact.
- The Investment Guidelines served as criteria for decision making for all major components of the 2015-2020 strategic planning process, and serve as ongoing policy guidance to First 5 LA staff during implementation of the plan.
- Guidelines reflect best practices in literature defining clear strategy for funders. ¹⁹⁷

Commissioners approved recommended “home positions” and conditions for deviation for each of the six levers of impact

- “Home positions” for each of the six levers articulate First 5 LA’s identity
- Define where on the continuum First 5 LA can have the most impact and add unique value given position, resources and capacities
- Provide policy guidance to staff for assessing future opportunities
- Conditions for deviation provide “guardrails” for the Board and staff to use when determining whether or not to operate on a different point of each continuum

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More often than not, First 5 LA will make policy and implementation decisions according to these Investment Guidelines:



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Investment Guideline	Recommended Home Position
Upstream (Prevention) ↔ Downstream (Intervention)	The activities First 5 LA supports will generally fall on the upstream side of the continuum.
Direct Services ↔ Systems and Policy Change	The activities First 5 LA supports will primarily fall on the systems and policy change side of the continuum.
Broad Impact ↔ Deep Impact on Limited	The activities First 5 LA supports will generally seek to have a broad impact, affecting large numbers of people.
Individual Focus ↔ Family/Community Focus	Activities that First 5 LA supports must always include components to strengthen families and, whenever possible, should include components to improve community capacity.
Growing Local Models ↔ Supporting Evidence-Based Models	First 5 LA will identify and scale evidence-based practices to achieve its strategic goals and outcomes.
Go It Alone ↔ Start with Partners	First 5 LA will engage partners in sustainability and scale at the earliest possible stage of designing and engaging in any given approach to impact.

Starting the SPR4 process by revisiting the Investment Guidelines provides **parameters for decision-making**:

- What have we learned about the value of the guidelines for our work?
- Are the Investment Guidelines articulated in a way that provide clear decision-making and implementation guidance?
- How should they be refined?

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- Investment Guidelines effectively provide parameters for Board and staff decision-making
- Investment Guidelines help inform internal organizational policies and procedures to support implementation
- Engaging partners early has shifted First 5 LA's approach to working with partners throughout systems change work
- Increasingly need to reflect First 5 LA's fiscal stewardship to operate within expected resources
- Equity has been identified as a priority issue by our Board and staff

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Investment Guidelines: Suggested Concepts

F5LA will make policy and implementation decisions based on the following Investment Guidelines to optimize achievement of our targeted results for children and families.

Current Investment Guidelines	What We've Heard	Preliminary Concepts
Focus on prevention	<ul style="list-style-type: none"> Consider targeted prevention efforts 	No changes at this time, pending further discussion
Focus on systems and policy change	<ul style="list-style-type: none"> Sustainable systems change Value of equity Policy implementation 	Focus on systems and policy change <i>to have a broad and equitable impact, affecting large numbers of children and families</i>
Seek to have a broad impact, affecting larger numbers of people		Remove and consolidate with above
Prioritize the identification and scaling up of evidence-based practices	<ul style="list-style-type: none"> “promising practices” Include space for innovation 	Prioritize the scaling up of <i>evidence-based practices, balanced with the need for promising practices to address community needs.</i>
Engage partners at the earliest possible stage of activity and/or investment	<ul style="list-style-type: none"> Leverages internal and external partners 	Engage partners <i>throughout the planning, development and execution of our work.</i>
Prioritize investments that strengthen families, and, whenever possible, improve community capacity		No changes proposed at this time
	<ul style="list-style-type: none"> Define equity and what it means for First 5 LA Utilize strengths-based language that lifts up the assets that are present for children and families to thrive 	<i>Add: Focus on children that have or are at the greatest risk due to disparities in outcomes (income, racial, ethnic, geographic)</i>
	<ul style="list-style-type: none"> Sustainability 	<i>Add: Operate consistent with current and long-term financial resources and constraints</i>

