

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, September 10, 2020
1:30 PM

Meeting Location:

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

(If you would like to speak to any item on the agenda, please complete a public comment form)

1. ACTION

Call to Order / Roll Call

2. ACTION

Consent

- A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, July 9, 2020
- B. Contracts: Approve Five New Agreements and Two Renewals, and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board
- C. Authorize First 5 LA to Receive Funds from Los Angeles County Office of Education (LACOE) in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts, Approve Resolution #2020-07 and Authorize First 5 LA Staff to Execute Agreement to Receive Funds in the Amount of \$125,000
- D. Approve Amendment to a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships, from July 2021 to September 2021 to Support Technical Assistance to LA County Department of Mental Health to Continue to Operationalize Mental Health Services Act/Prevention and Early Intervention Funds for Prevention Efforts in the Context of the COVID-19 Pandemic and Authorize Staff to Execute a Contract in the Amount of \$75,000 from September 2020 to September 2021

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COMMISSIONERS

Los Angeles County Supervisor	Jane Boeckmann	Yvette Martinez
Sheila Kuehl	Bobby Cagle	Romalis J. Taylor
<i>Chair</i>	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Keesha Woods Marlene Zepeda, Ph.D.
Judy Abdo		
<i>Vice Chair</i>		

EX OFFICIO MEMBERS

Karla Pleitez Howell
Jonathan E. Sherin, M.D., Ph.D.
Wendy Smith, Ph.D., LCSW
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- E. Approve Amendment to a Strategic Partnership with Dignity Community Care in the Amount of \$265,000, for a total project cost of \$903,876 through June 30, 2021 to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion
- F. Approve Amendment to Strategic Partnerships with Los Angeles Unified School District, El Monte City School District, Mountain View School, and Rosemead School District through June 30, 2023 and Pomona Unified School District through June 30, 2021 for First 5 LA's Kindergarten Readiness Assessment Strategy for a Combined Total not to Exceed \$22,645,556 and Authorize First 5 LA Staff to Execute
- G. Approve a Strategic Partnership with Community Partners, Fiscal Sponsor for the Mayor's Fund for Education, in the Amount of \$225,000 for the period of 24 months to support First 5 LA's Efforts to Engage the Business Sector for Early Childhood Advocacy; and Authorize First 5 LA Staff to Execute an Agreement for an Amount not to Exceed \$150,000 with an Anticipated Contract Start Date of September 11, 2020 to September 10, 2021 (Fund Balance Category: Committed for FY 2020-21 and Assigned for FY 2021-22 and FY 2022-23)
- H. Approve a Strategic Partnership with Public Private Strategies, LLC in the Amount of \$104,999 to Evaluate and Expand First 5 LA's Business Sector Engagement Strategy to Increase the Number and Demographics of Small Business Leaders Targeted for Recruitment Within the Context of COVID-19 for the Period of 24 Months
- I.
- J.
- K. Approve a Strategic Partnership with UNITE-LA in the Amount of \$100,000 to Develop a "Talent Development Network" of Influential Cross Sector Business Partners to be Engaged and Activated in Support of Early Childhood Development and Key Economic Recovery Priorities from the COVID-19 Pandemic to Advance First 5 LA's Four Outcomes for Children Prenatal to Five and Their Families for the Period of 24 Months

3. INFORMATION

Remarks by the Commission Chair of the Board

4. INFORMATION

Executive Director's Report

5. INFORMATION

- Emergency Ratification Actions Due to the COVID-19 Pandemic
- Approve Board Resolution 2020-08

6. INFORMATION

2020-2028 Strategic Plan: Implementation Progress

Presenters: Christina Altmayer, Vice President, Programs; Kimberly Hall, Interim Director, Measurement, Learning & Evaluation; Anna Potere, Senior Program Officer, Family Supports; Becca Patton, Director, Early Care & Education; John Wagner, Executive Vice President

7. INFORMATION

2020 Biennial Update to First 5 LA's Local Conflict of Interest Code; Upon Adoption, Direct Staff to File the Updated Code with the County of Los Angeles

8. INFORMATION

Public Comment (for items not on the agenda)

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9. **ACTION**

Adjournment



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SUMMARY ACTION MINUTES

FIRST 5 LA

July 9, 2020

Meeting of the Board of Commissioners (VIRTUAL)

1:30-3:00 pm

COMMISSIONERS PRESENT:

Commissioners:

Judy Abdo (Vice Chair)
Linda Aragon (Alternate)
Astrid Heger
Debbie Innes-Gomberg (Alternate)
Sheila Kuehl (Chair)
Yvette Martinez
Romalis Taylor
Keesha Woods
Marlene Zepeda

Ex-Officio Commissioners:

Helen Berberian (Alternate)
Wendy Garen
Deanne Tilton
Karla Pleitez Howell

COMMISSIONERS ABSENT:

Bobby Cagle [Excused]
Barbara Ferrer [Excused]
Jonathan Sherin [Excused]

STAFF PRESENT:

Christina Altmayer, Vice President of Programs
Peter Barth, Interim Chief of Staff
Kim Belshé, Executive Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL: (Item 1)

1. Commission Chair Kuehl called the meeting to order at 1:30 pm. Quorum was present.

COMMISSION: (Items 2– 12)

2. **Consent**
 - A. **Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, June 11, 2020**
 - B. **Approve Monthly Financial Statements for the Month Ending May 31, 2020**
 - C. **Contracts: Approve One New Agreement and One Renewal and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board**
 - D. **Approve a Strategic Partnership with Olive View-UCLA Education & Research Institute in the amount of \$310,500 to Support the Expansion of Pediatric and Mental Health Services for the Strong, Healthy and Resilient Kids (SHARK) Program at Los Angeles County Department of Health Services for a Period of Three (3) Years and Authorize Staff to Execute an Agreement in the Amount of \$94,875**
 - E. **Authorize First 5 LA to Receive Funds from Aurrera Health Group, LLC, in Support of the California Department of Health Care Services and the Office of the California Surgeon General for the ACEs Aware Provider Engagement Grant, Approve Resolution # 2020-03, and Authorize First 5 LA Staff to Execute Agreement to Receive Funds in the Amount of \$225,000**
 - F. **Authorize First 5 LA to Receive Funds from First 5 CA in the amount of \$9,054,135 through June 2023 for COVID-19 Early Care and Education provider relief and IMPACT 2020 in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts, Approve Resolution # 2020-04 and Authorize First 5 LA Staff to Execute Agreement to Receive Funds in the Amount of \$9,054,135 with First 5 CA**

SUMMARY ACTION MINUTES
MEETING OF THE BOARD OF COMMISSIONERS (VIRTUAL)

July 9, 2020

1:30-3:00 pm

Page 1 of 6

SUMMARY ACTION MINUTES

- G. Approve a Strategic Partnership with the California Community Foundation in the Amount of \$777,000 for the Period of 11 Months to Address COVID-19 Impacts on the Early Learning Sector and Support Access to Quality Early Learning Services for the Most Vulnerable Children Birth to Age Five and Authorize First 5 LA Staff to Execute Agreement in the Amount of \$777,000**

M/S (Judy Abdo/Romalis Taylor)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Debbie Innes-Gomberg – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Keesha Woods – Aye
Marlene Zepeda – Aye

Abstention: Keesha Woods on Item 2F

THE ITEMS WERE APPROVED

- 3. Remarks by the Commission Chair**
- 4. Executive Director's Report**
- 5. Emergency Authority Actions Due to the COVID-19 Pandemic**
 - Approve Board Resolution 2020-05

M/S (Judy Abdo/Marlene Zepeda)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Debbie Innes-Gomberg – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Keesha Woods – Aye
Marlene Zepeda – Aye

THE ITEM WAS UNANIMOUSLY APPROVED

There is no further discussion on this item.

- 6. Finance Update**
 - A. Approve the Long-Term Financial Plan**
 - B. Approve Resolution 2020-06 for the Final Proposed FY 20-21 Budget which includes:**
 - FY 2020-21 Proposed Budget of \$124,256,493

SUMMARY ACTION MINUTES

- **Administrative Cap for FY 2020-21 of \$14,247,528, 11.47% of the total budget**
- **Projected balance of previously Committed program allocations totaling \$ 144,078,784 affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines**
- **Removing constraints on \$2,546,460 of funds for ending initiatives, redirecting these funds from the Committed to the Assigned fund balance.**
- **Fund Balance Policy update, increasing the minimum reserve policy from 25% to 50% of the total annual budget; and**
- **Fund Balance Reserve amount of \$62,128,247, which is available for use during the 2020-21 fiscal year only for the purposes outlined in the Fund Balance Policy**
- **Future funds through June 30, 2028 are formally assigned through Long-Term Financial Plan and will be formally amended and committed as part of the annual budget process**

Ms. Lopez and Mr. Ortega presented background on the following:

- 1) Review Changes to the Budget Development Process
- 2) Budget Overview
- 3) Programmatic Costs
- 4) Operating Costs
- 5) Administrative Cost Limit
- 6) Long-Term Financial Plan Overview
- 7) Long-Term Financial Plan Key Assumptions

They highlighted the following as changes to First 5 LA's Budget development process for this year:

- 1) Budget Timeline
 - One month extension
 - Extended staff revision period
- 2) Commissioner Touchpoints
 - Reduced and streamlined from 4 to 2
- 3) COVID-19 related fiscal response
 1. Component #1: 90-day extensions
 2. Component #2: Additional funding for existing contractors with unique COVID-19-related capabilities and needs
 3. Component #3: Additional partnership, pooled or aligned fund opportunities

The following Budget Summary was provided:

BUDGET CATEGORY	FY 2019-20 Budget				Proposed		Variance
	Original		Revised		FY 2020-21 Budget		
Program							
<i>2020-2028 Strategic Plan</i>							
a. SP Priority Outcome Areas	\$ 90,556,000		91,965,000		\$ 82,390,000		\$ (9,575,000) -10.4%
b. Policy & Strategy Support	9,892,000		9,777,000		8,518,000		\$ (1,259,000) -12.9%
c. Integration & Learning	6,212,000		5,307,000		4,398,000		(909,000) -17.1%
<i>Total 2020-2028 Strategic Plan</i>	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000) -11.0%
<i>Legacy Investments</i>	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000) -25.3%
<i>Emerging Opportunities</i>	-	0%	-	0%	3,000,000	2%	3,000,000 100.0%
Total Program	\$ 110,889,000	83%	\$ 111,268,000	83%	\$ 101,459,000	82%	\$ (9,809,000) -8.8%
Operating (Administration Division)	22,828,358	17%	22,828,358	17%	22,797,493	18%	(30,865) -0.1%
TOTAL BUDGET	\$ 133,717,358	100%	\$ 134,096,358	100%	\$ 124,256,493	100%	\$ (9,839,865) -7.3%

SUMMARY ACTION MINUTES

At the close of Finance's presentation, they requested action on the items below:

Adopt Resolution No. 2020-06, which includes the following actions:

1. Replace Resolution No. 2019-03
2. Total FY 2020-21 Budget of \$124.3 million
 - Attachment B – FY 2020-21 Budget Summary
3. Administrative Limit for FY 2020-21
 - Attachment B – Administrative Limit Calculation (\$14.3 million, or 11.47%)
4. Reaffirmation of GASB 54 Commitments (\$144.1 million)
 - Attachment H – GASB 54 Fund Balance
5. Redirection to Assigned Fund Balance
 - Attachment H – GASB 54 Fund Balance: \$2.55 million projected remaining balances related to ended/ending initiatives
6. Fund Balance Reserve
 - Approve Fund Balance Policy (#A-2301) update to increase reserve from 25% up to 50%
7. Fund Balance Reserve
 - 50% of the total FY 2020-21 Budget (\$62,128,247)
 - Long Term Financial Plan (LTFP)
 - Future funds through FY 27-28 will be formally assigned through the LTFP
9. Executed copy of the Resolution shall be retained on file

M/S (Keesha Woods/Romalis Taylor)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Debbie Innes-Gomberg – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Keesha Woods – Aye
Marlene Zepeda – Aye

THE ITEM WAS UNANIMOUSLY APPROVED

There is no further discussion on this item.

7. COVID-19: A Path Forward, Together; First 5 LA's State and Federal Advocacy Framework and Priorities

Ms. Widby-Martin provided an overview of First 5 LA policy priorities, highlighting the advocacy agenda, state budget updates, federal engagement and priorities to respond to COVID-19. Supporting her presentation, she provided the Board with the following attachments: the Public Policy and Government Affairs Department memo summarizing the State's final budget for 2020-21 and the First 5 LA 2020 State and Federal Advocacy Agenda.

There is no further discussion on this item.

SUMMARY ACTION MINUTES

8. **Amend a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships, from July 2021 to September 2021 to Support Technical Assistance to LA County Department of Mental Health to Continue to Operationalize Mental Health Services Act/Prevention and Early Intervention Funds for Prevention Efforts in the Context of the COVID-19 Pandemic (WRITTEN ONLY)**

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

9. **Amend the Strategic Partnership with Dignity Community Care in the Amount of \$265,000, for a total project cost of \$903,876 through June 30, 2021 to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion (WRITTEN ONLY)**

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

10. **Amend the Strategic Partnerships with Los Angeles Unified School District, El Monte City School District, Mountain View School District, Pomona Unified School District, and Rosemead School District for First 5 LA's Kindergarten Readiness Assessment strategy for a combined total not to exceed \$22,645,556 through June 30, 2023. The Strategic Partnership with Pomona Unified School District will go through June 30, 2021 (WRITTEN ONLY)**

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

11. **Establish a Strategic Partnership with Community Partners fiscal agent for Mayor's Fund for Education in the Amount of \$225,000 in Support of First 5 LA's Business Sector Engagement Strategy for the period of 24 months (WRITTEN ONLY)**

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

12. **Establish A Strategic Partnership with Public Private Strategies, LLC in the Amount of \$104,999 to Evaluate and Expand First 5 LA's Business Sector Engagement Strategy to Increase the Number and Demographics of Small Business Leaders Targeted for Recruitment Within the Context of COVID-19 for the Period of 24 Months (WRITTEN ONLY)**

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

13. **Establish a Strategic Partnership with UNITE-LA in the Amount of \$100,000 to Develop a "Talent Development Network" of Influential Cross Sector Business Partners to be Engaged and Activated in Support of Early Childhood Development and Key Economic Recovery Priorities from the COVID-19 Pandemic to Advance First 5 LA's Four Outcomes for Children Prenatal to Five and Their Families for the Period of 24 Months (WRITTEN ONLY)**

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

14. **Authorize First 5 LA to Receive Funds from Los Angeles County Office of Education (LACOE) in support of Quality Counts California (QCC) and Quality Start Los Angeles**

SUMMARY ACTION MINUTES

(QSLA) Regional Efforts, Approve Resolution #2020-07 and Authorize First 5 LA Staff to Execute Agreement to Receive Funds in the Amount of \$125,000 (WRITTEN ONLY)

There was no discussion on this item. Note: The item will be presented as Action on Consent at the September Board meeting.

15. Public Comment (for items not on the agenda)

There was one public comment submitted and shared with the Board and public members.

ADJOURNMENT:

The Commission adjourned at 2:55 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, September 10, 2020 at 1:30 pm.

VIRTUAL BOARD MEETING

Meeting details will be posted per Brown Act Requirements

Meeting minutes were recorded by Linda Vo, Board Relations Manager.

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, July 9, 2020

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, July 9, 2020; Los Angeles, California

2 1:31 p.m.

3 -oOo-

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5 SUPERVISOR KUEHL: I believe it is of the kind
6 oftime on the clock to begin; so let me call this meeting
7 of our Board of Commissioners of First 5 LA to order.
8 Reminding everyone to keep your microphones on mute unless
9 you're going to speak. And that includes when we do a roll
10 call, you need to unmute in order to say that you are here.
11 So please do figure out how to do that, and then put it
12 back on mute.

13 So Linda, I believe it's time to begin with a roll
14 call. Please go ahead.

15 THE SECRETARY: Judy Abdo?

16 COMMISSIONER ABDO: Here.

17 THE SECRETARY: Linda Aragon?

18 Astrid Heger?

19 COMMISSIONER HEGER: Here.

20 THE SECRETARY: Debbie Innes-Gomberg?

21 COMMISSIONER INNES-GOMBERG: Here.

22 THE SECRETARY: Yvette Martinez?

23 COMMISSIONER MARTINEZ: Here.

24 THE SECRETARY: Romalis Taylor?

25 COMMISSIONER TAYLOR: Here.

1 THE SECRETARY: Keesha Woods?

2 Marlene Zepeda?

3 COMMISSIONER ZEPEDA? Here.

4 THE SECRETARY: Helen Berberian?

5 Wendy Garen?

6 COMMISSIONER GAREN: Here.

7 THE SECRETARY: Karla Pleitez Howell?

8 Deanne Tilton?

9 Sheila Kuehl?

10 SUPERVISOR KUEHL: Here.

11 THE SECRETARY: Quorum is present.

12 SUPERVISOR KUEHL: All right. Thank you so much.

13 Linda, please, then, read the ground rules for
14 this meeting.

15 THE SECRETARY: Will do.

16 Pursuant to Governor Newsom's Executive Order
17 N-25-20 Members of the First 5 LA Board of Commissioners or
18 staff may participate in this meeting via teleconference.

19 In the interest of maintaining appropriate social
20 distancing, members of the public may observe this meeting
21 telephonically or otherwise electronically as posted on our
22 website and this agenda.

23 To provide public comment, you may submit written
24 public comments by e-mail to LVO@First5LA.org or call
25 213-276-9389. Do indicate the item number your comment

1 corresponds with.

2 All public comments corresponding to an agenda
3 item must be received before 1:30 p.m. the day of the
4 meeting. Any received after 1:30 p.m. will become a part
5 of public record.

6 All public comments received prior to 1:30 p.m.
7 today will be read aloud and at the end of each item it
8 coincides with.

9 Before we begin this meeting, please note the
10 following: To minimize background disruptions, all board
11 members and staff should place their lines on mute until
12 called upon to speak. To minimize multiple people speaking
13 at the same time and ensure for a coherent dialogue, board
14 members will text the Supervisor or to use the chat box
15 function on Zoom to message me directly to express interest
16 in speaking and wait to be called upon, with the exception
17 of adjournment, which will be called for by the Chair.

18 A formal roll call will be done for all action
19 items.

20 A reminder to all board members to please take
21 yourselves off mute prior to roll call. If technical
22 assistance is required during the meeting, please contact
23 me at 213-276-9389.

24 And with that, I will now hand it back to our
25 Honorable Chair.

1 SUPERVISOR KUEHL: Thank you. It's always good to
2 be recognized as honorable on a Thursday afternoon. Thank
3 you very much, Ms. Vo.

4 Moving then to our consent agenda. As you know, I
5 believe we have seven items on the consent agenda. Let me
6 turn to Mr. Wagner to tell us about them.

7 MR. WAGNER: Thank you, Supervisor, and good
8 afternoon commissioners staff and members of the public.
9 There are several items on consent that I'll draw your
10 attention to.

11 In Item 2C. we have two contracts for your
12 consideration. One contract is a renewal, and one is a new
13 agreement. The new contract is with Engage R&D, which is
14 the result of a competitive bid. And it's for the amount
15 of \$174,915 to support the work of our Best Start community
16 regional network grantees as well as our communities staff.

17 This contract will support alignment, efficacy,
18 and sustainability of our community capacity-building
19 investments across our 14 Best Start geographic areas.

20 In addition, there is one contract renewal with
21 St. Mary Medical Center, which is, as you know, a Welcome
22 Baby grantee. The board approved a renewal with
23 St. Mary's last month for \$4.2 million. Due to a reporting
24 error in the contract amount, staff is bringing forward
25 this renewal again with the corrected amount of \$5,516,968

1 in funding. And this covers a period of three years.

2 Item 2D would allow us to establish a strategic
3 partnership with Olive View UCLA to support the expansion
4 of pediatric mental health services for the Strong Healthy
5 and Resilient Kids -- or SHARK program. This funding would
6 support a position with the Los Angeles County Department
7 of Health Services to support data collection and to
8 strengthen pathway referrals for youth affected by
9 developmental and behavioral delays and toxic stress.

10 This item, as you may recall, was provided at our
11 last board meeting as a written-only item, and your action
12 today would authorize the establishment of a strategic
13 partnership for three years with an overall total amount of
14 up to \$310,500, with authorization for staff to execute an
15 agreement for the first year in the amount of \$94,875.

16 Funding for all of these items, including the
17 contracts mentioned earlier, is included in and contingent
18 upon the board's approval of the fiscal year 2020-2021
19 budget, which will be taken up as Item 6 on today's agenda.

20 Further on consent, Items 2E and 2F would
21 authorize First 5 LA to receive funding from two outside
22 entities. Receipt of funds restricting expenditures of
23 those funds requires us to get prior approval from the
24 board.

25 2E would be receipt of dollars from the State

1 Department of Health Care Services and the Office of the
2 Surgeon General through their ACES Aware Provider
3 Engagement Grant. The state has contracted with Aurora
4 Health Group to administer this grant. And your action on
5 this item would allow us to enter into an agreement with
6 Aurora Health to receive \$225,000 in funding.

7 Similarly, 2F would allow First 5 LA \$9,054,135
8 from First 5 California's Distribution of Impact 2020
9 funding. The Improve and Maximize Programs so All Children
10 Thrive - or IMPACT initiative - is a multi-year state
11 effort to improve the quality of early care and learning
12 settings with a special focus on under-served populations.

13 The board has approved receipt of state impact
14 funding for First 5 LA in the past, and a component of this
15 additional funding is being awarded to First 5 LA as our
16 region has consistently exceeded our service targets.

17 This component of additional funding will be used
18 to fund the next item, which is 2G, and that would
19 authorize a strategic partnership with the California
20 Community Foundation in the amount of \$777,000 through
21 June 30th of 2021.

22 As noted in the board materials, DCF has
23 established a Covid-19 LA County response fund focused on
24 strengthening the early care and education system for the
25 County's most vulnerable communities affected by the

1 pandemic.

2 That completes the items on consent. A final
3 point I'd make is that you'll notice that there are some
4 additional strategic partnerships and resolutions
5 authorizing the receipt of funding outside of the consent
6 items I just walked through. Specifically on the agenda,
7 Items 8 through 14 include additional actions for your
8 consideration.

9 What distinguishes those items from consent is
10 that those items are found in the routine or normal
11 business practice of bringing actionable items to the board
12 first as an informational item and then as an action item
13 per our governance guidelines.

14 The items I just reviewed on consent have either
15 been heard by the commission previously or -- and thus can
16 be acted on, or are time sensitive and need to be acted on
17 by the board in this meeting. That is the situation with
18 Consent Items 2E, -F, and -G, where we are receiving
19 funding, that funding needs to be acted on by the board
20 within a quick time frame.