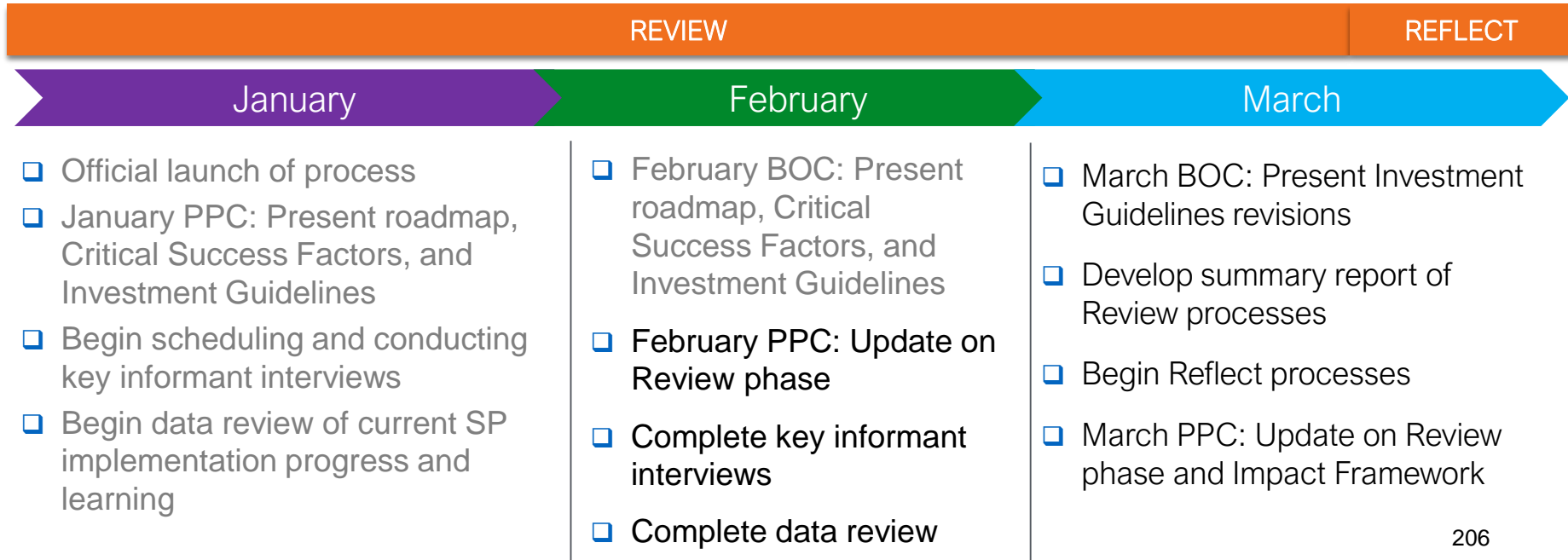
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What additional changes or revisions would you propose?

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- Incorporate today's discussion and present revised Investment Guidelines at March 14 Board of Commissioners Meeting
- Continue key informant interviews to solicit input on program impact, environment, and organizational capacity
- Continue data review of progress of current Strategic Plan implementation to-date and learning

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Questions?

1ST  LA
first 5 la
Giving kids the best start





Appendix

Below is a list of County reports and internal/external research findings that First 5 LA staff have reviewed and summarized for the Review Phase:

- 2015-2020 First 5 LA Strategic Plan Variance Focus Group Summary
- Investing Early: Taking Stock of Outcomes and Economic Returns from Early Childhood Programs (RAND, 2017)
- Equity Profile of Los Angeles (PolicyLink and PERE, 2017)
- Race Counts: Advancing Opportunities for All Californians (Advancement Project California, 2017)
- Achieving Fair Access to Early Education (UC Berkeley and AIR, 2018)
- The Road to Safety for Our Children (Blue Ribbon Commission, 2014)
- Getting Down Facts II: ECE in California (Stanford University, 2018)
- 2015-2020 First 5 LA Strategic Plan Variance Focus Group Summary

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