21 For these items, we are waiving Governance
22 Guideline Number 1, requiring items to come first as
23 informational and then action. And as you'll recall, this
24 was an emergency authority granted to the Executive
25 Director last March in response to the pandemic.

1 Consequently, these actions are also listed and detailed in
2 Item 5 of your agenda, which is the resolution outlining
3 emergency actions that we have been bringing to the board
4 for your consideration and ratification since our May board
5 meeting.

6 With that, I'll turn it back over to Supervisor
7 Kuehl, our chair.

8 SUPERVISOR KUEHL: Thank you very, very much. May
9 I add that the board wishes you a very, very happy
10 birthday.

11 MR. WAGNER: Thank you very much.

12 SUPERVISOR KUEHL: It's a real milestone to turn
13 30, and we're very happy to join you in that, John.

14 MR. WAGNER: Such a diplomat.

15 SUPERVISOR KUEHL: Yes, of course.

16 Does any commissioner --

17 MR. STEELE: Chair -- Chair Kuehl, we're going to
18 note that Commissioner Woods has a conflict of interest on
19 Item 2F, and will be abstaining from that item.

20 Sorry to interrupt.

21 SUPERVISOR KUEHL: Thank you very much. On Item
22 2F, you said?

23 MR. STEELE: 2F, that's correct.

24 SUPERVISOR KUEHL: All right. That's good.

25 Does any commissioner wish to remove any item from

1 consent for further discussion? Hearing none.

2 Ms. Vo, are there any public comments on our
3 consent agenda?

4 THE SECRETARY: There are no public comments.

5 SUPERVISOR KUEHL: At this time, I'd welcome a
6 motion to approve the consent agenda. You can simply
7 unmute and speak up, but say your name.

8 COMMISSIONER ABDO: This is Judy. I so move.

9 COMMISSIONER TAYLOR: This is Commissioner Taylor,
10 and I second.

11 SUPERVISOR KUEHL: All right. Thank you. Then
12 let us have a roll call on the entire consent agenda with
13 the note of the conflict on 2F, so that if we adopt the
14 entire agenda at once on a roll call, we will also note
15 that Commissioner Woods is not to be recorded on 2F.

16 So please do the roll call on the consent agenda.

17 THE SECRETARY: Judy Abdo?

18 COMMISSIONER ABDO: Yes.

19 THE SECRETARY: Linda Aragon?

20 Astrid Heger?

21 COMMISSIONER HEGER: Yes.

22 THE SECRETARY: Debbie Innes-Gomberg?

23 COMMISSIONER INNES-GOMBERG: Yes.

24 THE SECRETARY: Yvette Martinez?

25 COMMISSIONER MARTINEZ: Yes.

1 THE SECRETARY: Romalis Taylor?

2 COMMISSIONER TAYLOR: Yes.

3 THE SECRETARY: Keesha Woods?

4 COMMISSIONER WOODS: Yes.

5 THE SECRETARY: Marlene Zepeda?

6 COMMISSIONER ZEPEDA: Yes.

7 THE SECRETARY: And Sheila Kuehl?

8 SUPERVISOR KUEHL: Yes.

9 THE SECRETARY: Motion passed.

10 SUPERVISOR KUEHL: All right. Thank you. We have
11 adopted the consent agenda.

12 Let us move, then, to Item 3.

13 I want to make just some brief remarks, kind of
14 where I see us at the moment, because it's an every
15 shifting landscape, as we know. And, of course, at this
16 time we're facing kind of a two-pronged challenge which is
17 we seem to have to be a little more militant again trying
18 to flatten the curve, as we say, regarding the Covid-19
19 pandemic. And yet at the same time, we can't wait for that
20 outcome to do the work that we're assigned to do and that
21 we've taken upon ourselves to do at First 5.

22 In terms of the pandemic, as you know, the
23 governor allowed and we followed in the County a number of
24 reopenings of different kinds of businesses with some
25 pretty stringent and clear directives and guidelines,

1 hoping that everyone would adhere to them. And that turned
2 out to be a pipe dream.

3 Essentially, the people of LA County, the
4 businesses of LA County, and pretty much everybody flunked.
5 People were not wearing their face coverings everywhere,
6 they were not physically distancing, they were not avoiding
7 large crowds. And in a number of inspections that we did
8 the first weekend in June, we found that fully half of the
9 businesses were noncompliant with some of the directives,
10 most seriously so. And then again, the next weekend, we
11 found fully half of the bars and restaurants were out of
12 compliance. So the bars, as you know, were shut down
13 again, indoor dining was shut down, and the numbers
14 continued to grow.

15 So while the County struggles with that, and I
16 believe that it's taking a turn toward compliance --
17 coincidentally, I think once we announced that we were
18 bringing a motion to the board to seriously fine businesses
19 that were not in compliance, and upon the second sin,
20 pulling their permit to even operate last weekend, 90
21 percent -- 98 percent of all the restaurants that were
22 visited were in compliance. So maybe consequences, just
23 like with our 0 to 5 population, maybe consequences are
24 what was needed.

25 So while we're remaining diligent in the County,

1 we are also carrying on with our work, as you know, for our
2 vulnerable population and their families and our service
3 providers.

4 For example, I was really happy to partner with
5 First 5 recently in a food drive. It is sad to see so many
6 people hurting so badly; so many people separated from food
7 insecurity; and the turn out simply reminds us of how deep
8 the need goes with rampant unemployment for food
9 sustainability and other, you know, items that are
10 necessary to life that's created by job loss,
11 under-employment, and certainly dwindling benefits.

12 But looking at the actions that we will take today
13 if we adopt the budget, amending and entering into eight
14 significant strategic partnerships that cover mental health
15 services, kindergarten readiness, partnering with our
16 business community -- so it's important for us as the
17 commission of this First 5 LA to keep our eyes on the
18 prize, which is what I know we're doing -- and many of us
19 in our other work as well -- to support our youngest LA
20 County residents and their families while we also
21 participate in every way possible with bringing the numbers
22 back down and bringing this County back to health.

23 I have to say that there's a very robust
24 conversation going on about schools. And it will continue
25 to go on. Very little agreement about timing, very little

1 agreement yet about what it would mean. We want to pay a
2 great deal of attention to equity in terms of ways in which
3 schools open that do not leave some behind, adequacy of
4 resources -- the same kind of eye that we have toward our
5 young population is going to play out across the County and
6 indeed across the country in weeks and months to come. So
7 that's going to be a conversation we may want to enter into
8 rather robustly.

9 And with that, let me ask Ms. Vo, are there any
10 persons who wish to make public comments about my comments?

11 SECRETARY: There are no public comments.

12 SUPERVISOR KUEHL: All right. Thank you very
13 much, and thank you for allowing me to talk for a few
14 minutes.

15 Now let me turn to Kim in terms of her report and
16 her comments.

17 Kim?

18 MS. BELSHE: Perfect. Thank you, Sheila, and
19 thank you Commissioners and staff and others.

20 You know, as the Supervisor just noted, work does
21 go on. And work has been going on for staff, for our
22 partners in communities, and for the board as well. And I
23 -- I think I speak for all of us in terms of acknowledging
24 these past four months have really tested us all at a
25 personal level and a professional level and at a civic and

1 policy level.

2 You know, I shared with the board my deep
3 appreciation to the staff over the course of this past four
4 months of remote work, for their really strong and clear
5 focus on our mission, their adaptability to meeting what
6 this moment requires for children and families, and their
7 commitment to really live and lean into our refined
8 strategic plan, which took effect formally on July 1, not
9 too long ago. And to really live and lean into our values
10 of collaboration, integrity, learning, and diversity,
11 equity, and inclusion. Values that we know are fundamental
12 to our work, both within our organization, as well as the
13 work we do alongside our many community partners.

14 The work continues for staff and the work
15 continues, as I said, for the board. So I really want to
16 extend on behalf of the staff my appreciation -- our
17 appreciation to you for your engagement, for your trust,
18 for your confidence in the First 5 LA team over these past
19 number of months as we've worked to adapt to the
20 unprecedented context of Covid-19 and racial disparities
21 and inequities that very properly are receiving sustained
22 attention and action.

23 A practical implication of our working remotely
24 with virtual telephonic monthly board meetings has been
25 more limited interaction with the board. We have

1 endeavored to engage board in between meetings, and I
2 appreciate those commissioners who have given us some time
3 and one-on-one budgetary things, feedback sessions
4 regarding different topics, including most recently the
5 indicator reports which is under development, which we'll
6 talk with the board about in September.

7 But we need to do more. So informed by
8 discussions with board leadership, there are a number of
9 steps I'd like us to take this fall to help fill some of
10 the gaps that have been created by our remote context.

11 For context, I want to underscore and, again,
12 consistent with discussions with our chair and vice chair,
13 a determination that we will conduct our meetings virtually
14 for the balance of the year. So we will not have in-person
15 meetings, but we will continue to conduct them virtually
16 throughout the balance of this year.

17 Secondly, in consultation with our chair and
18 Marlene as chair of our PPC committee, those meetings will
19 be reconvened beginning in September. And we will, again,
20 convene them as special commission meetings so that all
21 commissioners can attend.

22 We're also going to begin in September to offer
23 board members the option of participating in our board and
24 committee meetings via video if they so choose.

25 We're also looking to organize some more informal

1 board learning sessions in the fall that are responsive to
2 specific timely topics associated with strategic plan
3 implementation.

4 And I'm looking forward to connecting with each of
5 you one-on-one before the board's next meeting which will
6 be in September, and I appreciate Evelyn's help in
7 facilitating that.

8 And finally, I want note for the board that we are
9 endeavoring to communicate information to you in some new
10 and what we hope you will see as more integrated ways. An
11 example of that is our refined monthly Ed Report, as
12 hopefully something you noted that beginning in May, we
13 made a structural shift in our monthly report to the board
14 to reflect the framework of our strategic plan in the
15 context of the global pandemic. The shift highlighted our
16 response and the work we're doing to support the health and
17 safety of our staff, contracted workers, and our youngest
18 children and families in our County.

19 So it's an example of us trying to both bring more
20 coherence to the story we're telling to reflect our systems
21 change direction and the different way we're connecting our
22 strategic-plan-focused dots, if you will, across
23 departments, divisions, and the organization as a whole.

24 So I hope you'll come to see by your previous
25 reads of now the third ED Report that we're no longer

1 communicating updates that speak to specific actions or
2 activities of departments and divisions, but rather is
3 conveying the outcome-driven work across multiple
4 departments' staff to advance aligned results and service
5 of the four results we've identified for children and
6 families.

7 So I really want to commend this to your
8 attention. And we welcome your feedback. And I want to
9 appreciate the internal team for their work on this revised
10 approach and call out Peter Barth our interim chief of
11 staff for conceptualizing this new approach.

12 Finally, I want to join the chair in terms of
13 wishing John a very happy natal day. About a hundred
14 members of the staff came together on a surprise birthday
15 Zoom, which actually worked to surprise John, which has
16 become a very fun transition, when we continue in a virtual
17 context.

18 So leave it there. Look forward to the discussion
19 with the board about the budget and get your feedback and
20 hopefully endorsement was well as some policy issues
21 looming large in Sacramento. And I'll turn it back to you,
22 Supervisor Kuehl.

23 SUPERVISOR KUEHL: Thank you, Madam Executive
24 Director. I have a question or comment from Wendy.

25 COMMISSIONER GAREN: Thanks so much. My question

1 had to do with the continuing in this virtual space. And
2 while I know their must have been consideration at the
3 executive level of not doing these meetings via Zoom -- via
4 video conference, I haven't heard any of the rationale
5 behind that. And was hoping we might consider the more
6 robust setting of a video conference.

7 MS. BELSHE: Thank you, Wendy. Yes. I'll
8 underscore one of my comments was that beginning in
9 September, we will be convening these meetings through a
10 video; so commissioners have the option of either calling
11 in or conducting via video.

12 COMMISSIONER GAREN: I thought you might have been
13 saying that right as my dogs were going berserk.

14 MS. BELSHE: Okay.

15 COMMISSIONER GAREN: So I'm delighted to hear
16 that. Because I do think we're missing quite a lot by not
17 engaging in a more robust way.

18 MS. BELSHE: Yeah, and we're -- we will be
19 convening PPC as well using video. But, again, we also
20 appreciate some board members may prefer -- it may be
21 necessary for them to join by phone; so that will be an
22 option for commissioners. But we're hopeful that, you
23 know, folks will also utilize video as possible. So thanks
24 for raising that.

25 SUPERVISOR KUEHL: All right. I have no further

1 requests for comment.

2 Ms. Vo, are there any public comments on the
3 Executive Director's report?

4 THE SECRETARY: There are no public comments.

5 SUPERVISOR KUEHL: Thank you so much. I generally
6 do not opt to join the Zoom meeting, but stay on the phone
7 rather than subject my directors to an endless parade of
8 either obscene or political t-shirts, which I wear for my
9 own amusement.

10 But, Wendy, you're right. And it will begin in
11 the fall; so get ready.

12 All right. Let us move, then, to Item 5. This
13 would be an action item where, after the report, we will be
14 asked to approve a resolution that ratifies the actions
15 that our Executive Director took under the emergency
16 authority that we granted.

17 So Mr. Wagner, I believe we turn it over to you to
18 tell us what those were.

19 MR. WAGNER: Yes. Thank you, Supervisor and
20 commissioners. As mentioned earlier, we've been bringing
21 to the board since May a resolution outlining those actions
22 taken by First 5 LA as a result of the emergency
23 authorities granted to the board -- by the board to the
24 Executive Director back in March.

25 Each month, we've been updating the attached

1 Exhibit A with those emergency authorities taken since the
2 previous board meeting. And as I mentioned earlier, there
3 were three actions relating to the waiving of Governance
4 Guideline Number 1, due to the time lines required to
5 obtain board action to receive funding for the items on
6 consent.

7 One additional emergency authority was also
8 exercised in amending the contract with the prevention
9 institute. It provides an additional \$125,000 to their
10 existing board-approved contract in order to support our
11 work in the -- on the built environment. These additional
12 resources will support the subgrantee's response to the
13 Covid-19 pandemic.

14 As we've done in the past few months, we've also
15 included a list in the second section of Exhibit A that
16 outlines actions taken not requiring board approval, but
17 out of an abundance of transparency, we're bringing these
18 items forward. In this section you'll note an amendment
19 with a contract with DocuSign which added \$4,854 to the
20 contract we've -- we have with that entity and have
21 incurred additional expenditures needed to fully employ
22 this electronic signature tool which has been really
23 critical in supporting our business in the current remote
24 work environment.

25 And finally in this section of Exhibit A, we're

1 calling out the provision of three personal days we have
2 provided staff to be used by the end of this calendar year
3 to deal with the demands placed on the staff due to the
4 pandemic and in response to the stress caused in today's
5 current environment. Historically, First 5 LA has only
6 provided vacation and sick leave; so these additional days
7 are meant to provide additional support to our employees.

8 So with that context, staff asks for your approval
9 of the resolution contained in Item 5 and I'll turn this
10 item back over to the chair.

11 SUPERVISOR KUEHL: All right. Thank you very
12 much.

13 I have no requests from the commissioners to ask
14 any questions about it.

15 Ms. Vo, do we have any public comments on Item 5?

16 THE SECRETARY: There are no public comments.

17 SUPERVISOR KUEHL: All right. Thank you.

18 Since this is an action item, I would invite a
19 motion to approve the board resolution 2020-05.

20 Do I have a motion?

21 COMMISSIONER ABDO: So moved. This is Judy.

22 SUPERVISOR KUEHL: And a second?

23 COMMISSIONER ZEPEDA: Marlene, I second it.

24 SUPERVISOR KUEHL: Thank you both very much. Let
25 us then have a roll call vote.

1 THE SECRETARY: Judy Abdo?

2 COMMISSIONER ABDO: Yes.

3 THE SECRETARY: Linda Aragon?

4 Astrid Heger?

5 COMMISSIONER HEGER: Yes.

6 THE SECRETARY: Debbie Innes-Gomberg?

7 COMMISSIONER INNES-GOMBERG: Yes.

8 THE SECRETARY: Yvette Martinez?

9 COMMISSIONER MARTINEZ: Yes.

10 THE SECRETARY: Romalis Taylor?

11 COMMISSIONER TAYLOR: Yes.

12 THE SECRETARY: Keesha Woods?

13 COMMISSIONER ZEPEDA: Yes.

14 THE SECRETARY: Marlene Zepeda?

15 COMMISSIONER ZEPEDA: Yes.

16 SUPERVISOR KUEHL: Sheila Kuehl?

17 SUPERVISOR KUEHL: Yes.

18 THE SECRETARY: Motion passed.

19 SUPERVISOR KUEHL: All right. Thank you very
20 much.

21 And now, let us move to what might be considered
22 the biggy. Looking at Item 6, which is also an action
23 item, we will be asked to consider and approve the
24 long-term financial plan. And in addition, then, to
25 consider and approve the final proposed fiscal year 20-21

1 budget.

2 So do I turn then to -- Kim, do you wish to start
3 or go right to Raoul?

4 MS. BELSHE: We're going to go right to Raoul.
5 Thank you.

6 SUPERVISOR KUEHL: All right. Mr. Ortega, take it
7 away.

8 MR. ORTEGA: Thank you, Commissioner Kuehl. And
9 good afternoon commissioners.

10 Today, as the chair mentioned, we are here to
11 submit both the long-term financial plan and approve
12 resolution 2020-06 for the final proposed fiscal year 2021
13 budget.

14 The overall budget of \$124.3 million represents
15 roughly a 7 percent decrease from the revised fiscal year
16 -- mid year budget of \$134 million.

17 it is also lower than originally forecasted due to
18 long-term financial projections brought to you in February
19 of 2019 by roughly 8 percent.

20 The proposed budget will support the first year
21 implementation of our organization's refined strategic plan
22 and to support work aligned to our four strategic priority
23 areas -- to strengthen public and community systems, to
24 advance and build on community experience, to expand
25 influence and impact with data, and to optimize First 5

1 LA's operational effectiveness as a change agent moving
2 from the budget year prospective and into the long-term
3 outlook, our long-term financial plan we will take -- will
4 take us through fiscal year 27-28.

5 Through our long-term financial plan, we are
6 fortunate in many ways to have a dedicated revenue source
7 and an existing fund balance to provide us with a downward
8 glide path to align our revenues to our expenditures by the
9 end of fiscal year 2028.

10 In our long-term outlook, we continue to take a
11 conservative approach to how we plan. We adjust downward
12 our projected revenue by an additional 2 percent, and we
13 only identify other revenue that we have secured. In
14 addition, this long-term financial plan reflects the
15 proposed changes to our reserve policy, increasing our
16 reserve from 25 percent to 50 percent of our overall budget
17 so by fiscal year 2028, our projected reserve is estimated
18 to be roughly \$39 million.

19 For today's presentation, our intent is not to go
20 in depth into the materials we did go through on June 17th
21 at the Special Budget and Finance and Executive Committee
22 meeting, but to provide you with the key highlights of the
23 fiscal year 2021 budget and the long-term financial plan.

24 And before moving on to our presentation, I would
25 like to acknowledge both the committee members of the

1 Budget and Finance and the Executive Committee for
2 attending the special committee meeting, and a special
3 thank you to both Commissioner Martinez and Commissioner
4 Abdo for their leadership and the facilitation into a rich
5 conversation back in June of '17. The feedbacks were
6 extremely helpful to inform the final draft and today's
7 presentation.

8 I would also like to thank those commissioners who
9 actually reached out and did a one-on-one with us, and I
10 appreciate their time and their effort and their feedback
11 in addition. I would like to add that putting a budget
12 together during the best of times is a heavy lift and we
13 all know that this is certainly not the best of time. But
14 even during this time, I am proud of this budget because it
15 reflects the hard work of our staff across the organization
16 and continued work and (unintelligible) systems of services
17 to serve most precious children in LA County. I'm also
18 proud of my staff, Daisy our manager in finance planning
19 and analysis, and George our analyst and the entire finance
20 team.

21 And from there, I would like to pass it to Daisy.
22 Thank you.

23 MS. LOPEZ: Thank you, Raoul. Good afternoon
24 commissioners, staff, and guests.

25 Today, I'll be walking you through a very

1 high-level overview of the proposed fiscal year 20-21
2 budget and long-term financial plan. Among today's
3 materials, we have shared a Power Point that outlines and
4 highlights some of the key elements in the proposed budget
5 and long-term plan. This Power Point is largely aligned
6 with the Power Point used to facilitate the discussion of
7 these items of the special meeting of the Board of
8 Commissioners combined meeting of the Budget and Finance
9 and Executive committees on June 17th.

10 I will be using this Power Point to guide today's
11 presentation without delving into all of the details. It
12 should also be noted that feedback received by the board
13 committee member was used to update materials to improve
14 communication and transparency. So for those of you
15 following along, I will be identifying the slides.

16 Moving onto Slide 2. Slide 2 outlines the various
17 highlights for this discussion. Again, detailed materials
18 are included in your packets, and the objective for today's
19 presentation is to provide you with the notable take-aways
20 and the requests for approval.

21 Onto the next slide, Slide 3, changes to the 20-21
22 budget development process.

23 The 20-21 budget was developed during a unique
24 time. As such, certain accommodations were needed. These
25 important adjustments in response to the Covid-19 pandemic

1 were presented to the board and the board took action on
2 the Covid-19 related items in May and June. As the
3 pandemic continues to develop and evolve, so must our
4 response. As such, funds for components 2 and 3, noted in
5 this slide, related to providing additional funding for
6 existing contractors with unique Covid-19 capabilities and
7 needs, as well as leveraging our funds to partnership and
8 other pooled or allied fund opportunities will be drawn
9 from the centralized pool of emerging opportunity funds
10 which we will discuss further momentarily.

11 Next slide. Another notable highlight for this
12 proposed budget is the 20-21 fiscal year is a transitional
13 year from one strategic plan to a new revised strategic
14 plan. And due to the timing of events, the fiscal year
15 20-21 budget structure is largely aligned with the 19-20
16 structure with the exception of the centralized emerging
17 opportunity funds that I just mentioned.

18 Although the budget structure is -- does reflect
19 the 2015-2020 strategic plan priorities, it should be noted
20 that the investments included are aligned with the revised
21 strategic plan strategic priorities. And we will continue
22 to transition our budget structure towards greater
23 alignment with the revised strategic plan for next year.

24 Slide 5. The total proposed fiscal year 2021
25 budget of 124.3 million reflected in the table on Slide 5

1 is consistent with the estimates presented at the special
2 meeting with the Board of Commissioners combined meeting of
3 the Budget and Finance and Executive committee last month.

4 The proposed cost estimates result in an overall
5 decrease of roughly 9.84 million or 7.3 percent in
6 anticipated spending for fiscal 20-21 compared to the
7 revised 19-20 budget. This is driven by a net decrease of
8 program spending of roughly 9.81 million and a decrease of
9 approximately \$31,000 in support of operating costs. The
10 outcome is a more prudent budget aligned with our short-
11 and long-term goals and the fiscal realities of declining
12 revenues and a declining fund balance.

13 As I noted earlier, a centralized pool of emerging
14 opportunity funds has been established for programmatic
15 use. The individual emerging opportunity resources
16 included in the individual program department budgets have
17 been eliminated in support of a centralized communal-use
18 source of funding to support the emerging needs,
19 opportunities, and threats. These funds will also be used
20 to allow First 5 LA to be responsive in the face of the
21 pandemic.

22 Slide 6. Budget highlights. This slide captures
23 the points made in my previous comments. We just felt that
24 these were important to document.

25 Next slide. As previously mentioned, the budget

1 is transitional between strategic plans. It is also
2 responsive to needs resulting from the pandemic. And it
3 continues to emphasize long-term sustainability. All of
4 our investments are also filtered through the lens of our
5 values -- collaboration, integrity, learning, diversity,
6 equity, and inclusion.

7 So now we're going to discussed some of the
8 proposed resources that are included for fiscal year 20-21,
9 and start with Slide 8.

10 The table on Slide 8 highlights the resources
11 proposed to advance the activities within four strategic
12 plan priority outcome areas. The total estimated cost for
13 these activities in fiscal year 20-21 is approximately 82.4
14 million, or roughly a 10.4 percent decrease compared to
15 prior year.

16 We can take a closer look at some of the more
17 notable changes that inform each of the 20-21 priority
18 outcome area budgets in the next two slides, mainly
19 focusing on high-level changes from prior year as several
20 of the activities are fairly consistent with the activities
21 and costs in 19-20.

22 And we begin with families on Slide 9. Funding
23 within home visiting remains largely flat and consistent
24 with cost proposed for fiscal year 19-20. Where we do see
25 a change is in family engagement work whose nearly 1.4

1 million or 71 percent decline in total budget compared to
2 the prior year is reflective of the end of Abriendo Puertas
3 and Project Dulce -- the Project Dulce pilot.

4 Abriendo Puertas was approved for an extension
5 through December 2020, and we have extended funding for
6 Project Dulce through October, and continue to look to see
7 how services can be embedded in primary care offices.

8 The total budget to support community activities
9 is also largely consistent with that of fiscal year 19-20.
10 The overall decrease in the Best Start networks funding is
11 associated with the end of the previously board approved
12 community-identified projects, consistent with the funding
13 time line.

14 Additionally, the increase in field building is
15 related to a full year of activities for one project, a
16 centralization of funds from other areas in the budget for
17 another project, and a consolidation of two programs or
18 projects into one.

19 Moving onto Slide 10. The overall decrease to ECE
20 is primarily the result of the ramping down of the QRIS
21 continuous site engagement program, which reflects the
22 Child 360's full exhaustion of their allocation.

23 Most of the activities within the health systems
24 area is consistent with those in fiscal year 19-20, but
25 were updated to align with contracted funds and actual

1 anticipated need. The primary driver for the overall
2 increase in health is our continuing work and partnership
3 with the Department of Public Health on reducing birth
4 disparities. These activities were previously reflected
5 under the black infant health legacy investment in fiscal
6 year 19-20 that had been found to align with the goals and
7 objectives of the health outcome area for fiscal year
8 20-21.

9 Next slide. Also within the 20-21 budget are
10 resources for key investments that will allow First 5 LA to
11 continue to play a pivotal roll as a connector, convener,
12 and collaborator in local County and State advocacy to
13 prioritize young children and their families in policy and
14 in practice. These resources are included in our policy
15 and strategy support division.

16 Slide 12. The integration and learning budget
17 resources focus on facilitating the transformation of First
18 5 LA to an intentional learning organization while
19 supporting ongoing research and evaluation work. It also
20 includes resources to report on progress in strategic plan
21 implementation via the impact framework.

22 Next slide. The legacy investments continue to
23 end as the result of natural sunseting or alignment with
24 strategic plan goals. We have two remaining investments
25 for fiscal year 20-21, down from five in fiscal year 19-20.

1 Slide 14. Just to remind the board, our budget
2 has two primary cost components that includes program and
3 operating. And we are now shifting to discussion of our
4 internal operational costs.

5 Many of our costs are consistent with ongoing
6 needs related to personnel costs, facility maintenance,
7 supplies and services, telephone consultant support,
8 travel, professional development, et cetera. Consistent
9 with the development of our operating budgets in prior
10 years, the fiscal year 20-21 budget was developed using
11 historical expenditure trends, existing contract
12 information, the inclusion of anticipated one-time and
13 ongoing needs, and the timing of expenditures based on time
14 line of activities.

15 This year's budget also includes cost adjustments
16 in response to Covid-19. Our biggest operational
17 investment is and continues to be our staff, not only
18 limited to the salaries and benefit cost, but also ongoing
19 investment and their professional development needs.

20 Next slide, Slide 15. The table on Slide 15
21 outlines the operating budget and compares the current
22 year; so the prior year proposed costs by cost category.
23 The total proposed budget for fiscal year 2021 is
24 approximately 22.8 million. Additional detailed
25 information can be found in Item 6B, materials included in

1 today's board packet.

2 Turning to the administrative cost limit
3 calculation for fiscal year 20-21 on Slide 16. As a
4 reminder to the board, our administrative cost policy
5 requires that we adopt an administrative limit each year,
6 but the policy does not specify a maximum percentage for
7 this limit. The maximum rates for other First 5s range
8 from 8 percent to 25 percent of annual spending, and First
9 5 LA's administrative cost rate for fiscal year 20-21 is
10 calculated at 11.47 percent representing a cost limit of
11 14.3 million.

12 Our administrative cost methodology is consistent
13 with the previous years; however, through the strategic
14 plan refinement process, and in alignment with our
15 long-term goals, an alternative approach will be
16 recommended which established a 15 percent annual cap for
17 administrative costs but also revisits the administrative
18 cost methodology to determine how much Executive, VP, and
19 Director time is actually spent on administrative functions
20 versus programmatic work.

21 This revised methodology and approach was shared
22 with the Budget and Finance committee in September 2019.
23 Revised policies will be presented to the board in a phased
24 approach at a later time.

25 Next slide. So moving onto the long-term

1 financial plan or LTFP. As a reminder, every year we bring
2 this to the board as an update for review and approval.

3 And now I will be sharing the context for this year's LTFP.

4 Slide 18. This year, we are moving away from a
5 long-term financial projection and toward a long-term
6 financial plan. The time frame for this plan extends for
7 -- from fiscal year 19-20 through fiscal year 27-28, the
8 end of our revised strategic plan term.

9 Through the long-term plan, we are deciding and
10 planning what the annual costs for future years should look
11 like. We anticipate determining the distribution of funds
12 across programmatic areas of focus in the coming year
13 through the strategic plan implementation process. And
14 more information will be brought to the board as we
15 progress with the development of this new direction.

16 Next slide. The graph on Slide 19 demonstrates
17 that our long-term plan continues to reflect declining
18 revenues, expending that exceeds revenue, and a declining
19 fund balance, since spending in excess of our revenue is
20 offset by our fund balance resources. This is indicated
21 with the dotted yellow line representing projected
22 expenditures and the dotted orange line representing
23 projected total revenue, for those of you following along.
24 We will continue to explore and try to identify new public
25 and private revenues that could help support in advance our

1 strategic goals. The SPR, the Strategic Plan Process is
2 one vehicle that we are using to address these matters and
3 help guide our path. As always, we will continue to
4 monitor the revenues and expenditures as well as the
5 long-term impact to our fund balance.

6 Next slide. The revenue and our analysis is
7 grounded in projections received from the California
8 Department of Tax and Fee Administration, commonly referred
9 to as CDTFA, and this includes the Proposition 10 and
10 Proposition 56 revenues which is our primary source of
11 funding. Our analysis does include a 2 percent downward
12 internal adjustment to account for the historical trend in
13 revenue short falls. Additionally, the annual rate of
14 expenditure decline used in our analysis is approximately
15 6.42 percent. This rate will allow us to get through the
16 revised strategic plan period with some fund balance at the
17 end of fiscal year 27-28, as Raoul mentioned in his opening
18 remarks.

19 Next slide. Slide 21. Continuing with the
20 assumption that informed the LTFP effective fiscal year
21 21-22, we are reflecting a change to our approach to
22 budgeting in alignment with the strategic plan
23 recommendations from programmatic and operating costs to
24 program and administrative costs. Program costs will
25 represent a total of 85 percent of the annual budget and

1 administrative costs will represent a total of 15 percent
2 of the annual budget. This split, as well as the increase
3 to operation reserves, was shared with and includes input
4 from the Budget and Finance committee back in September of
5 2019.

6 Additionally, included in our assumption is an
7 increase to the internal reserve funds from 25 percent of
8 the total budget up to 50 percent of the total budget
9 pending board action and approval today.

10 Because of our fund balance built up in the early
11 years, we are not financially fragile at this time.
12 However, it is many imperative that we continue to assess
13 our long-term financial goals and that they align with our
14 fiscal realities of declining resources and declining fund
15 balance. The shift from projection to plan should help us
16 to further achieve this goal of revenue and expenditure
17 alignment.

18 Next slide. Next steps. In Slide 23 -- so now
19 we're going to shift our attention to discussion of our
20 estimated year-end fund balance. It has been our practice
21 to review fund balance levels with the commission every
22 year using the guidelines provided through the Governmental
23 Accounting Standards Board's statement -- mouthful -- also
24 known as GASB54 -- as it relates and is applicable to First
25 5 LA. To reaffirm the commitments over the past few years,

1 we have utilized the annual budget process as the
2 opportunity to review these remaining commitments with the
3 commission. The fund balance details are in Attachment H
4 of the budget materials included in today's board packet.

5 Listed on Slide 24 is a reminder of our various
6 fund balance categories and definitions, including
7 nonspendable, committed, assigned, and unassigned. And we
8 will be expending more on these categories through the
9 audit process in September.

10 Next slide. Slide 25. So today marks the second
11 and final presentation. We first brought the draft 20-21
12 budget and long-term financial plan for review and
13 discussion at the June 17th Special Meeting of the Board of
14 Commissioners. The budget -- Budget and Finance and
15 Executive Committee meeting. Again, the 20-21 budget
16 estimates have not changed since that first presentation.
17 The only change to the material shared today compared to
18 the previous iteration are edits to the text in response to
19 commissioner and executive feedback.

20 Next slide. Slide 26. We have shared a
21 considerable amount of information over the course of this
22 budget process and today's presentation, and I want to
23 ensure that our request for approval with the adoption of
24 resolution under 2020-06, which is included in today's
25 board materials, is clear. So first we are requesting to

1 replace last year's resolution 2019-03. Second, we are
2 requesting approval of the 20-21 budget items, including
3 the proposed budget and administrative limit. Third, we
4 are requesting approval and endorsement of the GASB54 fund
5 balance commitments. And last, we are requesting approval
6 of a long-term financial plan which will formally assign
7 funds through 27-28.

8 So we thank the board members and staff for their
9 commitment during this process, and we are requesting
10 approval of the items that we have just discussed.

11 That concludes this presentation. I will now turn
12 it over to the chair. Thank you, and happy birthday John
13 Wagner.

14 MR. WAGNER: Thank you, Daisy.

15 SUPERVISOR KUEHL: Ms. Lopez, thank you very much.
16 That was very well done, very complete. I know there has
17 been extensive communication with board members answering
18 questions, et cetera, the result of which is I have no
19 request for comment or questions from commissioners. I
20 think they probably had a lot of their questions answered
21 over the various meetings in which they engaged. And I
22 have no questions or comments as well. Which means that I
23 think we could move to a motion to approve resolution
24 2020-06 with all of the items included that were just
25 presented to our board.

1 Do I have such a motion?

2 COMMISSIONER TAYLOR: This is commissioner --
3 okay. Go ahead.

4 COMMISSIONER WOODS: I so move. Keesha Woods.

5 COMMISSIONER TAYLOR: This is Commissioner Taylor.
6 I second.

7 SUPERVISOR KUEHL: All right. I have a motion and
8 a second to approve resolution 2020-06.

9 Ms. Vo, please tell me if there are any public
10 comments on this item.

11 THE SECRETARY: There are no public comments on
12 this item.

13 SUPERVISOR KUEHL: All right. So then let us move
14 to a roll call vote on Item 6.

15 THE SECRETARY: Judy Abdo?

16 COMMISSIONER ABDO: Yes.

17 THE SECRETARY: Astrid Heger?

18 Debbie Innes-Gomberg?

19 COMMISSIONER INNES-GOMBERG: Yes.

20 THE SECRETARY: Yvette Martinez?

21 COMMISSIONER MARTINEZ: Yes.

22 THE SECRETARY: Romalis Taylor?

23 COMMISSIONER TAYLOR: Yes.

24 THE SECRETARY: Keesha Woods?

25 COMMISSIONER WOODS: Yes.

1 THE SECRETARY: Marlene Zepeda?

2 COMMISSIONER ZEPEDA: Yes.

3 THE SECRETARY: Sheila Kuehl?

4 SUPERVISOR KUEHL: Yes.

5 THE SECRETARY: Motion has passed.

6 COMMISSIONER HEGER: I said yes, but I was muted.

7 THE SECRETARY: I've got that down. Thank you
8 very much.

9 SUPERVISOR KUEHL: All right. Well, that's a
10 biggy. Very well done, well put together, well prepared.
11 And I think that a positive -- as positive as possible in
12 these times result; so compliments to the staff and to our
13 Executive Director for all the hard work that they put into
14 this. And I look forward to spending all that money. No,
15 I'm just kidding. Well, I do kind of look forward to that.

16 So thank you very much for that vote, Mr. Ortega
17 and Ms. Lopez.

18 And let us move, then, to Item 7 which I think
19 will be presented by Ms. Widby-Martin who is our Interim
20 Director of Public Policy and Government Affairs.

21 Is that correct?

22 MS. WIDBY-MARTIN: Yes. Thank you.

23 SUPERVISOR KUEHL: All right. Over to you.

24 MS. WIDBY-MARTIN: Good afternoon, commissioners.

25 Before I dive into policy, I wanted to recognize

1 the conversation Raoul and Daisy just presented, and say
2 thank you for your budget support. We are -- I want to
3 thank the board for continuing to support investments in
4 resources that support our advocacy work, especially the
5 funding for the contracts with our state and federal
6 lobbyists and the funding to support advocacy coalitions
7 like the State Early Care and Education Budget Coalition.
8 You support to continue to engage and develop this work is
9 really appreciated and important to us; so thank you.

10 So as probably every presentation that you've been
11 hearing lately, the world looks a lot different than when
12 we last presented policy updates to you. While we started
13 this year with a projected state budget surplus and many
14 proposed opportunities for systems expansions, we've
15 quickly pivoted our strategies and are partnering close to
16 the administration to bolster and elevate the essential
17 infrastructure of family supports and early childhood
18 systems.

19 The public policy and government affairs
20 departments moved aggressively to meet the needs of this
21 moment, and are focusing their strategy on supporting LA
22 County's children and families within the new landscape
23 created by Covid-19 and anchoring to the existing framework
24 of First 5 LA's refined strategic plan.

25 In your meeting materials, you have a budget

1 summary memo from the Public Policy and Government Affairs
2 Department with more details on the budget specifics, as
3 well as the First 5 Association's budget summary overview
4 Power Point and our current advocacy agenda tracking all of
5 our budget and legislative priorities and the positions
6 we've taken in this legislature so far; so I won't get too
7 far in the weeds.

8 The number of State bills that are still moving
9 have dwindled significantly as the legislature narrowed
10 focus to Covid response and recovery. There's still a few
11 moving pieces out there that we're watching closely related
12 to telehealth, the big tax proposal, and paid family leave,
13 but the bulk of our work will continue to be focused on the
14 potential for additional budget revisions and how we can
15 best partner to support the administration in these
16 difficult resource decisions.

17 Today I wanted to quickly walk through a broad
18 overview of the final State budget that impacts families
19 and young children in LA and our strategic engagement in
20 federal advocacy with our partners, coalitions, and
21 grantees in both Sacramento and DC.

22 So for the budget, compared to the May revise, the
23 final State budget rejected many of the severe cuts to the
24 early childhood priorities that the governor had proposed.
25 The cuts to child care proposed in the May revise would

1 have devastated our field. Our partners quickly engaged in
2 discussions with State leaders emphasizing child care as
3 essential to the State's economic recovery, and this is
4 reflected in the early learning package that keeps spending
5 levels largely the same as last fiscal year.

6 Certain broader systemic reforms to early
7 childhood systems proposed in January, including the
8 proposal to create a Department of Early Childhood
9 Development and the implementation of the California
10 Advancing of Innovating Medi-Cal Plans or CalAIM have been
11 delayed, however.

12 On one of our sustainable -- sustainability
13 priorities, the nicotine-based vaping tax was ultimately
14 deferred to be addressed this summer. We're working
15 closely with the First 5 Association to continue to
16 advocate for our fair Prop 10 equivalency of 14.8 percent
17 in the vape tax, regardless of how the funding of the tax
18 is generated. We've also been working really closely with
19 the California State Association of Counties and the County
20 Health Executives Association of California who are the
21 County administrators of the Prop 99 funds to deliver this
22 message as clearly as possible.

23 The final budget does also feature certain trigger
24 cuts that would go into effect October 15th, absent
25 additional federal funding for State and local governments.

1 And while few, if any, early childhood or family programs
2 and services are subject to these triggers, the State will
3 certainly face ongoing budgetary challenges that could
4 require additional revisions this year, as well as threaten
5 First 5 LA priorities well into the future as Covid
6 response and recovery is still so unknown.

7 The Newsom administration and legislative leaders
8 have repeatedly called on Congress to support the State
9 budget by providing more funding from the feds. There are
10 several proposals we are tracking focused on State
11 infrastructure including child care and home visiting that
12 we will continue to monitor and engage in conversations.

13 As a result of the landscape in context, First 5
14 LA's federal advocacy strategy currently focuses heavily on
15 educating policymakers on the essential infrastructure of
16 child and family serving systems. This work is done in
17 coalition with our federal advocates The Raven Group, and
18 with national state partners including The ECE Budget
19 Coalition to build consensus and drive momentum for
20 additional State and local relief funding to support
21 children and families in California and in Los Angeles.

22 Securing this funding would help avert or reduce
23 any potential cuts to early childhood programs and services
24 later this year or in the future. Federal funds would
25 relieve budgetary pressures and trigger cuts in other areas

1 and make difficult budget decisions easier for State
2 policymakers, we hope. And would also signal to the Newsom
3 administration and legislature that First 5 LA and our
4 partners support the State priorities. We also want to
5 ensure that federal policy makers understand that child
6 care is an essential service, and these resources are
7 necessary not only for child development and family
8 well-being, but also for the recovery of local, State, and
9 national economies devastated by Covid-19. And without
10 adequate and appropriate, safe child care options, working
11 families, many of them working in Covid-related essential
12 fields, will not be able to continue working or return to
13 the job as the economy begins to reopen.

14 Finally, and more broadly, as we know, the
15 Covid-19 pandemic is disproportionately impacting
16 communities of color throughout the nation, California, and
17 in Los Angeles County. Not only is the virus infecting and
18 killing African-American and Latinx residents at a higher
19 rate, communities are also facing significant difficulties
20 relating to funding child care -- finding child care,
21 unemployment, housing, and food insecurity. We're
22 supporting efforts to increase benefits through the
23 Supplement Nutritional Assistance Program -- SNAP -- which
24 support families' ability to purchase nutritional foods for
25 their children. Since the onset of the pandemic, food

1 insecurity has dramatically increased with many more
2 African-American and Latinx families in particular
3 reporting children in the household are hungry.

4 We're also pursuing efforts that could and would
5 improve data collection related to Covid-19 and access to
6 care -- I mean, health care in this case, which will
7 improve our understanding of the issues facing families of
8 color, as well as a result in bolster policy responses
9 during the pandemic and in system response more broadly.

10 We know currently much of LA County's data. As of
11 July 6th, about 39 percent of LA's County data on Covid-19
12 cases was missing information on race and ethnicity. And
13 nationwide, there's no uniform standard for collecting or
14 reporting on this. The CDC has recognized that crucial
15 health information is missing for two-thirds of pregnant
16 women with the virus and that expectant mothers have higher
17 rates of adverse outcomes than non-pregnant woman and that
18 black and Latina women are infected at rates higher than
19 their white counterparts. But, again, the data gaps
20 probably underestimate these disparities; so without access
21 to full and complete data disaggregated by race and
22 ethnicity, we have less of an ability to adequately respond
23 to this crisis, surge resources to communities most in
24 need, and support family and child health.

25 So these efforts will also model practices for

1 more holistic database and dashboard of children's health
2 data headed in California, even beyond Covid-19, which is
3 where we are headed and connecting.

4 And while the strategic focus on these efforts
5 respond directly to the new and changing landscape created
6 by Covid-19, we remain anchored in First 5 LA's strategic
7 plan. As we continue to move forward, we aim to expand
8 influence and impact with data and also call attention to
9 the current disparities, amplify advocacy, and drive policy
10 change, practice change, and will building.

11 Overall, our work focuses on strengthening public
12 and community systems to promote equitable outcomes, reduce
13 racial inequities, and not only respond to the immediate
14 threats of -- to health and wellbeing that Covid-19 has
15 created, but also to change systems in a manner that
16 support the results for children and families that are
17 seeking -- we are seeking in long term.

18 I'll leave that there for any questions. And also
19 interested in any feedback or direction from you as we look
20 to a possible budget revision in the fall, and continue to
21 focus on Covid-19 response and recovery.

22 SUPERVISOR KUEHL: I have no requests from
23 commissioners to make any comments.

24 Do you have a specific question or further report?

25 MS. WIDBY-MARTIN: I do not. I was hoping for

1 feedback that all of that sounds wonderful and full steam
2 ahead.

3 SUPERVISOR KUEHL: Well, I guess, you know, we
4 don't need to really invite comment, because I thought it
5 was very complete. And also always difficult to know what
6 the final final is going to look like. Our concern, I
7 think, in the County about funding both from the State and
8 the federal governments -- well, they're a little bit
9 different. The State government appears to be taking early
10 childhood education as seriously as it can. And you know,
11 for instance, it was going to cut reimbursement rates by 10
12 percent and decided that was not a good idea. But some of
13 it really depends on putting money out because of the
14 Covid-19 pandemic, and I don't know what that means in the
15 long term, because revenue for the State, of course, is
16 going to continue to be far less than what was expected.

17 The federal budget, it's like a pittance, you
18 know, whenever they put \$8 million for state subsidized
19 programs in for the whole country, it's just poor. What
20 can I say? And one doesn't know, you know, the struggle
21 that's going on now over any of the money coming out of the
22 federal government makes it un -- unstable for us.

23 But I think we are going to benefit from the
24 attention that the State, both in the executive branch and
25 the legislative branch, appear to be finally paying to

1 early child education, which was a real nonstarter many of
2 the years that I was up there. And so that is good news in
3 and of itself, I think.

4 And in terms of feedback, I think as people look
5 at their own parts of the budget, or thinking about a, you
6 know, particular part of the budget -- and, of course, we
7 have to wait and see what happens if we get federal funds
8 or if trigger cuts are going to go through, I think we may
9 have some feedback for you.

10 And I -- let's see. I do have -- looks like from
11 Wendy and from Keesha. Is that correct? Wendy? Did you
12 wish to speak?

13 COMMISSIONER GAREN: No. That must have been left
14 from earlier.

15 SUPERVISOR KUEHL: Okay. So sorry. Thank you.
16 Keesha?

17 COMMISSIONER WOODS: Thank you, Madam Chair. I do
18 have a question. And thank you Charna for such a concise
19 report.

20 I am -- I'd like to refer to the part about the
21 budget where it says that programs will be held harmless
22 both for in-person and distance learning. And we've been
23 talking a lot about this internally with LACOE, also
24 internally with our Covid Response Team. And there is not
25 clear guidance from the State around this.

1 What I've been told from the State is they will
2 only hold programs -- they will -- we will be -- we will be
3 held harmless only if the public officer -- the public
4 health officer says that we would go back into a
5 stay-at-home order. But if programs are operating, we are
6 limited to group sizes such as 10 in the classroom, you
7 won't get reimbursed for the other 10 to 15 children you --
8 or 14 children you can normally serve in a stand-alone
9 state-based classroom.

10 That's going to put a lot of programs out of
11 business. Got a call today from a program that's operating
12 a Catholic charity, and they're looking for funding to keep
13 operating while they are in the reduced classroom size
14 reduction.

15 So can you elaborate a little bit on what the
16 intention is for the Governor's budget or if there is
17 additional work that we can do to try to support programs
18 as we are in a reduced-size environment and still need to
19 open up classrooms.

20 MS. WIDBY-MARTIN: Yes, absolutely.

21 COMMISSIONER WOODS: Thank you.

22 MS. WIDBY-MARTIN: This is something that we
23 recognize. The hold-harmless provision in the budget was a
24 bit of a win for us. And our administrative advocacy now
25 is really focused on asking for that guidance and pushing

1 that farther. We're not only pushing for the clarity there
2 to help answer that question in actual implementation, but
3 actually asking for that to be extended further as far as
4 we can. And since that guidance hasn't been produced, I
5 can't answer the intent of the administration, other than
6 to say we're working really closely with our ECE team,
7 which I know you are closely connected with here, but also
8 the ECE Budget Coalition in Sacramento to push for that
9 guidance to be as flexible as possible. And that's as far
10 as my crystal ball can go.

11 COMMISSIONER WOODS: We wish it could go farther.
12 Thank you for that response.

13 SUPERVISOR KUEHL: Thank you.

14 Romalis?

15 COMMISSIONER TAYLOR: Yes. I have a question with
16 regards to the reopening under Covid of these child care
17 agencies.

18 What is the State going to do about the potential
19 liability of opening up in the face that Covid is blowing
20 up all over the place in our communities, and especially
21 throughout this State?

22 MS. WIDBY-MARTIN: I can't answer for the State,
23 but I can say that that continues to be a really moving
24 target at the State level as we don't know what the next
25 month or six months is going to bring.

1 We are engaged in a lot of conversations with the
2 administration, trying to ask for clarity, guidance, but
3 also flexible support to providers to be able to bolster
4 that. But there's no -- as far as I know and my team
5 texting them now to make sure I -- there's been no update
6 since I've been on here, but that is largely unknown what
7 the future will hold. And as we learn and as that guidance
8 is developed, we will definitely share it with the board.

9 COMMISSIONER TAYLOR: I just want you to know this
10 may affect the availability of child care if that is not
11 solved at the State level.

12 MS. WIDBY-MARTIN: I hear you loud and clear and
13 agree, and hold that urgency as well. I really appreciate
14 that that's a priority there.

15 SUPERVISOR KUEHL: Marlene?

16 COMMISSIONER ZEPEDA: Thank you, Sheila.

17 Charna, thank you for your report. I'm wondering
18 if you can opine about the Department of Early Childhood
19 Development that was -- it eliminated the proposed
20 department, but still wants to transfer it over to Health
21 and Human Services. I know there was a certain amount of
22 push back on that.

23 Do you know what the current status of that might
24 be?

25 MS. WIDBY-MARTIN: Yes. Happy to talk about that.

1 So in the January proposed budget, there was a proposal to
2 create a Department of Early Childhood Development within
3 HHS and transfer most of the preschool and early care --
4 early learning programs from Department of Education to
5 this new department with the exception of CSBP.

6 And so this new budget, in the Covid response and
7 the May revise and the finalized budget, is not creating
8 the full Early Childhood Department within HHS, but is
9 moving most of the programs -- the same programs over to
10 Department of Social Services with a report that in the
11 spring next year -- with a mandate that in the spring next
12 year, DSS and Ed. will create recommendations for
13 integration and how best practices around that transfer,
14 but also the programs and attached wrap-around programs
15 that they bring over.

16 As far as I know, the budget has created a
17 position to oversee those programs, but it's not creating
18 the department. And if we had a crystal ball, that might
19 be the first step to a new department. But given budget
20 pressures, it's not the full proposal that was realized in
21 the -- or proposed in January.

22 We are closely watching that, and engaging with
23 the ECPC, the Early Childhood Policy Counsel, as well to
24 talk about the impacts and timing.

25 COMMISSIONER ZEPEDA: Thank you for that. I know

1 that the -- a lot of the community college stakeholders --
2 you know, I think it's going to be -- it's going to be --
3 it is very controversial, let me just say that. And I
4 think there needs to be a lot more discussion around it to
5 get the buy-in as opposed to it just being a done deal. So
6 I know that this is a big concern for a lot of early
7 childhood folks.

8 MS. WIDBY-MARTIN: I hear you. And I know there
9 are a lot of conversations around it. We have never taken
10 a position on it but are really interested in the policy
11 implications and the timing. And we'll stay at the table
12 as much as we can to not only get intelligence but make
13 sure it's done in a way that reflects as many of our
14 priorities as we can.

15 COMMISSIONER ZEPEDA: Thank you, Charna.

16 SUPERVISOR KUEHL: All right. I have no further
17 questions or comments from commissioners.

18 Ms. Vo, are there any public comments on this
19 item?

20 THE SECRETARY: There are no public comments.

21 SUPERVISOR KUEHL: All right. This was an
22 information item on the State budget and the federal
23 budget; so I think we do not need to take any action.

24 And the next items that take us all the way
25 through the rest of the agenda are also for information

1 only and presented to us in written form.

2 I believe, Counsel, we do not have to take any
3 action on these items; is that correct? Right?

4 MS. BELSHE: That's correct. Kim here. That's
5 correct. These will be brought back to the board in
6 September for action.

7 SUPERVISOR KUEHL: All right. Good. Well, then
8 simply to remind the board what we're looking at, these
9 items will be brought back at -- as Kim said, in September,
10 looking to, you know, an amendment for a strategic
11 partnership in Item 8, as well as 9 and 10, 11, 12, 13.
12 And 14 is an item about receiving funds. And I guess as a
13 group I could ask the board if you have any questions,
14 having reviewed these written materials, but we will be
15 discussing them when they come to the board in September.

16 But any questions or comments on Items 8 through
17 14 which we received in written form? Okay.

18 Were there any public comments registered for
19 items -- any of the Items 8 through 14.

20 THE SECRETARY: No public comments for Items 8
21 through 14.

22 SUPERVISOR KUEHL: All right. Then we will
23 reflect that we accepted those items and we'll review them
24 for a future meeting.

25 Are there any public comments in general that were

1 registered that -- people who wanted to address the board?

2 THE SECRETARY: I do. I have one general public
3 comment from Cristina Alvarado the Executive Director of
4 Child Care Alliance Los Angeles.

5 "Good afternoon, commissioners, Director Belshe,
6 staff, and community.

7 "On behalf of the Child Care Alliance of
8 Los Angeles, we wanted to extend our appreciation for the
9 long-standing partnership with First 5 LA, especially in
10 the challenging times of a global pandemic.

11 "Early on, the Child Care Alliance and all
12 resource and referral agencies in Los Angeles County
13 partnered with First 5 LA to obtain and distribute much
14 needed supplies to child care providers. Since March,
15 we've been able to distribute over 1 million diapers,
16 nearly 60,000 face masks, over 40,000 hand sanitizers, an
17 array of lights, learning materials, and no-touch
18 thermometers.

19 "First 5 LA helped us retain a large warehouse to
20 deliver materials, as none of our agencies are equipped to
21 receive the number of pallets that came to LA County. From
22 there, we distributed supplies to the resource and referral
23 agencies who distributed to the child care providers.

24 "The quick action of your staff to work with us on
25 this endeavor is both admirable and very much appreciated.

1 The need has not ended; so we hope to continue our
2 partnership as we navigate the huge challenges brought to
3 the ECE field by Covid-19.

4 "Thank you."

5 And there are no other public comments.

6 SUPERVISOR KUEHL: All right. That takes us to
7 the end of our agenda pretty much exactly on time. So
8 thanks very much to Kim and to the whole staff for the
9 extraordinary work that you continue to do under a very
10 bizarre set of circumstances in which we all find
11 ourselves.

12 And thank you so much to my fine band of
13 commissioners. I do miss seeing you all, and I really look
14 forward to the day when I'll get to see you again for a
15 couple of reasons. One is to see you again, and the second
16 is that it will mean that we will be pulling out of this
17 strange year -- kind of the year that never happened, and
18 yet so much happened.

19 Thank you all for everything you're doing in your
20 own spheres. And thank you for your attendance at the
21 meeting, for your constant attention to First 5 and our --
22 our populations, those who rely on us, those who we're
23 trying to serve.

24 And simply want to wish you a good summer,
25 whatever that means. A lot of stay-cations, I think. And

1 any comments that you want to make to each other, I hope
2 you'll keep in contact. We can -- you know, we can text,
3 we can Zoom, we can read voicemails, we can do e-mails. We
4 have lots of ways to communicate. So thank you, thank you,
5 thank you for your participation. And I don't know if we
6 need a motion to adjourn.

7 Do we, Counsel?

8 MR. STEELE: No, we do not.

9 SUPERVISOR KUEHL: All right, then. This meeting
10 is adjourned. Thank you very much.

11 MS. BELSHE: Thanks everyone.

12 (At 2:55 PM the meeting was adjourned.)

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C E R T I F I C A T E

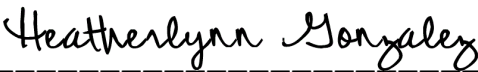
I, Heatherlynn Gonzalez, a Certified Shorthand Reporter for the State of California, License Number 13646, do hereby attest that:

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

The meeting was taken down stenographically 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 26th day of July 2020.

DocuSigned by:


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CERTIFIED SHORTHAND REPORTER
FOR THE STATE OF CALIFORNIA

First 5 LA

SUBJECT:

Contracts for approval

RECOMMENDATION:

Approve five new agreements and two renewals and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:

First 5 LA's approved programmatic budget for FY 2020-21 totals \$101,459,000 and the approved operating budget totals \$22,797,493. Funding for the new agreements and renewals were included in the budget which was approved at the July 9, 2020 meeting under agenda item #6. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below, staff will complete final execution.

There are **five new Agreements** for approval.

- One is with Barú Advertising, Inc. to provide First 5 LA with social media and digital marketing services, specifically strategic, data-driven creative concepts to maximize reach and engagement of target audiences and build upon current and future social media and traditional marketing campaigns. This includes creative asset production, paid media strategy, content strategy and planning, online community management and general account management, as well as the ability to measure and report on the impact of executed strategies and tactics. The goal is to design insightful social media and digital marketing campaigns that inform, educate and encourage target audiences to take action by becoming champions for young children and their families and/or change behavior and beliefs. Rather than procure one professional full-service agency that would provide social media and digital marketing strategy services along with other services under a new Strategic Marketing and Communications Agency RFQ, First 5 LA procured social media and digital marketing strategy services separately. This will allow First 5 LA to deepen our efforts to develop dedicated social media and digital campaigns to reach, educate, engage and influence target audiences by contracting with proposing firms that focus on these specialized strategies.
- There are four new agreements with Children's Bureau of Southern California, Public Health Foundation Enterprises, Inc., South Central Los Angeles Regional Center, and Westside Regional Center under the Help Me Grow - Los Angeles (HMG-LA) Pathways initiative. HMG-LA Pathways is focused on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a delay or at risk of delay can effectively access appropriate and timely services. Each of the four contractors, in partnership with a collaborative of agencies, will identify, implement and refine strategies to better connect children to early identification and intervention services and supports within their geographic region over a three-year time period. This project is comprised of three phases: Convening and Planning; Implementing Innovative Approaches to Strengthen Referral Pathways; and Refinement of Approaches.

There are **two renewals** for approval.

- There is one renewal with Prevention Institute to continue serving as the intermediary for the Built Environment Policy Advocacy Fund (BEPAF), a First 5 LA grant and technical assistance program that aims to build the organizational capacity and effectiveness of advocacy groups and community-based organizations that are working to improve three

focus areas of the built environment—parks/open space, transportation/mobility, and food security—through public policy advocacy. Prevention Institute will serve as the intermediary to administer, and monitor the grants.

- There is one renewal with VIVA Strategy and Communications, LLC to serve as an external facilitator to assist First 5 LA and its Quality Start LA stakeholders as a convener and thought partner for Quality Start LA. Quality Start LA (QSLA) is Los Angeles County's local Quality Rating and Improvement System (QRIS) effort. QSLA is a voluntary QRIS designed program to help parents of children birth to five choose the best early childhood education for their family by helping parents understand what makes an early learning program effective. QSLA supports the professionals from licensed centers and family child care homes in the continuous improvement of their programs through training, resources, and funding for providers. In FY 20-21, the Contractor will continue to support key QSLA stakeholders by facilitating meetings of the Funders' Circle and Leadership Council. They will also assist in refining the QSLA cost estimation model to reflect actual costs of QRIS implementation based on new changes to our QRIS model in Los Angeles County.

DISCUSSION:

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

Attachment A
September 2020

NEW										
	DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE
1	Communications	Communications / Communications & Marketing / Strategic Communications	<p><u>BARÚ ADVERTISING, INC</u> The Contractor will provide First 5 LA with social media and digital marketing services, specifically strategic, data-driven creative concepts to maximize reach and engagement of target audiences and build upon current and future social media and traditional marketing campaigns. This includes creative asset production, paid media strategy, content strategy and planning, online community management and general account management, as well as the ability to measure and report on the impact of executed strategies and tactics. The goal is to design insightful social media and digital marketing campaigns that inform, educate and encourage target audiences to take action by becoming champions for young children and their families and/or change behavior and beliefs.</p> <p>The funds for this contract were included in the FY20-21 budget presented for approval at the July 9, 2020 Commission meeting.</p>	RFQ	4 years, 9 months	\$4,000,000	\$800,000 <i>Committed for FY20-21</i>	10/1/2020	6/30/2021	6/30/2024
2 to 5	<p>Help Me Grow-Los Angeles (“HMG-LA”) Pathways is focused on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a delay or at risk of delay can effectively access appropriate and timely services. The four (4) Unifying Agencies listed below, in partnership with a collaborative of agencies, will identify, implement and refine strategies to better connect children to early identification and intervention services and supports within their geographic region over a three-year time period. A fifth Unifying Agency, Child Care Resource Center, was selected and is not listed below because the contract is under \$75,000 and does not require Board approval. Please note, the Health Systems Department anticipates releasing a second solicitation for the two communities without HMG-LA Pathways representation for a total of seven (7) HMG-LA Pathways community collaboratives. The Unifying Agencies will develop a collaborative that includes both Collaborative Agencies (subcontractors that support implementation and learning) and Supporting Partners (community stakeholders who provide input) who will work together. This project is comprised of three phases: Convening and Planning; Implementing Innovative Approaches to Strengthen Referral Pathways; and Refinement of Approaches. The funds for this contract were included in the FY20-21 budget presented for approval at the July 9, 2020 Commission meeting.</p>									
2	Health Systems	Health \ Early Identification and Intervention \ Help Me Grow	<u>CHILDREN’S BUREAU OF SOUTHERN CALIFORNIA</u>	RFP	3 Years	\$450,000	\$90,000 <i>Committed for FY20-21</i>	10/1/2020	6/30/2021	9/30/2023

Attachment A
September 2020

NEW										
	DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE
3	Health Systems	Health \ Early Identification and Intervention \ Help Me Grow	<u>WESTSIDE REGIONAL CENTER</u>	RFP	3 Years	\$450,000	\$90,000 <i>Committed for FY20-21</i>	10/1/2020	6/30/2021	9/30/2023
4	Health Systems	Health \ Early Identification and Intervention \ Help Me Grow	<u>PUBLIC HEALTH FOUNDATION ENTERPRISES, INC.</u>	RFP	3 Years	\$450,000	\$90,000 <i>Committed for FY20-21</i>	10/1/2020	6/30/2021	9/30/2023
5	Health Systems	Health \ Early Identification and Intervention \ Help Me Grow	<u>SOUTH CENTRAL LOS ANGELES REGIONAL CENTER FOR PERSONS WITH DEVELOPMENTAL DISABILITIES</u>	RFP	3 Years	\$450,000	\$89,992 <i>Committed for FY20-21</i>	10/1/2020	6/30/2021	9/30/2023

Attachment A
September 2020

RENEWALS											
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
6	Communities	Communities \ Public Infrastructure \ Built Environment Policy Advocacy Fund	<p>PREVENTION INSTITUTE (#10209) The Contractor will continue serving as the intermediary for the Built Environment Policy Advocacy Fund (BEPAF), a grant and technical assistance program that aims to build the organizational capacity and effectiveness of advocacy groups and community-based organizations that are working to improve three focus areas of the built environment -- parks/open space, transportation/mobility, and food security -- through public policy advocacy. In addition to managing the pool of funds, the Contractor will administer and monitor the grants. In FY19-20, in collaboration with First 5 LA, the Contractor conducted two robust solicitation and review processes for grantee selection, convened and provided technical assistance to grantees on policy and systems change, and created an evaluation framework. In responding to the COVID-19 context, Prevention Institute augmented grantees with rapid response funds to pursue urgent policy opportunities and contracted with Advancement Project to provide additional technical assistance on budget advocacy. In FY20-21, Prevention Institute will continue to convene and provide technical assistance on policy and systems change to grantees and provide evaluation and learning opportunities. In coordination with First 5 LA, Prevention Institute will create a capacity building strategy for Antelope Valley organizations to strengthen their abilities and leadership on built environment issues that impact children and families.</p> <p>The funds for this contract were included in the budget for FY 20-21 at the July 9, 2020 Commission meeting. FY 21-22 funding will be included in the budget at the June 2021 Commission meeting.</p>	RFP	2 years	\$1,849,757	\$875,000 Estimated FY 20-21 Spending: \$465,500 <i>Committed for FY20-21</i> Impact to FY 21-22 Budget: \$409,500 <i>Assigned for FY21-22</i>	10/15/2020	10/14/2021	10/14/2021	Yes

Attachment A
September 2020

RENEWALS											
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
7	Early Care & Education	ECE \ Quality Improvement System \ VIVA Social Impact Partners	<p>VIVA STRATEGY AND COMMUNICATIONS LLC (#09123) The Contractor has been providing support on Los Angeles County's approach to Quality Counts California's (QCC) latest funding opportunity, the QCC Local Consortia and Partnership Grant. The QCC Local Consortia and Partnership Grant represents the state's first opportunity for QRIS work that combines several former funding streams into a single funding stream. In addition, this new funding opportunity necessitates additional programmatic revision based on feedback from the state. Quality Start LA (QSLA) is Los Angeles County's local Quality Rating and Improvement System (QRIS) effort. QSLA is a voluntary QRIS designed program to help parents of children birth to five choose the best early childhood education for their family by helping parents understand what makes an early learning program effective. QSLA supports the professionals from licensed centers and family child care homes in the continuous improvement of their programs through training, resources, and funding for providers. In FY 19-20, VIVA led the Quality Start LA (QSLA) consortium through QSLA model revisions, governance structure revisions, developed social media information products (posts, videos, quality improvement content), facilitated QSLA Leadership and Funders Circle Meetings, and led the group through a process of responding to the Quality Counts California aligned Request For Applications including the conceptualization of a new, more flexible quality improvement model to meet the needs of a variety of settings. In FY 20-21, Contractor will continue serving as an external facilitator to assist First 5 LA and its Quality Start LA stakeholders as a convener and thought partner for Quality Start LA.</p> <p>The funds for this contract were included in the budget for FY 20-21 at the July 9, 2020 Commission meeting.</p>	Procurement Exception	5 years, 4 months	\$2,198,650	\$200,000 <i>Committed for FY20-21</i>	10/1/2020	6/30/2021	6/30/2021	Yes

FIRST 5 LA

SUBJECT:

Authorize First 5 LA to Receive Funds from Los Angeles County Office of Education (LACOE) in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts, Approve Resolution # 2020-07 and Authorize First 5 LA Staff to Execute Agreement in the Amount of \$125,000

RECOMMENDATION:

This memo was provided as information for the Board's consideration at the July 9, 2020 Meeting of the Board of Commissioners. At today's September 10, 2020 Board of Commissioners meeting, First 5 LA staff recommends that the Board approve the following action related to the state's quality improvement initiative [Quality Counts California (QCC)] and local quality improvement efforts [Quality Start Los Angeles (QSLA)]:

1. Approve a Budget Resolution # 2020-07 for receipt of funds in the amount of \$125,000 for the period through June 30, 2021 from LACOE in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) regional efforts.
2. Authorize First 5 LA Staff to Execute an Agreement with LACOE for an amount not to exceed \$125,000 with an anticipated **November 1, 2020 to June 30, 2021. (Fund Balance Category: Assigned).**
3. Authorize Executive Director to accept funding from LACOE should additional funding for Quality Counts California (QCC) and/or Quality Start Los Angeles (QSLA) regional efforts continue.

BACKGROUND:

In October 2019, the First 5 LA Board of Commissioners approved of First 5 LA's ability to receive and utilize funds from Los Angeles County Office of Education (LACOE) as part of Board Resolution 2019-04. These funds were used to advance the work of Quality Start Los Angeles (QSLA), an effort that is jointly administered between First 5 LA and LACOE. First 5 LA and LACOE co-lead the policy, practice and system change efforts under the auspices of QSLA.

LACOE's funds will be used for two efforts:

- Support QSLA facilitation and collaborative management . LACOE funds will contribute to First 5 LA's contract with VIVA Strategy and Communications LLC (VIVA) in an amount not to exceed \$100,000 to facilitate the work of QSLA's partners. QSLA includes funders (F5LA and LACOE) and Leadership Council (F5LA, LACOE, Child360, Child Care Alliance of Los Angeles, PEACH (Partnership for Education, Articulation, and Coordination through Higher Education), the Child Care Planning Committee, and the Office for the Advancement of Early Care and Education. Because VIVA's contract supports QSLA work administered by LACOE and First 5 LA, it is mutually advantageous to pool resources so that our QSLA work can be supported holistically. In addition, it reduces the administrative burden of multiple contracts with the same vendor.
- Develop communication and reporting tools – LACOE funding will be used (\$25,000) to develop standard reports and other data visualization products that QSLA Leaders can use in their planning, monitoring and decision making. These funds contribute to First 5 LA's contract with Limor Consulting, Inc. to engage QSLA Leaders and develop reports that meet their needs and will be useful over time. These reports, in turn, will increase access to and utilization of administrative data collected and stored in iPInwheel and other sources among QSLA Leaders and allow for a more data-informed approach to QSLA's work.

First 5 LA's 2020-2028 Strategic Plan identifies high-quality early care and education as a desired result of First 5 LA's funding initiatives. This is a natural extension of First 5 LA's 2015-2020 Strategic Plan. In providing an array of quality improvement supports, ranging from very low-intensity to high-intensity, First 5 LA is working to develop the capacity of early learning settings, both licensed and unlicensed, to provide quality early learning experiences for young children by providing a combination of classroom materials, technical assistance, coaching, professional development opportunities, and more.

NEXT STEPS:

Upon approval from the Board of Commissioners to accept receipt of funds in the amount of \$125,000 for the period through June 30, 2021 from LACOE in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) regional efforts, the Executive Director will execute an agreement with LACOE in the amount of \$125,000 and accept funding from LACOE should additional funding for Quality Counts California (QCC) and/or Quality Start Los Angeles (QSLA) regional efforts continue.

RESOLUTION NO. 2020-07

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF QUALITY START LA 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, the Los Angeles County Office of Education (LACOE) awarded First 5 LA funds to further support VIVA Strategy and Communications LLC’s (VIVA) work with the Quality Start LA (QSLA) Funders Circle, Leadership Council, the Child Care Planning Committee, and the Office for the Advancement of Early Care and Education. Additional funds are awarded to develop standard reports and other data visualization products that QSLA Leaders can use in their planning, monitoring and decision making. These funds contribute to First 5 LA’s contract with Limor Consulting, Inc. to engage QSLA Leaders and develop reports that meet their needs and will be useful over time. These reports, in turn, will increase access to and utilization of administrative data collected and stored in iPinwheel and other sources among QSLA Leaders and allow for a more data-informed approach to QSLA’s work.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Up-front funding received from LACOE in the amount of \$125,000 through June 30, 2021 in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) regional efforts will be considered restricted for fund balance purposes; and
2. The Executive Director, on behalf of First 5 LA, is authorized to accept funding from LACOE if funding for the same purpose continues; and
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

PASSED, APPROVED AND ADOPTED THIS 10TH DAY OF SEPTEMBER, 2020, BY THE FOLLOWING VOTE:

AYES:

NOES:

ABSTAIN:

Sheila Kuehl
Chair, First 5 LA

Attest

Kim Belshé
Executive Director

FIRST 5 LA

SUBJECT:

1. Amend a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships with a Current Total Project Cost in the Amount of \$225,000 to Support Technical Assistance to LA County Department of Mental Health to Continue to Operationalize Mental Health Services Act/Prevention and Early Intervention Funds for Prevention Efforts in the Context of the COVID-19 Pandemic for the period of May 1, 2018 to September 2021 and
2. Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$75,000 with an anticipated Contract Start Date of September 16, 2020 to Contract End Date of September 15, 2021. Fund Balance Category: Committed.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the July 9, 2020 Board of Commissioners Meeting. At today's September 10, 2020 Board of Commissioners meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships through September 2021 and authorize staff to execute a contract from September 16, 2020 to September 15, 2021 for \$75,000. Funding is included within the current First 5 LA FY 2020-21 Programmatic Budget under Home Visiting Sustainability Support in Mental Health Systems, which was approved by the Board of Commissioners in July 2020.

BACKGROUND:

The December 2016 home visiting board motion and the resulting 2018 plan "Strengthening Home Visiting in Los Angeles County: A Plan To Improve Child, Family, and Community Well-Being", lays out strategies for the County of Los Angeles, the County's Department of Public Health, First 5 LA, and their community partners to provide the supports that will help young children and communities thrive. The home visiting motion passed by the Board of Supervisors and subsequent report significantly elevated the profile of home visiting as a holistic family-strengthening investment to improve outcomes for families with young children countywide. The motion identified several key priorities, one of which is to "identify a framework to maximize resources by leveraging available funding and where possible identify new and existing but not maximized revenue streams." In short, the motion directed partners to identify a plan for sustainability of universally-offered home visiting efforts countywide, a recommendation that is further emphasized in the report.

This directive in the Board motion and subsequent report catalyzed several important emerging opportunities in sustainability for home visiting efforts. Significant among them, the LA County Department of Mental Health (DMH) re-directed \$40M of available Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funding over two years to expand mental health services and supports to programs focused on trauma-informed prevention and early intervention for at-risk children, youth, and families, including expanding home visiting services. Since the writing of the original Strategic Partnership memo, the funding for the full expansion of home visiting has expired; however, it continues to be utilized for support of the Nurse Family Partnership program administered by the Department of Public Health and, importantly, has enabled DMH to increase its role as an active and critical partner in home visiting systems building in the County. For example, DMH continues to be a key partner in ensuring effective referrals, and is participating in efforts funded by the Heising-Simons Foundation to bring the key leaders of home visiting in Los Angeles County together to determine the vision for the future of the system. In this role, DMH is demonstrating its leadership in the home visiting system in Los Angeles County, which was originally facilitated by the introduction of the MHSA-PEI funding for home visiting and will be further catalyzed by the continuation of this Strategic Partnership in its third year. Strengthening this capacity within DMH is consistent with First 5 LA's efforts on sustainability, increase family supports, and prevention and early intervention.

This memo is being updated in 2020 to apply the lens of the impact of the COVID-19 pandemic on families and communities to this continuing scope of work. As the emergent nature of the need to respond to put in place strategies to support communities and families as a result of COVID-19 subsides, and Los Angeles County moves into a recovery phase, it will be essential to identify and implement strategies that will help support communities and families in their mental health, in which home visiting can play a key role. This work will necessitate continuing to facilitate strong partnerships among key stakeholders, including First 5 LA and the Departments of Mental Health, Public Health, and Child and Family Services, among others. As noted above, this Strategic Partnership helps to ensure that DMH can continue being a critical partner in supporting the home visiting system in Los Angeles County, particularly in light of the specific challenges and opportunities that the COVID-19 pandemic presents, such as transitioning to virtual home visiting and other early intervention and prevention services.

The original Strategic Partnership, which represented a partnership between First 5 LA and the Center for Strategic Partnerships (CSP) to complete this work, was extended in July 2019. The requested amendment and extension of this Strategic Partnership through September 2021 will allow the scope of work to continue with the applied lens of supporting families and communities in the context of the COVID-19 pandemic.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an extension of a Strategic Partnership with a current total project amount not to exceed \$225,000 to comply with this policy.

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

The Strategic Partnership with Southern California Grantmakers will leverage funds from several philanthropic partners as detailed under the leveraging criteria below.

In regard to sustainability, as mentioned above, the LA County Board of Supervisors passed a Home Visiting motion in December 2016 that significantly elevated the profile of home visiting as a holistic intervention to improve outcomes for families with young children countywide. The motion identified several key priorities, one of which is to “identify a framework to maximize resources by leveraging available funding and where possible identify new and existing but not maximized revenue streams.” In short, the motion directs partners to identify a plan for sustainability of expanded home visiting efforts countywide.

Since the passage of the motion in 2016, the home visiting system in LA County has evolved not only as a result of the motion and the subsequent planning that occurred since, but also as a result of several new funding streams for home visiting that have come or are coming into the County from multiple sources. This includes the aforementioned funding from MHSA-PEI as well as DPSS CalWORKs, and the California Home Visiting Program (CHVP). A critical component of this, the large infusion of \$40 million in MHSA-PEI funding over two years, significantly expanded home visiting funding in the County. DMH’s leadership in supporting the home visiting system continues to present an incredible sustainability opportunity for the County in the long-term. Furthermore, applying the lens of the impact of the COVID-19 pandemic and considering how to support the mental health needs of families and communities as a result of the pandemic will help to ensure that the system remains sustained in the light of the specific challenges raised as a result of pandemic.

In addition to the funding that First 5 LA has already provided, there are several funding and staffing resources that have supported initial planning efforts for the MHSA-PEI funding, and others that will support continued efforts. For example, in the first year of this project, Ms. Cugley played a pivotal role in ensuring the effective and efficient utilization of the MHSA-PEI dollars. Finally, it is anticipated that First 5 LA’s commitment will catalyze and be supplemented by private foundation funding in the amount of at least \$75,000. Therefore, continuing to support this Strategic Partnership applying the lens of the COVID-19 pandemic will leverage these different past and ongoing funding and staffing resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

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

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding to ensure the continued effective implementation of MHSA-PEI funding towards prevention programs, including home visiting, through DMH applying the lens of the impact of the COVID-19 pandemic on the mental health of families and communities throughout the County. In addition, the funding from First 5 LA will leverage private foundation dollars from the Weingart Foundation in the amount of \$50,000 and the Ralph M. Parsons Foundation in the amount of \$25,000.

Continuing this Strategic Partnership will also extend and strengthen our partnership with the Center for Strategic Partnerships (CSP), a key County partnership because CSP is charged with developing and strengthening new and existing partnerships and strategically leveraging federal, state, and private dollars to serve Los Angeles County's youth, families, and communities. As mentioned above, there are several funding and staffing resources that have supported initial planning efforts for the MHSA-PEI funding in addition to First 5 LA's initial investment, and others that will support continued efforts to operationalize the funding. Additionally, given CSP's charge to leverage public-private partnerships and funding, by continuing this strategic partnership, First 5 LA's investment is well-positioned for CSP to catalyze additional County and philanthropic funding to better integrate resources to enhance impact and benefit to young children and families.

Furthermore, extending this Strategic Partnership is a critical component of our myriad efforts around fund leveraging and sustainability, which is a priority of our work. For example, First 5 LA was an active participant on the Home Visiting Board Motion planning group, mentioned above, which resulted in the development and publication of the report "Strengthening Home Visiting in Los Angeles County: A Plan to Improve Child, Family, and Community Well-Being." A key directive of the motion was to ensure sustainability of efforts. Furthermore, First 5 LA is working on piloting several strategies to leverage and maximize funding in the short- and long-terms. For example, First 5 LA is currently working with several MediCal managed care health plans to engage their members in home visiting, which will not only help to improve outcomes for young children and their families but will also increase member engagement. First 5 LA is also pursuing multiple other funding opportunities through initiatives such as the Families First Prevention Services Act and DPSS funding. Since all these efforts to secure diverse and innovative sources of sustainable funding for First 5 LA's investments and the broader system of prevention-related services in LA County are aligned with one another, modifying this Strategic Partnership to apply the lens of the COVID-19 pandemic will strengthen this entire piece of work.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan

The proposed Strategic Partnership is aligned with the 2020-2028 Strategic Plan, specifically to Strategic Priority 1, Strengthen Public and Community Systems. Particularly by applying the lens of the impact of the COVID-19 pandemic to this work, public and community systems will be strengthened by supporting families and communities and facilitating strong partnerships between key stakeholders across the County.

It is also closely associated with the Long Term System Outcome of Sustainability. As described above, this Strategic Partnership will strengthen First 5 LA's overall efforts to sustain the systems that support families and communities, particularly as they try to heal from the trauma associated with the COVID-19 pandemic. With the ongoing decline of First 5 LA revenue, it is increasingly important that long term sustainability strategies are identified, prioritized and implemented. Supporting DMH in continuing to play a leadership role in these efforts represents an important opportunity to create a larger, more diverse, and more sustainable home visiting system.

NEXT STEPS:

Staff will execute the contract with Southern California Grantmakers upon approval of the Strategic Partnership and contracting authority at this Board meeting.

FIRST 5 LA

SUBJECT:

1. Approve Amendment to the Strategic Partnership with Dignity Community Care in the Amount of \$265,000, for a total project cost of \$903,876 to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion through June 30, 2021 and
2. Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$265,000 with an anticipated October 1, 2020 to June 30, 2021 (Fund Balance Category: Committed)

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the July 9, 2020 Commission meeting. At today's September 10, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with Dignity Community Care for an amount not to exceed \$903,876 for the period through June 30, 2021 and authorize staff to execute a contract in the amount of \$265,000 from October 1, 2020 through June 30, 2021. The funds have been included in the First 5 LA FY 2020-21 Programmatic Budget under Home Visitation - MAMA's Visits Home Visiting Program Training and T.A. Support, which was approved by the Board in July 2020.

BACKGROUND:

In March 2018 the Board approved the Strategic Partnership with Dignity Community Care to support the Department of Health Services' MAMA's Neighborhood Program, and embed the core principles and strategies of the Family Strengthening Framework into the program's training and materials. This Strategic Partnership was a result of a December 2016 Motion from the Board of Supervisors in LA County that directed entities, including the Office of Child Protection, First 5 LA, Perinatal and Early Childhood Home Visitation Consortium, Children's Data Network, and the LA County Departments of Public Health, Health Services, Mental Health, Public Social Services, Children and Family Services, and Probation to develop a plan to coordinate, enhance, expand, and advocate for high quality home visiting programs to serve more expectant and parenting families. The Department of Health Services (DHS) was an active participant in coordination efforts to expand and increase the quality of home visitation services in LA County. As a part of their amendment to their 1115 Whole Person Care Medi-Cal Waiver, DHS received approval to expand their MAMA's Neighborhood program to include home visitation. MAMA's Neighborhood is the local name for the "Strong Start for Mothers and Newborns" initiative created by the U.S. Department of Health and Human Services to reduce preterm births and improve outcomes for newborns and pregnant women. The program provides prenatal care and comprehensive healthcare services in six Los Angeles neighborhoods, and links prenatal clients with services in their community, such as mental health/stress, substance use, housing, parenting education and places for healthy food. The expansion of MAMA's has enhanced their system of care with implementation of a comprehensive, evidence-based, screening tool at prenatal care intake; intensive case management through home visitation and patient-centered care planning based on risk scoring; and explicit use of community-based services for treatment of identified risks. The expansion allowed MAMA's to provide follow up to mothers into the postpartum period and utilize home visiting as a strategy to extend the reach of the program and provide services to mothers ineligible for other home visiting programs.

Dignity Community Care community benefit program, LA Best Babies Network (LABBN), embedded the Family Strengthening Framework principles into the training of home visitors of MAMA's Neighborhood program. Since 2013, LABBN has served as First 5 LA's Family Strengthening Oversight Entity, leading the programmatic oversight, technical assistance, training of home visitation staff and provision of database support for the First 5 LA funded home visitation programs: Welcome Baby, Parents As Teachers (PAT) and Healthy Families America (HFA) programs. As Welcome Baby expanded from one site to a total of fourteen and PAT and HFA were implemented across twenty-one sites, LABBN has led comprehensive Family Strengthening Network cohort trainings of over 150 hours twice a year, training over 500 home visitors in the past six years as a part of the Network. The training consists of 22 topics

ranging from critical home visitor skills such as motivational interviewing and a foundational training on reflective practice to knowledge on: bonding and attachment; developmental milestones; preventive care; brain development and early infant development; cultural competency; and trauma informed care.

LABBN has provided MAMA's Neighborhood program with the Family Strengthening Framework and Training utilized by First 5 LA's home visiting programs since April 2019. LABBN trained over 50 home visitors from MAMA's Neighborhood in FY 19-20. LABBN also provided program materials for over 750 enrolled clients, including: the Welcome Baby book; boppy nursing pillow; healthcare safety kit; First 5 California Parent Kit; and developmental toys. Finally, LABBN coordinated a monthly Group Reflective Practice mentoring for MAMA's social work staff. Reflective practice is a crucial best practice to more effectively engage parents and support and retain home visitation staff.

The Strategic Partnership with MAMA's Neighborhood has helped advance the First 5 LA Strategic Plan system building goals to support the development and expansion of universal system of voluntary home visiting building up the existing infrastructure. The training provided to MAMA's Neighborhood's workforce has enhanced the preparation of the workforce and quality of services provided. The training embeds the core principles and strategies of the Family Strengthening Framework, which promotes principles such as: valuing the science that promotes the practices that enhance the brain and the development of children; healthy and secure attachments with a consistent and loving caregiver; and the development and application of skills by home visiting staff to support their work with families within a strength-based, client-centered approach. Additionally, DHS was engaged in efforts to coordinate with other programs to engage families prenatally, and elevated lessons learned and new that help inform County efforts to coordinate and expand access to services. The continued partnership will further enhance and deepen the training and preparation of MAMA's Neighborhood workforce. The ongoing support will incorporate new topics and skills in alignment with the Family Strengthening principles and technical training needs.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of the strategic partnership for an amount not to exceed \$903,876 through June 30, 2021 to comply with this policy.

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

Sustainability Plan: Through Whole Person Care MAMA's visits, DHS seeks to continue addressing the priority identified by the Board of Supervisors Home Visitation Motion to improve home visitation services in the County. DHS funding for the expansion of MAMA's Neighborhood continues until 2021, and provides DHS with the opportunity to learn how home visiting impacts their population. During this time DHS will continue to build their program infrastructure, which will allow First 5 LA to decrease its investment over time.

Leveraged Resources: The proposed Strategic Partnership between First 5 LA and Dignity Community Care represents a partnership to continue leveraging the existing infrastructure of LABBN's Family Strengthening Trainings and expertise. This includes leveraging of existing LABBN personnel, leading to a cost neutral effect in personnel as this cost category would continue to be covered fully but under two contracts instead of one. Finally, by combining resources First 5 LA can ensure administrative efficiency as DPH continues to build the capacity of their workforce and a family strengthening approach based on best practices.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

AND

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

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

- The continuation of the Strategic Partnership provides a demonstrated level of ability or expertise that is only available in the community through the Strategic Partnership. The partnership will allow for the ongoing incorporation of best practices into MAMA’s Neighborhood program, including the Family Strengthening Framework and Training utilized by First 5 LA’s home visiting programs. LABBN, its community benefits program, Dignity Community Care has continued to implement the Family Strengthening Network cohort trainings for over six years. LABBN works with a cadre of trainers across a span of critical content and skill areas specifically needed by home visitors. These trainers are familiarized with and have embedded the Family Strengthening Framework into their trainings.
- LABBN has provided the Family Strengthening Network cohort trainings for over six years. As a Strategic Partner, LABBN brings extensive experience in perinatal and maternal health, as well as the provision of technical assistance for home visitation staff working directly with pregnant and parenting families.
- The Department of Health Service’s MAMA’s Neighborhood began implementation of their expansion in Spring 2018 and continues to strengthen their workforce development efforts. LABBN can continue needed trainings and provision of materials given their existing infrastructure and experience. There are no other organizations in LA County that provide the depth and breadth of training utilizing the Family Strengthening Framework specific for home visitation staff working with families.

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

- A key strategy of First 5 LA’s 2020-2028 Strategic Plan is to strengthen public and community systems. It aims to ensure families have the resources, opportunities and relationships to optimize their child’s development. The Strategic Partnership supports MAMA’s Neighborhood program, an early prevention effort, to be more family-centered and child-focused. The Family Strengthening Framework provides critical support for staff working directly with families to better achieve desired outcomes.
- The proposed Strategic Partnership is aligned with the Strategic Plan because it exemplifies our intentional efforts to strategically partner with others to maximize our impact on young children across Los Angeles County.

NEXT STEPS:

Staff will execute the contract with Dignity Community Care upon approval of the Strategic Partnership and contract at this Board meeting.

FIRST 5 LA

SUBJECT:

1. Approve Amendment to Strategic Partnerships with Los Angeles Unified School District (LAUSD), El Monte City School District, Mountain View School District, and Rosemead School District through June 30, 2023 and Pomona Unified School District through June 30, 2021 for First 5 LA's Kindergarten Readiness Assessment strategy for a combined total not to exceed \$22,846,612 and
2. Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$3,936,371 with an anticipated contract term from October 1, 2020 to June 30, 2021 with LAUSD. (Fund Balance Category: Committed for FY 20-21 and Assigned for FY 21-22 and FY 22-23).

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the July 9, 2020 Board of Commissioner's Meeting. At September 9, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the following:

- Amend a Strategic Partnership with Los Angeles Unified School District (LAUSD) for an amount not to exceed \$18,000,000 through June 30, 2023 for a total project cost not to exceed \$21,937,057;
- Amend Strategic Partnership with El Monte Central School District (EMCSD) for an amount not to exceed \$115,000 through June 30, 2023 for a total project cost not to exceed \$264,792;
- Amend Strategic Partnership with Mountain View School District (MVSD) for an amount not to exceed \$115,000 through June 30, 2023 for a total project cost not to exceed \$201,106;
- Amend Strategic Partnership with Rosemead School District (RSD) for an amount not to exceed \$115,000 through June 30, 2023 for a total project cost not to exceed \$199,176;
- Amend Strategic Partnership with Pomona Unified School District (PUSD) for an amount not to exceed \$90,000 through June 30, 2021 for a total project cost not to exceed \$244,481.
- Authorize First 5 LA Staff to Execute an Agreement with LAUSD in the Amount of \$3,936,371.

Funds for FY 2020-2021 are included within the First 5 LA FY 2020-2021 Programmatic Budget under County Systems Building: Kindergarten Readiness Assessment which was presented to the Board for approval in July 2020. Beyond FY 2020-21, funds will be drawn from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose. Strategic Partnerships do not obligate First 5 LA to future year contracts or funding; the proposed strategic partnerships are subject to annual funding in the annual budget and authorization and execution of an annual contract. Funding for LAUSD would be contractually obligated only for fiscal year 2020/21 through the proposed agreement of \$3,936,371.

BACKGROUND:

Population-Level Measurement of School Readiness (Formerly KRA):

In November 2019, the board approved the 2020-2028 Strategic Plan. The Strategic Plan reaffirms First 5 LA's commitment to expanding a population-level measurement of school readiness in support of systems level change. Consistent with the approved Strategic Plan, First 5 LA is prioritizing expansion in Best Start geographies and ensuring data collected is used in community decision making.

The goal of the initiative is to support communities in collecting, sharing, and interpreting data from the EDI to drive community action. The EDI is a population-level tool which provides insight into young children's readiness for school, as well as highlights population wide vulnerabilities in five development

areas including: social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to eight months after kindergarten entry. The instrument is a reflection tool administered by kindergarten teachers. Once data is collected, school districts in partnership with a local community agency engage teachers, community members and other stakeholders in understanding the results and developing strategies for targeted improvement. Objectives of the strategy are also to strengthen the capacity of school districts and community agency staff to utilize the EDI to support policy and systems change and to build the capacity of community stakeholders to utilize EDI data to advance and inform community action.

Since the Board approved this initiative in 2017, school readiness data has been collected on 21,724 students from nine different districts/communities (see Appendix A for details). Each of the school districts recommended for an amended Strategic Partnership successfully participated in EDI implementation over the last three years. For example, in LAUSD four local districts and over 175 schools have participated in EDI implementation. The district has used EDI data to lead efforts to align early education efforts through "articulation meetings" with teachers, principals, and school-site parent representatives. Based on the needs identified in EDI data analysis, the district has conducted parent trainings to support school readiness in topics like Self-Management and Foundational Reading Skills. Within the district, the team of EDI specialist have collaborated with local district organizational facilitators and the district's Department and School of Mental Health to identify community need and develop appropriate community partnerships to provide necessary resources.

As EDI is typically collected every three years, amending these strategic partnerships for a renewed cycle of EDI data collection, analysis, and community engagement will: 1) contribute to the amount and richness of data collected; 2) deepen communities' understanding of child wellbeing by providing opportunities to compare data and outcomes across the last three years; and 3) build upon the successes and lessons learned of the first stage of the initiative to refine implementation of the project. A key lesson of the first complete cycle of this initiative is the importance of engaging multiple local stakeholders. We have seen that the EDI is most successfully used as a tool to drive community action when a collaborative group of community stakeholders, including local municipal leaders and community-based organizations, are involved from the beginning of the process. Pomona Unified School District is an example of this this success. Pomona Unified School District has successfully collaborated with the Pomona's Promise Collective Impact group to use EDI data as a catalyst to drive local action. For example, the collective impact group is using the EDI data to target a new "Mommy and Me" program to neighborhoods with the highest proportion of vulnerable children and to tailor the topics of the Mommy and Me trainings based on EDI data. As First 5 LA moves into implementing the refined Strategic Plan and shifts the focus of this initiative to prioritize Best Start geographies, funding for EDI activities in non-Best Start districts, like Pomona Unified, will phase out. The requested amendment to the strategic partnership with PUSD is intended to begin a phase of transition funding to support continued data-driven collective impact work in Pomona as First 5 LA funding is phased out after this renewal.

Staff is seeking authority to execute a contract with Los Angeles Unified School District for the period of October 1, 2020 to June 30, 2021 for \$3,936,371. This contract will complete a three year data collection cycle for Local Districts East, Central, and West and begin a new round of data collection at Local District South, providing population-level data school readiness data on additional 13,625 students. Other key activities of the grant year will include: 1) Develop partnerships between schools and community organizations to bridge services and resources that will contribute to students' school readiness as informed by the EDI results; 2) Foster deeper communication and collaboration between elementary schools and early education centers to create stronger transitions in line with supporting child development across the EDI domains; and 3) Utilize EDI data to inform professional development, instruction, parent engagement, and support of district initiatives.

First 5 LA will continue to work across departments to engage and convene these multiple stakeholders from the beginning the initiative. Our most recent population-level measurement of school readiness initiative in Long Beach, approved by the Board in February 2020, is an example of this approach: our Communities, Community Relations, and ECE Departments worked in partnership with the Long Beach School District, Mayor’s Fund for Education, and Health Department to bring the EDI to Long Beach. These partners will continuously be engaged in each stage of the project. Amending these partnerships will allow each district, in partnership with community stakeholders, to participate in a new round of data collection and refine their approach to supporting community action.

In the next three years of this initiative, we also plan to use lessons learned to refine several elements of the training, coaching, and support provided to EDI partners by UCLA, including improving the accessibility and legibility of data by creating interactive and publicly-facing data platforms and creating EDI policy briefings and/or Advisory Groups to ensure the thoughtful use of EDI results for several groups of children at increased risk of poor outcomes, namely children who are Dual Language Learners (DLL) and young boys of color. The goals of these briefs will be to help policy makers and local EDI partners understand: 1) how to interpret EDI results for these special populations to ensure the data are used in a thoughtful and culturally-sustaining way; 2) cautions about (and strategies to avoid) the misuse of data; 3) the assets that exist for DLL children and young boys of color and their communities that should be acknowledged, supported and reinforced; 4) risk and protective factors for these children; and, 5) Best practices around effective strategies to support these children.

In summary, amending these Strategic Partnerships will advance EDI data collection and saturation countywide (while prioritizing the work in our Best Start geographies) and support a refined strategy of engaging community around EDI data to support community action and systems change work.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting amendment of a Strategic Partnerships with LAUSD, El Monte Central School District, Mountain View Central School District, Rosemead School District, and Pomona Unified School District to comply with this policy.

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

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

Sustainability – Without population-level school readiness data, communities, school districts, policy makers and politicians have limited means to evaluate the impact of interventions over time to improve child wellbeing and understand whether the services and resources they provide for young children and their families are meeting community needs. By using EDI data, school districts and communities can identify areas that need to be strengthened to aid young children in their growth and development. The EDI data and its requisite analyses serve as a critical tool in ensuring that the proper resources and services are utilized and/or established. Additionally, EDI data can be utilized to advocate for additional early care and education resources for school districts and municipalities. While the EDI data collection requires initial funding from First 5 LA, it is expected that school districts and communities will begin to recognize that the EDI is a cost-effective tool, that when invested in, supports local decision-making and effectively informs local policy making, including priorities set through the Local Control Action Plan (LCAP) for districts. Further, First 5 LA’s demonstrated support of a population-level school readiness measurement system in LA County has the potential to serve as a catalyst to attract other First 5 Commissions and funders interested in leveraging resources to advance a statewide school readiness data system.

Leveraged Resources –Strategic Partnerships with LAUSD, EMCSD, RSD, MVSD, PUSD will leverage several resources including:

- Utilization of the existing expertise of school districts and communities that have already implemented the EDI and are at the point of data utilization and collecting new EDI data.
- In-kind support of school districts

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

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

First 5 LA's population-level school readiness strategy involves supporting the collection and use of data using the EDI. Given that the EDI can only be completed by kindergarten teachers, the successful implementation of this project is dependent upon the involvement of school districts. In most communities, the lead agency for the EDI implementation is a school district. In each of the Strategic Partnership, the proposed school district is the only entity within the community that has the capacity and authority to collect data from kindergarten teachers.

Amending these Strategic Partnership is in the best interest of the Commission because: (1) The EDI is administered by school districts who can use collected data to inform policy and systems change; (2) It will continue to leverage ongoing momentum for use of the EDI in Los Angeles County; (3) It will support the school districts' ability to leverage EDI data to support systems change in the community.

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

The proposed amendments to Strategic Partnerships are aligned with Strategic Priority #2 and Strategic Priority #3 of the newly adopted 2020-2028 Strategic Plan. EDI data allows First 5 LA to advance and build upon community experience. School readiness data supports stakeholders and community partners to connect, maximize and coordinate public resources, and build local assets and relationships. The EDI informs community planning, activates partners, spurs innovation, and promotes advocacy for improved learning environments for children. Additionally, EDI data expands First 5 LA's influence and impact. The amended Strategic Partnerships with LAUSD, EMCSD, MSD, RSD, PUSD will continue and expand the use of the EDI and the data collected by these partners will inform our work, demonstrate progress, build public will, and help to strengthen our advocacy role.

NEXT STEPS:

Staff will execute a contract with Los Angeles Unified School District in the amount of **\$3,936,371** with an anticipated contract term of October 1, 2020 to June 30, 2021. Contracts with EMCSD, RSD, MVSD, PUSD will be under \$75,000 and will be executed after the Board approves the amendment to Strategic Partnerships. Per the Executive Director's contracting authority, the Executive Director may enter into contracts under \$75,000 without Board approval.

Appendix A

Site	Cumulative 3-Year As of 2019-2020		Projected FY2020- 2021	
	Children	Schools	Children	Schools
Compton Unified School District	1485	21	0	0
El Monte City School District	849	14	849	14
LAUSD LD Central	4421	61	2604	39
LAUSD LD East	2217	36	2217	36
LAUSD LD South	2472	29	2472	29
LAUSD LD West	2903	49	2211	35
Long Beach Unified School District	0	0	1140	10
Mountain View School District	650	10	650	10
Pasadena Unified School District	2437	35	0	0
Pomona Unified School District	1574	27	807	14
Rosemead School District	226	4	226	4
Santa Monica/Malibu Unified School District	2490	21	0	0
TOTAL	21,724	317	13,176	191

FIRST 5 LA

SUBJECT:

1. Approve a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education, in the Amount of \$225,000 for the period of 24 months to support First 5 LA's efforts to engage the business sector for early childhood advocacy, and
2. Authorize First 5 LA Staff to Execute an Agreement with Community Partners for an amount not to exceed \$150,000 with an anticipated contract start date of September 11, 2020 to September 10, 2021 (Fund Balance Category: Committed for FY 2020-21 and Assigned for FY 2021-22 and FY 2022-23).

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the July 9, 2020 Board of Commissioners Meeting. At today's September 10, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education, for an amount not to exceed \$225,000 for the period of 24 months and authorize staff to execute a contract from September 11, 2020 to September 10, 2021 for \$150,000. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent. Funds for FY 2020-21 are included within the current First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, approved by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose.

BACKGROUND:

This is a request to establish a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education (the "Mayor's Fund"), to engage the business sector for early childhood advocacy. The Mayor's Fund for Education is focused regionally to the city of Long Beach. First 5 LA's business sector strategy centers on the successful engagement of business executives from L.A. County's leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy's key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA's policy and systems change agenda.

The proposed agreement with Mayor's Fund for Education is part of a multi-pronged strategy to engage business at the local community, county, and national level. Partnerships with UNITE-LA and ReadyNation engage national corporations and mid-level regional companies who have existing influence and are poised as champions for young children with a greater understanding of the economic impact of early childhood advocacy. Public Private Strategies elevates community voices and advocacy by partnering with small businesses, which provide over a million private sector jobs in Los Angeles County. Public Private Strategies further amplifies these voices with smaller chambers, like the Inglewood and El Monte Chambers of Commerce, and diversity chambers, such as the Greater Los Angeles African American Chamber of Commerce and Southern California Hispanic Chamber of Commerce. Developing a sustainable model of business engagement that can be scaled to cities throughout Los Angeles County will be the focus of this partnership with the Mayor's Fund.

This Strategic Partnership with the Mayor's Fund, with Community Partners serving as their fiscal sponsor, builds on First 5 LA's joint collaborative work with the Long Beach Best Start Regional Network, The Nonprofit Partnership and Long Beach Forward, to raise awareness of the needs of the city's prenatal to

five-aged children and their families with civic and business leaders. Additionally, this partnership coalesces multiple First 5 LA touch points within Long Beach including the Kindergarten Readiness strategy, Long Beach Health Department, Long Beach Unified School District, and EduCare. Additionally, Long Beach benefits from active support on early childhood issues by Mayor Robert Garcia and Senator Lena Gonzalez and major local business, such as the Boeing Company, the Port of Long Beach, and Carnival. As the second largest city in Los Angeles County, Long Beach can serve as a sustainable model of public-private partners and systems change, serving as a model for scaling to other cities throughout Los Angeles that have a level of partner readiness poised for activation. This partnership is increasingly important to activate crucial stakeholders to advance First 5 LA's four results for children and families and our strategic priorities within the context of COVID-19 economic recovery efforts.

This partnership will identify and activate business leaders to advocate for early childhood development policies within the City of Long Beach and Long Beach Unified School District. The Best Start Community Network will provide important community context and narratives to elevate local issues and priorities for outreach and advocacy. The forthcoming Best Start Central Long Beach report, *The Status of Young Children*, developed in partnership with the Advancement Project, along with the multi-year Early Childhood Education Strategic Plan developed by The Mayor's Fund in partnership with the City of Long Beach will contribute to a comprehensive communications and outreach strategy to the business community.

The Mayor's Fund will develop and implement an outreach strategy to increase the number of business leaders serving as champions for early childhood development with the following Scope of Work and tactics.

Scope of Work:

- Identify targeted business leaders and small businesses well positioned for ECD engagement and create individualized methodologies for each targeted business.
- Measure current local business engagement in early childhood issues and family-friendly workplace policies to serve as a baseline metric to measure strategy implementation.
- Facilitate coordinated outreach to the Long Beach business community amongst various early childhood advocates, including the City of Long Beach, First 5 LA, Child360, Long Beach Best Start Network, and ReadyNation California, utilizing Mayor's Fund and City contacts to coordinate communications and outreach efforts.
- Activate select business leader recruits to advocate for early childhood development policies within the City of Long Beach and Long Beach Unified School District
- Develop a local business ECE engagement case study to capture scalable solutions and model.
- Evaluate project learnings to inform an anticipated second year partnership that delivers a tailored engagement plan for a specific company that tracks progression by measuring changes in company recruitment, employee retention, productivity, and work-place satisfaction, thus solidifying this sustainable model to be further expanded to cities throughout Los Angeles.

The Mayor's Fund will be responsible for executing the following tasks:

- Identify relationships with existing business and corporate philanthropy partners to inform and leverage business community outreach.
- Deliver a list of targeted Long Beach businesses for engagement.
- Inventory current business leader engagement in ECD issues and advancement opportunities.
- Develop a tailored engagement plan unique to business partners and scalable to subsequent companies and municipalities.
- Create a communications strategy to message early childhood issues to business leaders, including important issues and trends highlighted in the Early Development Instrument (EDI) report and local Long Beach Best Start community context, issues, and priorities.
- Engage with Long Beach BSC Network to elevate community-based narratives to provide context of EC issues to business leaders.

- Incorporate findings and data points from BSC’s report *The Status of Young Children*.
- Host introductory meetings between local business leaders primed to be engaged and activated as early childhood champions and First 5 LA, Mayor’s Fund, and ReadyNation.
- Convene Mayor’s ECE Economic Engagement Roundtable.
- Create a communications strategy for newly cultivated business ECD Champions to effectively relay messages about early childhood issues to other business and policy leaders.
- Establish a company baseline for the economic baseline of business ECD engagement (baseline data).
- Develop a tailored ECD-friendly business implementation plan capitalizing on the economic benefits of ECE engagement (progression plan).
- Track changes in recruitment results, retention, productivity, workplace satisfaction, etc. (post-implementation report).
- Coordinate monthly check-in calls with First 5 LA for strategy planning purposes and provide quarterly progress reports.
- Track changes in family-friendly workplace practices as measured by employee recruitment results, retention, productivity, work-place satisfaction, etc.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$225,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of 9/11/2020 to 9/10/2021 for \$150,000. (The above scope of work will be executed over the next two years, FY20 21 and FY 21-22.)

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

Sustainability: First 5 LA’s support of a Strategic Partnership with the Mayor’s Fund for Education will create long-term partnerships with the Long Beach business to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA’s four outcomes for young children and their families. Milestone activities that measure this partnership’s sustainability include business leader’s internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations.)

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California and UNITE-LA, and investments in the Long Beach Best Start Community. The Mayor’s Fund for Education’s relationship with philanthropic and business partners, such as the Long Beach Chamber of Commerce, California State University of Long Beach, the City of Long Beach Health Department, Boeing, A&T, the Munzer Foundation, and others further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

AND

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

The Mayor's Fund can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership based on their unique role as a convener and facilitator of relationships that exist at the intersection of the early childhood field and Long Beach-based businesses. They have been instrumental in their role to recruit, convene, and engage Long Beach area business and civic leaders. The Mayor's Fund coordinates and leads several key relationships in the area, including the Long Beach Chamber of Commerce, the City of Long Beach's Department of Health and Human Services (where the City's ECE strategy is embedded), the Nonprofit Partnership (Best Start Regional Network Grantee), and Long Beach Forward (the Best Start Local Network Coordinator). The Mayor's Fund also works closely with local elected leaders and district staff. Lastly, they have experience in addressing municipal issues through the coordination of agencies and systems for greater impact, as evidenced in their partnership with the Long Beach Health Department and the California Accountable Communities for Health Initiative (CACHI). There are 13 communities across the state that have chosen to participate in CACHI to create integrated health infrastructures to effectively respond to community needs. Of these 13 sites, Long Beach is one of only three in Los Angeles County, along with Boyle Heights and San Gabriel. CACHI's systems-level strategy to address health outcomes of entire communities, and the Mayor's Fund's participation, aligns with First 5 LA's systems change approach outlined in the 2020-2028 Strategic Plan. The Mayor's Fund is uniquely qualified with a level of expertise that cannot be found elsewhere or through competitive solicitation. Funding to measure and expand business leader engagement in the City of Long Beach provides evidence into a scalable model, maximizing our impact on young children and their families across Los Angeles County.

The proposed Strategic Partnership is aligned to our current and upcoming Strategic Plan.

First 5 LA's FY 2020-2028 Strategic Plan focuses on working in partnership to strengthen a Best Start Community and integrated systems of service. First 5 LA's business sector engagement strategy works to develop key advocates to strengthen community leadership that effectively drives and contributes to improvements in policies and practices that directly impact children prenatal to five, their families, and the community. This systems change approach to advocacy and collaboration directly addresses each of First 5 LA's four strategic priorities to support integrated, quality systems that engage diverse community partners to ensure that by 2028 all children in LA County enter kindergarten ready to succeed in school and life

NEXT STEPS:

First 5 LA Staff will execute a contract with Community Partners upon approval of the Strategic Partnership and contract at this Board meeting.

FIRST 5 LA

SUBJECT:

1. Approve a Strategic Partnership with Public Private Strategies, LLC in the Amount of \$104,999 to evaluate and expand First 5 LA's Business Sector Engagement strategy to increase the number and demographics of small business leaders targeted for recruitment within the context of COVID-19 for the period of 24 months.
2. First 5 LA Staff will execute a contract in the amount of \$30,000 with Public Private Strategies, LLC upon approval of the Strategic Partnership. Per the Executive Director's contracting authority, the Executive Director may enter into contracts under \$75,000 without board approval. The anticipated contract term is September 11, 2020 to June 30, 2021.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the July 9, 2020 Board of Commissioner's Meeting. At today's September 10, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Public Private Strategies, LLC for an amount not to exceed \$104,999 the period of 24 months. Funds for FY 2020-21 are included within the proposed First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, approved by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose. Upon approval of the Strategic Partnership, First 5 LA Staff will execute a contract in the amount of \$30,000 with Public Private Strategies, LLC. Per the Executive Director's contracting authority, the Executive Director may enter into contracts under \$75,000. The anticipated contract term is September 11, 2020 to June 30, 2021.

BACKGROUND:

First 5 LA's business sector strategy centers on the successful engagement of business executives from L.A. County's leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy's key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA's policy and systems change agenda.

First 5 LA's tactic of activating "unexpected voices" from business leaders to advance our four outcomes for children prenatal to five and their families is a crucial strategy. With economic recovery efforts underway in response to the global COVID-19 pandemic, it is more important than ever for both public and private leaders in cross-sector industries to work with early childhood advocates to ensure that programs, funding, and systems are accessible, quality, aligned, and sustainable. Philanthropic leaders and early childhood advocates are increasingly recognizing the role of business in advancing their objectives, however the primary focus to date has been on larger companies. Small businesses are an untapped resource and could be valuable partners to create opportunities to support early childhood as a priority. Small business owners, and the smaller chambers that represent them, are leading members of their communities and provide important perspective and local solutions. This partnership with PPS supports this work by expanding the number and demographics of local business leaders targeted for recruitment to small business owners and leaders.

There are 30 million small businesses across the United States, representing over 90% of all businesses in the country. Furthermore, 43% of small businesses are found in low-wealth communities. Diverse entrepreneurs are starting businesses at higher rates, creating jobs and income in these economically-disadvantaged areas. Business ownership is a proven path to addressing the racial wealth gap. On

average, business-owning households hold more than twice the wealth of their wage-earning peers and the wealth-creation impact is more pronounced for business owners of color. Knowing what is on the minds of small business owners can help identify priorities in a specific place or across the country. Additionally, support from small business can strengthen the case for policy proposals that advance healthy communities.

This Strategic Partnership with Public Private Strategies (PPS) not only expands First 5 LA's business engagement strategy to small business owners but does so within the context of COVID-19 economic recovery effects and the systemic and historical inequities central to recent civil protests in our communities. PPS will identify and activate early childhood champions within the diverse and expansive Los Angeles small business community, with specific focus on First 5 LA's 14 Best Start geographies. The Best Start Community Networks will provide important community context and narratives to elevate local issues and priorities for outreach and advocacy. Specific sensitivity to the severe impact the pandemic has had on local cities' economies, regional diversities, and 501(c) 6 operations (i.e., business leagues and chambers of commerce) will be an important element of this project's success.

Scope of Work:

Public Private Strategies, LLC will evaluate and expand First 5 LA's Business Sector Engagement strategy to expand the number and demographics of local business leaders targeted for recruitment, with a specific focus on small businesses. This work will be centered within the context of the severe impact to small business by both the COVID-19 pandemic and the civil protests to advance First 5 LA's four outcomes for children prenatal to five and their families.

- Develop network of small business leaders and local diversity chambers within Los Angeles County area engaged in early childhood issues.
- Expand the number of business leader targets to engage in First 5 LA activities for early childhood advocacy.
- Provide concise recommendations as to how First 5 LA can deepen their engagement with the business community.
- Inform strategic outreach and communications to business community for recruitment and activation.

Public Private Strategies LLC will pursue the following tactics:

- Meet with key members of the team including First 5 LA, partners, grantees, and other community leaders to gain insight into current business engagement work and opportunities for deeper engagement. Key meetings will include ReadyNation, LA Area Chamber of Commerce, early childhood advocates, and program collaborators. Within First 5 LA, the project will be informed and guided by Policy, Community Relations, ECE, Best Start, and Communities colleagues.
- Engage with the BSC Networks to elevate community-based narratives to provide context of EC issues to business leaders.
- Complete a scan and mapping of the business community on priorities that align with First 5 LA, to include business associations, philanthropic business organizations (Kiwanis, Rotary), and diversity chambers, with focus on gaps created by the closure of community-based 501(c)(6)s operations (i.e., business leagues and chambers of commerce).
- Partner with LA county representatives and state level advocates to align agendas and activity.
- Coordinate district meetings with elected officials and business leaders.
- Review current First 5 LA target list of organization and business leaders and make further recommendations.
- Assess and recommend C-Suite outreach and engagement.
- Review materials created in support of business engagement (e.g. talking points, communications, PowerPoints, follow-up reminders, etc.).
- Provide counsel and insight to First 5 LA team members in advance of engagement with other business organizations.
- Where appropriate, join First 5 LA members in presenting current work and strategic approach to business community.

- Assist with the coordination and alignment of LA County EC advocates' varied touch points with the business community

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$104,999 to comply with this policy.

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

Sustainability: First 5 LA's support of a Strategic Partnership with Public Private Strategies, LLC will create long-term partnerships within the Los Angeles County's business community to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA's four outcomes for young children and their families. Milestone activities that measure this partnership's sustainability include business leader's internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations.)

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California, the Mayor's Fund of Long Beach, and UNITE-LA. Public Private Strategies' relationship with philanthropic and business partners, such as the Robert Wood Johnson Foundation, National Association of Women Business Owners, AARP, and the United States Hispanic Chamber of Commerce further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

Public Private Strategies' level of expertise is based on their unique qualification to recruit, convene, and engage small business leaders in LA County through regional and diversity chambers coupled with their policy advocacy expertise and relevant community and philanthropic connections. They have a robust list of individual business relationships and specific expertise facilitating partnerships between the public and private sectors and organizing economic leaders to advocate and advance policy issues. Specific LA-based collaborations that leverage this work with additional expertise, relationships, and resources include an LA business scan and engagement event funded by Robert Wood Johnson Foundation, LA Census Business Engagement Roundtable funded by Annie E. Casey Foundation, Women in Business Event at LA City Club sponsored by PayPal, and work with Southern California Grantmakers on opportunity zones and business forecasting. They advise strategic engagement for AARP's Paid Family Leave campaign

and the National Association of Women Business Owners. They hold key relationships with the US Chamber of Commerce, US Hispanic Chamber of Commerce, and other key national chamber organizations that leverage local relationships and collaborations. Additionally, Public Private Strategies, LLC are uniquely qualified because of their intersection of experience working with both the small business community and statewide business sector coalitions. Their executive leadership founded both the Small Business Roundtable and the Census Business Coalition - national, bipartisan coalitions addressing key issues for private sector engagement with key public issues.

This proposed project aligns with First 5 LA's 2020-2028 Strategic Plan because it exemplifies our intentional efforts to strategically partner with community leaders and organizations to strengthen public systems that serve children prenatal to five. The Strategic Plan explicitly states the need for active engagement with community leaders and organizations to work in partnership with First 5 LA to achieve our core Four Results for Children and Families. Furthermore, our systems change work requires we work with local leaders at the state, county, and local level to change the conditions that affect child development and family well-being. Partnerships with the business community impact long-term systems change goals by creating both policy change and will building. Lastly, this project specifically addresses these two strategic priorities:

- **Strategic priority #1: Strengthen Public and Community Systems**
Recruiting and activating unexpected champions, such as business leaders, deepens First 5 LA's advocacy voice in ensuring that the systems that serve young children and their families are quality, accessibility, aligned, and sustainable.
- **Strategic Priority #2: Advance and Build on Community Experiences**
Identifying existing and aspirational small business relationships and local chambers of commerce allows us to connect and maximize local resources and relationships within our 14 Best Start geographies that advance local solutions to early prevention, intervention and learning.

NEXT STEPS:

First 5 LA Staff will execute a contract in the amount of \$30,000 with Public Private Strategies, LLC upon approval of the Strategic Partnership at this Board meeting. Per the Executive Director's contracting authority, the Executive Director may enter into contracts under \$75,000. The anticipated contract term is September 11, 2020 to June 30, 2021.

FIRST 5 LA

SUBJECT:

1. Approve a Strategic Partnership with UNITE-LA in the Amount of \$100,000 to develop a “Talent Development Network” of influential cross sector business partners to be engaged and activated in support of early childhood development and key economic recovery priorities from the COVID-19 pandemic to advance First 5 LA’s four outcomes for children prenatal to five and their families for the period of 24 months
2. First 5 LA Staff will execute a contract in the amount of \$50,000 with UNITE-LA upon approval of the Strategic Partnership. Per the Executive Director’s contracting authority, the Executive Director may enter into contracts under \$75,000 without board approval. The anticipated contract term is September 11, 2020 to June 30, 2021.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board’s consideration at the July 9, 2020 Board of Commissioner’s Meeting. At today’s September 10, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with UNITE-LA for an amount not to exceed \$100,000 the period of 24 months. Funds for FY 2020-21 are included within the proposed First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, approved in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose. First 5 LA Staff will execute a contract in the amount of \$50,000 with UNITE-LA upon approval of the Strategic Partnership. Per the Executive Director’s contracting authority, the Executive Director may enter into contracts under \$75,000 without board approval. The anticipated contract term is September 11, 2020 to June 30, 2021.

BACKGROUND:

First 5 LA’s business sector strategy centers on the successful engagement of business executives from L.A. County’s leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy’s key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA’s policy and systems change agenda.

First 5 LA’s tactic of activating “unexpected voices” from business leaders to advance our four outcomes for children prenatal to five and their families is a crucial strategy. With economic recovery efforts underway in response to the global COVID-19 pandemic, it is more important than ever for both public and private leaders in cross-sector industries to work with early childhood advocates to ensure that programs, funding, and systems are accessible, quality, aligned, and sustainable.

Business has the potential to be a powerful partner in local, state, and national solutions to improve outcomes for young children and their families. First 5 LA’s business sector engagement strategy is grounded in a multipronged approach that creates foundational relationships within the varying niches stakeholders occupy in the business community. In the past year, four key strategic partnerships have been developed to inform and provide full integration in the business community. First 5 LA’s partnership with ReadyNation California, for example, is focused on developing relationships between corporate level executives and elected officials, who have existing influence and are poised as champions for young children with a greater understanding of the economic impact of early childhood advocacy. Work with consultants Public Private Strategies elevates community voices and advocacy by partnering with small

businesses, which provide over a million private sector jobs in Los Angeles County. Public Private Strategies further amplifies these voices with smaller chambers, like the Inglewood and El Monte Chambers of Commerce, and diversity chambers, such as the Greater Los Angeles African American Chamber of Commerce and Southern California Hispanic Chamber of Commerce. The Mayor's Fund in Long Beach activates a cross section of business partners, both large and small, to develop a larger city-wide model that can be scaled out to other cities in LA County. This strategic partnership with UNITE-LA rounds out this strategy by drawing upon their deep expertise across all of these areas, from corporate leaders to small business owners, local chambers to elected officials, to coordinate their collective advocacy voice to help ensure all children enter kindergarten ready to success in school and life.

This partnership with UNITE-LA will support this work by developing a collaborative, county-wide Talent Development Network of targeted leaders from business, trade, and professional associations to advocate for early childhood development policies and aligned systems that serve children and families.

UNITE-LA will build upon twenty years of relationships and expertise to continue to engage the business community in important issues, including increasing access to quality early care and education, improving education attainment, building inclusive economies, and supporting diverse and equitable economies. Implementing a peer learning collaborative, the Talent Development Network envisions a region where business is a consistent, forward-thinking voice in helping co-design and implement solutions to the most pressing education and workforce issues Los Angeles County faces. Communities are strongest when educational systems and government work alongside nonprofit and business partners to support systems that ensure multi-generational social and economic mobility. The Talent Development Network will build sustained cross-sector partnerships, leverage partner expertise, and support community transformation, with business as a key catalyst.

Lastly, UNITE-LA will facilitate alignment of early childhood advocacy efforts within the business community by multiple partners, such as LAEDC, ReadyNation, LA Chamber, National Association of Women Business Owners (NAWBO), Valley Industry and Commerce Association, Small Business Majority, Best Start Community Networks, and others. In an effort to ensure that community context and priorities are included, UNITE-LA will engage with the Best Start Community Networks where applicable. The more businesses and stakeholders engaged in aligned advocacy efforts, the greater the opportunity to ensure that programs, funding, and systems are accessible, quality, aligned, and sustainable to best serve young children and their families.

Scope of Work:

UNITE-LA will develop a "Talent Development Network" of influential cross-sector business partners to be engaged and activated in support of early childhood development and key economic recovery priorities from the COVID-19 pandemic to advance First 5 LA's four outcomes for children prenatal to five and their families. UNITE-LA will:

- Develop a collaborative, county-wide Talent Development Network of targeted leaders from business, trade, and professional associations to advocate for early childhood development policies and aligned systems that serve children and families, as informed by First 5 LA's advocacy agenda.
- Facilitate alignment of early childhood advocacy efforts within the business community by multiple partners, such as LAEDC, ReadyNation, LA Chamber, National Association of Women Business Owners (NAWBO), Valley Industry and Commerce Association, Small Business Majority, and others.
- Create an early childhood advocacy agenda for the Talent Development Network that is equity centered and aligns with First 5 LA's advocacy agenda, addresses ECE Master Plan, and COVID-19 economic recovery plans to include early childhood issue
- Activate business leaders to advocate for early childhood priorities locally and at the state level as they align with First 5 LA's four priority outcomes and policy agenda for children and their families.

UNITE-LA will pursue the following tactics:

- Identify and cultivate LA County business organizations to serve on Talent Development Network.

- Recruit C-Suite business leaders from Fortune 500 companies, including professionals from government relations, community relations, and corporate social responsibility.
- Cultivate partners using an “earned influence” approach that aims to understand business partners’ individual needs and priorities, win their trust, and influence/engage them on key issues, such as ECE.
- Host introductory meetings between local business leaders recruited for Talent Development Network and LA County EC advocates.
- Convene leaders of LA County’s top business coalitions to discuss priorities in 0-5 early care and education.
- Identify key areas of advocacy alignment and coordinate tactics to engage business community.
- Partner with LA county representatives and state level advocates to align agendas and activity.
- Coordinate district meetings with elected officials and business leaders.
- Where applicable, engage with the BSC Networks to elevate community-based narratives to provide context of EC issues to business leaders.
- Host panel discussion with an ECE Champion in the Senate or Assembly and an LA County Corporate Leader.
- Develop and prep business leaders to participate in key legislative deadlines to advance policy, programming, and systems change related to children prenatal to five and their families:
 - Bill deadline (September)
 - Proposed budget (January)
 - May Revise (April – May)
 - Final Budget (June)

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$100,000 to comply with this policy.

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

Sustainability: First 5 LA’s support of a Strategic Partnership with UNITE-LA will create long-term partnerships within the Los Angeles County business community to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA’s four outcomes for young children and their families. Milestone activities that measure this partnership’s sustainability include business leader’s internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op-Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations).

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California and the Mayor’s Fund of Long Beach. UNITE-LA’s relationship with both public and private sectors, such as the Los Angeles Area Chamber of Commerce, First 5 CA, the City of Los Angeles, Los Angeles Unified School District, Los Angeles County Office of Education, and numerous philanthropic and business leaders further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

AND

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

UNITE-LA has a unique level of expertise based on their ability to leverage long-standing relationships within the varying subsets in the business community and public sector, locally, statewide, and nationally. For the past twenty years, UNITE-LA has been a powerful partner at the local, state, and national levels by providing early childhood advocacy and policy leadership for the Los Angeles Area Chamber of Commerce, the statewide Regional Economic Association of Leaders of California (R.E.A.L) Coalition, and the national Association of Chamber of Commerce Executives (ACCE). Partnership details:

- **LA Area Chamber of Commerce:** In 2003, UNITE-LA formed a formal strategic partnership with the Los Angeles Area Chamber of Commerce to become the education and workforce development arm for the Chamber and more deeply engage the local business community in education and workforce efforts. Over the past 16 years, UNITE LA has grown to 34 staff dedicated to improving cradle-to-career education and workforce outcomes locally, statewide, and nationally. Policy wins include: over 20 bills passed and signed; advisory roles to the Governor, State Superintendent of Public Instruction, California Community Colleges Board of Governors, the Speaker, and Senate Pro Temp; launched and matured a systems change initiative between 24 leaders in Los Angeles dedicated to reaching a set of shared and bold cradle-to-career education and workforce goals; became a model for a network of 1,400 chambers of commerce across the country on how chambers can engage business in education and workforce efforts in their communities.
- **R.E.A.L Coalition:** UNITE-LA staff advises the statewide R.E.A.L. Coalition (comprised of California's 18 most influential business organizations, representing 15,000 businesses) on its education policy agenda. The R.E.A.L. Coalition's Education and Workforce Development Committee has had annual wins in their cradle to career policy and budget framework, including \$31.4 million in 2019-20 and \$124.9 million ongoing non-Proposition 98 General Fund to increase access to the State Preschool Program for 10,000 eligible children, through non-local educational agency providers and Early Learning and Care Workforce Development Grant Program—\$195 million for grants for child care and ECE workforce.
- **Association of Chamber of Commerce Executives (ACCE):** In 2012, through a partnership between UNITE-LA, the L.A. Chamber, and the Association of Chamber of Commerce Executives (ACCE), a professional association for chamber executives from over 1,600 chambers of commerce across the country, ACCE launched the Education and Talent Development Division through which UNITE-LA staff provide technical assistance, develop resources, and lead programming and initiatives to help chambers of commerce successfully engage in education and workforce efforts in their communities.

This proposed project aligns with First 5 LA's 2020-2028 Strategic Plan because it exemplifies our intentional efforts to strategically partner with community leaders and organizations to strengthen public systems that serve children prenatal to five. The Strategic Plan explicitly states the need for active engagement with community leaders and organizations to work in partnership with First 5 LA to achieve our core Four Results for Children and Families. Furthermore, our systems change work requires we work with local leaders at the state, county, and local level to change the conditions that affect child development and family well-being. Partnerships with the business community impact long-term systems change goals by creating both policy change and will building. Lastly, this project specifically addresses these two strategic priorities:

- Strategic priority #1: Strengthen Public and Community Systems

Recruiting and activating unexpected champions, such as business leaders, deepens First 5 LA's advocacy voice in ensuring that the systems that serve young children and their families are quality, accessibility, aligned, and sustainable.

- **Strategic Priority #2: Advance and Build on Community Experiences**
Identifying existing and aspirational small business relationships and local chambers of commerce allows us to connect and maximize local resources and relationships within our 14 Best Start geographies that advance local solutions to early prevention, intervention and learning.

NEXT STEPS:

First 5 LA Staff will execute a contract in the amount of \$50,000 with UNITE-LA upon approval of the Strategic Partnership at this Board meeting. Per the Executive Director's contracting authority, the Executive Director may enter into contracts under \$75,000. The anticipated contract term is September 11, 2020 through June 30, 2021.

Memo

To: Board of Commissioners
From: Kim Belshé, Executive Director
Date: September 10, 2020
Subject: EXECUTIVE DIRECTOR'S REPORT

EXECUTIVE DIRECTOR HIGHLIGHTS

Since our transition to a mandatory remote work policy in mid-March, I have been following the “safer at home” guidance from our County and State’s public health leaders by staying with my mom in Northern California. I call it “safer at mom’s”. It’s good guidance, good for mom and good for me. I feel gratitude for this time with her and her and my father’s health, gratitude for my ability to work safely from home, and gratitude to have work with meaning and relevance. I also recognize my privileges and the inequitable distribution of the health, social, and economic impacts of the pandemic.

The disproportional impacts of COVID-19 and the systemic inequities, racial injustice and oppression experienced across our communities of color have focused and motivated our work in recent months – a focus and motivation that will endure.

I commend our organization for the team’s responsiveness to our dynamic environment, which has required nimbleness, adaptability and a systems-wide frame.

To date, the team has convened, connected and engaged diverse partners to adapt to today’s realities.

As we’ve shared with the Board, we’ve been listening closely to First 5 LA’s partners in the Best Start geographies; supporting priorities identified by parents and residents, such as essential food and diaper needs; and, connecting and expanding collaborative efforts with new partners, such as Metro.

Our home visiting team has been working with our county agency and community partners to quickly reimagine and implement home visiting via a virtual model and with our Policy team to advocate for state policy and practice change to bolster the virtual home visiting approach. At today’s meeting, the team will go into this in more detail.

The team will also highlight work underway to ensure children have high quality early care and education (ECE) experiences. This developing work, which focuses on non-center based ECE,

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represents an important evolution in our ECE efforts and reflects an intentional effort to bring a more explicit equity focus.

The team is also looking to the future. The “new normal” for the foreseeable future is most assuredly new and anything but normal. What does that mean for First 5 LA and our advancement of the strategic priorities articulated in our Strategic Plan?

There are a number of critical questions that focus and guide our work in today’s dynamic and consequential context. And they begin with our staff.

- How do we most effectively support First 5 LA staff to effectively execute on their roles, feel connected and engaged in our remote work environment, and balance critical home responsibilities, such as child schooling and parent support? Ongoing staff engagement and input continue to inform and shape our efforts, such as, most recently, a change in work hours to provide staff greater flexibility. I’m grateful to the team for their continued and constructive feedback.
- What are we learning from parents, contractors and grantees, and stakeholders that can inform and sharpen our implementation efforts? An example here relates to our work in a remote context. We’re learning a great deal about the digital divide, between those with and without access to modern infrastructure and communications technology. The team is lifting up important insights and exploring what a virtual world means for the results we seek and how First 5 LA can contribute to advancing digital equity and inclusion in the context of our work.
- How do we lean into our diversity, equity and inclusion (DEI) values and investment guidelines in our work together and alongside our community partners? What does it mean in practice for First 5 LA to be an anti-racist systems change leader and funder – in word and deed? How do we lean into our early childhood leadership role to reimagine family-serving systems and address the structural barriers that hold inequities in place? Our strategic plan implementation efforts are bringing an intentional focus to these and related issues, as is our staff workgroup focused on organizational culture and staff competencies. Our work with a soon to be selected DEI consultant will also help support First 5 LA’s DEI journey.

I commend the team for their deep and abiding commitment to First 5 LA’s mission and results for children and families, their resilience and adaptability in the face of our dynamic context, and their embrace of a systems orientation that is fundamental to addressing root causes of inequities, and advancing scalable, sustainable change for our children and families, particularly those facing the greatest gaps in equity and opportunity. Today, we’re eager to share with the Board some examples of the team’s work in action and in partnership with our communities.

OPTIMIZING OUR ORGANIZATIONAL EFFECTIVENESS

First 5 LA’s 2020-2028 Strategic Plan includes optimizing our organization’s effectiveness as an essential strategic priority. The plan acknowledges that to successfully lead systems change work,

First 5 LA must align its structure, staffing, processes, and culture with our strategic priorities to champion and promote systems change.

Since our last Board meeting, First 5 LA has made progress on a number of efforts to improve our effectiveness.

Thanks to leadership from our **Finance** department working with the County Treasurer and Tax Collector, First 5 LA is now ready to implement Automated Clearing House (ACH) payments to contractors, vendors, and grantees. ACH is the primary system used to support safe and secure electronic payments. By implementing ACH payment options, First 5 LA's contracted partners will be able to opt-in to receiving payments electronically instead of paper checks sent via mail. Implementing this process will reduce the time it takes to distribute funds to contracted partners, and over time reduce the need for First 5 LA Finance staff to be in the office during the COVID-19 pandemic.

The **Information Technology** (IT) department has also continued to improve First 5 LA's technological capabilities, expanding the organization's internet capacity to move systems like our IT Help Desk and data back-up to cloud-based applications. These improvements will reduce the need for IT staff to be in the office during the pandemic and expand our use of technology platforms.

Human Resources and Talent Management continues to partner with other staff in the organization to advance critical objectives outlined in our strategic plan, specifically efforts to strengthen First 5 LA's staff knowledge, skills, and capacities to successfully execute the Strategic Plan, and foster a culture that embodies our values. Over the past two months, staff from HRTM and departments across the organization created a Work Culture and Capabilities Workgroup to engage staff and identify opportunities to support staff learning and development. A central piece of this work focuses on First 5 LA's newest value: diversity, equity, and inclusion (DEI). In addition to facilitating staff engagement and learning opportunities related to DEI, HRTM with members of the workgroup are leading the process to select a consultant with expertise in issues related to diversity, equity, and inclusion. We are in the final stages of selecting a consultant, and expect to begin onboarding shortly.

Another objective outlined in the strategic plan is focused on continuing to adapt First 5 LA's structure and business processes to promote efficiencies, foster integration, and recognize our evolving fiscal environment. To that end, since late June I have been coordinating a team to solicit staff input and explore opportunities to further adapt and refine our organizational structure to improve our effectiveness. We know that adapting our structure will be an ongoing effort throughout the life of our strategic plan, and hearing from staff across the organization at all levels and with diverse experiences and perspectives is helping to shape my thinking as I prepare to make some initial decisions this year.

As we transition from summer to fall, First 5 LA continues to work remotely and, as shared previously, will continue to work remotely at least through the end of 2020 to protect the health and safety of staff. Given this context, the **Facilities** team has worked with our Capital Improvement Plan (CIP) consultants to begin preparing for changes to the building to support safe staff re-entry to First 5 LA's building in 2021, and address some of the immediate improvements that were identified in our building assessment and CIP. We will continue to keep the Executive Committee updated on our approach to the CIP.

In addition, with support from **Communications** I continue to find ways to connect more intentionally with First 5 LA's staff as we work from home. As previously shared, I continue to send daily emails to staff – 122 since March – addressing priorities, issues and updates; reflecting on how constantly evolving external events relate to our work; and sharing “Connecting the Dots” interviews with teams across the organization. I also launched “Coffee with Kim” in August, a series of small, informal, virtual gatherings of staff. I have appreciated the informal conversations with the team, and value the opportunity to connect personally as well as professionally.

ADVANCING PROGRESS TOWARD OUR RESULTS FOR CHILDREN AND FAMILIES

For the past few months, internal teams have been working to identify, refine, and integrate goals related to First 5 LA's new strategic plan to provide a clearer and more focused set of priorities for the organization. This effort, known as our integrative review process, is currently underway, and will be enhanced with the completion of First 5 LA's first-ever indicators report.

At the same we are refining and integrating our priorities, we are actively implementing our new strategic plan every day, working with others to address the needs of families with young children in LA County grounded in the results we seek. Here are some of the highlights of our efforts since we last met in July.

Result 1: Families have the resources, opportunities, and relationships to optimize their child's development

Leveraging Funding to Support Best Start Community Partnerships

The **Communities** team continues to work with our Best Start Regional Network Grantees to connect with families, respond to their needs, and support our grantees' ability to leverage non-First 5 LA funding to advance our shared priorities. In Region 1 (Central-East), for example, Para Los Niños (PLN) received \$65,000 from the Momentum Fund, a grant program of the United Philanthropy Fund, the largest national network of philanthropy in the United States, to strengthen the regional and organizational infrastructure needed to respond to family needs in the context of COVID-19. In addition, through a partnership with the University of Southern California Price Center for Social Innovation, PLN received \$40,000 from the Robert Wood Johnson Foundation's COVID-19 Response and Recovery Project to support the collection of community-driven data to inform a regional policy change strategy focused on food, transportation, and technology. The interest among other funders and local partners to work with our Best Start grantees is a positive example of how First 5 LA's investments are serving as a “proof of concept” to inform countywide systems change efforts, one of the objectives outlined in our strategic plan.

Ensuring a Complete and Accurate 2020 Census Count

First 5 LA, through an organization-wide internal workgroup led by **Strategic Partnerships**, **Communications**, and **Community Relations**, is continuing to push for participation in the 2020 Census among LA County families with young children. First 5 LA understands that a complete and accurate census count will help ensure the county receives its fair share of federal funds needed to ensure families have the resources they need to support their child's development. As of July, census participation in the county was only 59%, so the First 5 LA team is accelerating its support for a social

media and public awareness campaign, and outreach directly to families and with key local partners. Census-related resources can be [found on our website](#).

Advocating for State and Federal Policy Change

In addition, First 5 LA through the **Public Policy and Government Affairs** (Policy) department has taken formal positions on and actively advocated for public policies which, if approved, will directly increase resources and supports for families with young children in L.A. County.

Senate Bill (SB) 1383 authored by Senator Hannah-Beth Jackson (D-Santa Barbara), which would expand paid leave protections to employees of organizations with 5 or more staff, was passed by the state legislature on August 31 and is pending Governor Newsom's signature. Current law only provides these protections for employees of organizations with 50 or more staff, resulting in more than 6 million California workers – disproportionately lower-wage Black and Latinx workers – without access to paid leave protections.

In addition, First 5 LA is now supporting federal Senate Bill 3719 authored by Senator Kamala Harris (D-California) which would make permanent the supplemental nutritional assistance program (SNAP) benefits increased temporarily as a result of COVID-19.

Engaging with City Leaders to Elevate Opportunities to Focus on Family Needs

As previously shared, the **Community Relations** department developed a partnership with the UCLA Center for Healthy Children, Families, and Communities to create a virtual City Leader Learning Community. The goal of the Learning Community is to create a space for city policymakers to identify and explore opportunities for cities to address the needs of families with young children. On August 20 the City Leader Learning Community met for the third time and focused on exploring social determinants of health. The Learning Community will continue to meet monthly through December.

Leveraging Data Partnerships to Highlight the Importance of Investing in Families

One of First 5 LA's strategic priorities is to expand the availability, use, and power of data and parent voice to call attention to disparities, amplify advocacy, and drive policy change, practice change, and will-building.

Through the leadership of the **Monitoring, Learning, and Evaluation** (MLE) department, First 5 LA has long partnered with the Public Health Foundation Enterprises Women Infants and Children (PHFE WIC), a program of Heluna Health, the largest WIC provider in LA County, to form the LA County WIC Data Mining Research Partnership. The data partnership leverages the extensive administrative information WIC collects to address critical gaps in information about low-income families in LA County. Recently, the partnership conducted a data analysis which demonstrates that disparities in health outcomes start early in life and persist, highlighting stark differences in outcomes like premature birth rates, low birth weight rates, and obesity rates at age four. The analysis also highlights similarly stark differences across multiple social determinants of health including health care coverage, household food security, and housing stability among other resources necessary to support healthy outcomes. These findings among other research products from the WIC partnership are found on the LA County WIC Data website, <https://lawicdata.org/>.

Shining a light on these disparities is crucial to First 5 LA achieving its objectives, including activating community leaders and policymakers to prioritize young children and families in budgetary, policy, and practice decisions.

Result 2: Children receive early and timely developmental supports and services.

Strengthening the Help Me Grow Network in Los Angeles

As Commissioners know, First 5 LA through the **Health Systems** team continues to work with critical health systems partners to develop an integrated network of community resources focused on increasing timely access to developmental supports and services known as Help Me Grow Los Angeles (HMG LA). In partnership with HMG LA's lead organizing entity, the LA County Department of Public Health (LA DPH), and community leaders, First 5 LA has worked over the past few months to select five community-based "unifying agencies" to support the further development of the HMG LA network, which are on consent for your consideration today. For more information about these agreements, please see Agenda Item 2B. In addition, the Health Systems team has launched a procurement process to select a technical assistance provider to support the work of the HMG LA partners, and we expect to bring the recommended contract back to you for your consideration later this fall.

Ensuring Virtual Access to Health Services for Families on Medicaid

Informed by the Health System's team work with local partners, First 5 LA learned that access to critical health services like developmental screenings and referrals has been hindered by long-standing Medi-Cal rules preventing the establishment of new patients at Federally Qualified and Rural Health Centers (FQHCs and RHCs) through telehealth platforms. Earlier this year, First 5 LA through the **Policy** team supported efforts that temporarily modified this prohibition as a response to COVID-19, and more recently facilitated First 5 LA's support for Assembly Bill (AB) 2164 authored by Assemblymember Robert Rivas (D-Salinas) which would permanently allow FQHCs and RHCs to establish new Medi-Cal patients via telehealth services. AB 2164 was approved by the legislature, and is now pending Governor Newsom's signature.

Result 3: Children are safe from abuse, neglect, and other trauma.

Home visiting services for pregnant and parenting families are a proven prevention and early intervention approach which results in multiple benefits, including the prevention of child abuse, neglect, and other trauma.

Partnering with County Agencies to Build and Strengthen a Home Visiting System

In October 2019, L.A. County Supervisor Hilda Solis authored a motion instructing the Department of Public Health in consultation with First 5 LA through the **Family Supports** department and the Departments of Mental Health, Health Services, and Children and Family Services to develop a report outlining the unmet need for home visiting services, options for expanding and diversifying models of home visiting care, and the funding needs and options to expand home visiting service access in the county. The Department of Public Health has requested that First 5 LA assume a larger leadership role in county system building efforts over the next 12-18 months, due to COVID related demands on the DPH leadership and staff. The final report responding to the motion was submitted to the Board of Supervisors on August 24. For a copy of the report, which highlights in greater detail the efforts of this collaborative, countywide team, please see Attachment A.

Advocating for State Investments in Prevention Services

One solution for expanding funding for home visiting services is ensuring Medi-Cal, the state's Medicaid program, and CalWORKs, the state's temporary assistance for needy families (TANF) program, collaborate to fund home visiting and other early intervention and prevention services. The **Policy** department, in partnership with the First 5 Association, submitted feedback to the state's California Advancing and Innovation Medi-Cal (CalAIM) Foster Care Model of Care Workgroup highlighting the importance of home visitation as a component of an early intervention and prevention system. As the state continues to explore options to improve outcomes within the Medi-Cal system, First 5 LA will continue to advocate for a more explicit focus on early childhood-related services.

Training Home Visiting Staff in the Context of COVID-19

As previously shared, the Family Supports team has also been working closely with our county home visiting partners to ensure a smooth transition of services to virtual platforms in the context of the COVID-19 pandemic. As a critical service point for families with young children, home visiting providers are often an early connection point to families who may have contracted COVID-19. An emerging finding in LA County from the Department of Public Health is that children exposed to COVID-19 may develop a multisystem inflammatory syndrome known as MIS-C. To support home visiting providers in identifying the condition and referring families to appropriate services, Family Supports worked with the Los Angeles Best Babies Network (LABBN) to provide trainings for home visiting providers funded by First 5 LA and the county departments of Public Health, Mental Health, and Public Social Services.

Result 4: Children have high quality early care and education experiences.

The **Early Care and Education (ECE)** department continues to partner with countywide ECE system leaders to both respond to the urgent child care needs of families in the context of COVID-19, and to build an ECE system in L.A. County that provides higher quality, more affordable, and more accessible ECE experiences for young children and their families.

Working with Local Partners to Secure Additional State Funds for ECE Systems Building

To help support this work, First 5 LA in partnership with the Los Angeles County Office of Education (LACOE) was recently awarded a three-year, \$8,277,125 matching grant to support the work of Quality Start LA (QSLA), a partnership including First 5 LA, LACOE, Child 360, and the Child Care Alliance of Los Angeles (CCALA). The grant, funded by Quality Counts California – a partnership of First 5 California and the California Department Education – combined grant application and reporting requirements for multiple state ECE funding streams including the California State Preschool Program (CSPP), Quality Rating and Improvement System (QRIS) block grant, the Quality Counts California (QCC) block grant, and IMPACT 2020. The grant funding requires a 1:1 match, which will be met by multiple existing investments in early childhood development, and explicitly focuses on supporting quality improvement in Family Child Care Homes (FCCs) and Family, Friend, and Neighbor (FFN) care settings.

In addition to funding from Quality Counts California, First 5 LA recently partnered with LACOE, Child 360, CCALA, and the California Preschool Instruction Network (CPIN) to apply for First 5 California funding to expand support for dual-language learners, with a focus on COVID-19 recovery. If approved, First 5 LA and our partners will receive up to \$1.9 million to embed support for dual-language learners and their families in QSLA's coaching, professional development, and family engagement activities.

Leveraging the Workforce Registry to Improve Professional Development

A critical component California's ECE professional development system is the California Early Care and Education Workforce Registry (Registry), a database of nearly 75,000 ECE professionals in California (more than 13,000 in L.A. County) operated by CCALA with support from First 5 LA and other partners. In July, CCALA released a policy brief, "Improving Early Care and Education Workforce Data: Opportunities for California," highlighting opportunities to streamline ECE workforce data collection and improve use of the Registry's data statewide. For a copy of the brief, please see Attachment B.

In addition to producing policy recommendations, the Registry has been significantly increasing web-based training options for ECE professionals as a result of the COVID-19 pandemic. At the beginning of 2020, only 507 virtual trainings were available on the Registry, and as of September 1 more than 7,900 trainings have been made available.

Advocating for Local, State, and Federal Investments in ECE

The ECE department has also worked with the **Community Relations** and **Policy** departments to advance local, state, and federal ECE advocacy. Through the Policy team, First 5 LA has taken positions on legislation aimed to increase funding available for ECE services, including the federal House of

Representatives bill 7027 authored by Congressman Rosa DeLauro (D-Connecticut) which would provide \$50 billion for ECE services and infrastructure.

Through Community Relations, First 5 LA worked closely with the City of Los Angeles to identify opportunities to direct federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding allocated to the city to support child care access. In partnership with the Office of LA City Council President Nury Martinez, the ECE and Community Relations teams were able to identify how one-time CARES Act funds could support local access to ECE services. On August 24, the LA City Council approved allocating \$30 million in federal funding to support ECE access, including child care vouchers that will be administered by CCALA and its member Resource and Referral (R&R) agencies, grants to providers administered by the city's Small Business Assistance Program, and funding to support child care programs operated by the city's Parks and Recreation Department.

Engaging the Media on Why Child Care is Essential

The **Communications** department connected staff from the **ECE** and **Policy** teams to editorial staff from the Los Angeles Times to discuss the continuing challenges facing working parents and child care providers as a result of the COVID-19 outbreak. Following this conversation, the Los Angeles Times Editorial Board published an editorial on July 16 entitled, "[Hey Congress, this time bail out child care providers](#)," urging the federal government to provide relief for child care providers during and after the pandemic.

CONTRACTS EXECUTED BETWEEN \$25K-\$75K AND EVENT SPONSORSHIPS

Procurement Policy

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

The following contracts were executed on June 1, 2020. Copies of the executed contracts can be found here: https://www.first5la.org/uploads/files/july-ed-report-contracts_36.pdf

#10241 FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES – Contract Amount: \$70,000 Contract Period: 6/1/2020 – 6/30/2021

The Contractor is the fiscal sponsor for Early Care & Education Pathways to Success (ECEPTS). The Contractor will provide the necessary funding for ECEPTS to subcontract for an implementation evaluation of the Home Visitors Apprenticeship at Antelope Valley College.

#10242 JENNIFER KENT CONSULTING – Contract Amount: \$50,000 Contract Period: 6/1/2020 – 12/1/2020

Contractor will provide technical assistance and recommendations on methodology and approach to ensure that First 5 LA's methodology for calculating a proposed case rate or a per member per month rate for home visiting is accurate, comprehensive, and consistent with accepted MediCal practices.

Event Sponsorships

Since our last meeting, First 5 LA sponsored the following events:

Title: Chocolate Milk Virtual Documentary Screening and Panel Discussion

Date: August 31, 2020

Sponsorship Amount: \$1,000

Description: The Antelope Valley Breastfeeding Coalition and the Antelope Valley African-American Infant and Maternal Morality Community Action Team hosted a virtual screening of the Documentary

“Chocolate Milk” to celebrate Black Breastfeeding Week 2020. The event was hosted to recognize black breastfeeding and the experiences of black women as new mothers.

IMPROVING EARLY CARE AND EDUCATION WORKFORCE DATA: **ATTACHMENT A** OPPORTUNITIES FOR CALIFORNIA



INTRODUCTION

Early learning and care is receiving historic interest and investment in California. The Governor's call for a Master Plan for Early Childhood Development and a newly formed Early Childhood Policy Council provide unprecedented opportunities to advocate for better data to inform programs focused on improving workforce quality.

This brief describes the opportunity the California Early Care and Education Workforce Registry offers to streamline data collection on the early learning and care workforce. Regulatory and policy changes are needed to realize this potential and ensure access to high-quality, verified data crucial for local and state-level workforce reporting, research, policy, practice, and advocacy.



Early Care & Education Workforce Registry



74,672
TOTAL ACTIVE REGISTRY USERS
STATEWIDE AS OF JUNE 30, 2020

THE REGISTRY

The California Early Care and Education (ECE) Workforce Registry is a secure, web-based data system that tracks the education, professional development, and experience of the early learning and care (ELC) workforce, which includes those working with and on behalf of young children in the various care and learning settings across the state.

When the Registry is fully supported and integrated across California, it will:

- Provide robust, verified data and information on the ELC workforce that can be used for federal reporting such as the Child Care and Development Fund (CCDF) and state and local planning, policy, and budget allocation.
- Increase program and cost efficiencies with implementation, data collection, and reporting for state-funded stipend programs (AB212) and Quality Counts California (QCC) — California's quality improvement and rating system — as well as professional development programs and more.
- Improve access to verified workforce qualifications data that can be used for California State Preschool and Community Care Licensing and other regulatory compliance.

This report describes the current barriers to gaining a better understanding of the early learning and care workforce in California and provides examples and recommendations of how the Registry can address those challenges and create opportunities for greater efficiencies in gathering improved data.



CHALLENGES & OPPORTUNITIES

THE CHALLENGES

LIMITED ACCESS TO DATA

Data on the ELC workforce and its participation in workforce development programs is limited for local and state reporting and for researchers and policymakers due to data collection and reporting inefficiencies throughout the system.

SYSTEM INEFFICIENCIES

Multiple databases are used by counties to track data for Quality Counts California (QCC), professional development, and other workforce initiatives, including stipend programs such as AB212. Databases used by state departments and counties do not communicate with each other, leading to manual and duplicate data entry at all levels. These inefficiencies limit access to the information about workforce and professional development investments required to answer questions critical for state planning and policymaking.¹

INCONSISTENT DATA QUALITY

An overreliance on county and regionally developed approaches to data collection and policies and procedures for adding data complicates, and often duplicates data collection and can lead to inconsistent and poor data quality.

¹ Austin, L.J.E. Edwards, B. & Whitebook, M. (2018). *California's ECE Workforce: What We Know Now and the Data Deficit That Remains*. Center for the Study of Child Care Employment. University of California, Berkeley. Retrieved from <https://cscce.berkeley.edu/files/2018/10/CA-ECE-Workforce.pdf>

“Extend the California Early Care and Education Workforce Registry to all counties as a support to the ECE workforce in tracking and accessing professional development opportunities and as a source of information for evaluation and planning statewide.”

California Assembly Blue Ribbon Commission Report April 2019 (p.55)

“The absence of an updated statewide survey or a statewide workforce registry creates numerous challenges to the implementation of evidence-based decision making.”

(Austin, L.J.E. et al., 2018. P.1)



THE OPPORTUNITY

INCREASE ACCESS TO DATA

By increasing efficiencies, the Registry can provide much needed data on the ELC workforce to help the state with federal reporting and answer critical questions on:

- The number, demographics, and qualifications of the workforce.
- The characteristics of state-funded and other professional development training available to the workforce, including the topics and languages in which they are offered.

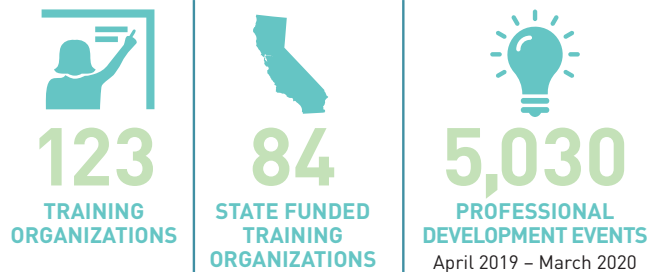
OPPORTUNITY SUCCESS

California Department of Education, Early Learning and Care Division (CDE-ELCD), and First 5 California

First 5 California and CDE-ELCD began requiring Registry use for their workforce and professional development initiatives to begin capturing data on state-funded programs and the participants they serve.

- CDE-ELCD required professional development providers funded with Quality Improvement dollars to post and verify attendance of training participants in the Registry beginning in July 2017.
- CDE-ELCD and First 5 CA required Registry use in QCC and Early Learning Workforce Requests for Applications (RFA) in Spring 2020.

STATEWIDE PROFESSIONAL DEVELOPMENT SUCCESS



LANGUAGE OF TRAINING EVENTS

LANGUAGE OF INSTRUCTION	COUNT OF EVENTS	% OF LANGUAGES
English	3,424	68%
Spanish	943	19%
English, Spanish	366	7%
English, Spanish, +1	144	3%
English, +1 or More	9	0%
Other Languages (7)	144	3%
Grand Total	5,030	100%

NUMBER OF UNIQUE TRAINING EVENT ATTENDEES

TRAINING DATA APRIL 2019-MARCH 2020	ATTENDEES	% TOTAL
State Funded	50,834	81%
Other Training	11,924	19%
Total	62,758	100%

34% of training attendees have verified qualifications in the Registry as of March 2020.



REGISTRY PROFILE

Users create their own profile and control their own data. Registry members can log on 24/7 to update information, search and sign up for professional development opportunities, upload documents, download training and education reports, search for jobs, check their QCC qualification tier level, and apply for stipend programs.





INCREASE EFFICIENCIES BY STREAMLINING DATA COLLECTION

The Registry is a secure, interactive system that collects data on the ELC workforce in a single location. Information can be added and accessed by multiple permissioned parties, increasing efficiency and reducing redundancy. By designating the Registry as the authoritative/primary/preferred source for workforce data, local and state agencies can avoid expensive and duplicative data entry, reporting, verification, and certification activities.

Multiple parties, based on business needs, have formal relationships with the Registry through Data Sharing Agreements (DSAs), allowing the Registry to securely transfer data files to other data systems. The Registry has made significant progress with integration and alignment at the county and state level in a few short years, including executing DSAs with 19 counties through March 2020. Each participating county focused on integration with one or more of their programs.

OPPORTUNITY SUCCESS – Quality Start LA

Quality Start Los Angeles (QSLA), L.A. County’s locally branded Quality Rating and Improvement System, receives data on individuals working in QSLA’s participating sites from the Registry each night through a secure FTP folder in its third-party data system. The Registry receives a nightly file of active and inactive sites that determines which participants’ data is shared.

IMPROVE DATA QUALITY

The Registry contains a unified and validated data set about the ELC workforce that includes demographics, employment history, and the qualifications of thousands of workforce members across the state. Registry participants initiate the data relationship when they create accounts and upload their own qualification documents, which are then validated by Registry staff.

With high-quality data, critical information can be provided to a wide range of policymakers, including compensation, retention, and turnover levels, as well as the education and professional development attainment of the workforce.

OPPORTUNITY SUCCESS – San Francisco

San Francisco began integrating local initiatives with the Registry in 2012. Today, five local initiatives are using the Registry to track qualifications, employment, professional development, and compensation of the ECE workforce.

All employers participating in QCC and the Early Learning Scholarship are required to obtain employer administrative access, verify employment, and support staff to submit qualifications through their individual Registry profiles (see box, below). This information supports use the Stipend Module (for AB 212 and Local General Funds), for two programs administered locally, as well as the other initiatives. Data is sent nightly to a secure folder in QCC’s third-party data system, and stipend administrators are able to access application and qualification data. The report required by CDE-ELCD also is available for reporting.

LOS ANGELES ECE WORKFORCE



30,400

ESTIMATED TOTAL LA WORKFORCE



13,052 (43%)

TOTAL LA WORKFORCE IN THE REGISTRY



5,349 (41%)

TOTAL WORKING AT SITES IN QSLA

QSLA SITE PARTICIPATION IN LOS ANGELES

TYPE OF SITE	TOTAL SITES
Total Centers in LA	3547*
Child Care Centers in QSLA	633 (18%)
Total Family Child Care (FCC) in LA	5297**
FCCs in QSLA	180 (3%)

* Center data from California Community Care Licensing (CCL) website 4/16/20

**Small FCC data from 2019 data set from CCL; Large FCC data from CCL website 4/16/20

INDIVIDUALS WORKING IN PARTICIPATING QSLA SITES

QSLA REGISTRY PARTICIPANTS	NUMBER
Employed in Centers	5,052
With Verified Qualifications	3,391 (67%)
Own/Employed in FCC	297
With Verified Qualifications	221 (74%)
Total with Verified Qualifications	3,612
Total Participants	5,349

RECOMMENDATIONS

High-quality data is essential to meeting the full potential of California's unprecedented interest and investments in early learning and care. With high-quality data, critical information can be provided such as:

- *Critical statewide COVID-19 or other emergency response support including immediate and efficient dissemination of information to all Registry participants, quick verification of child care staff qualifications, and automated and contactless access to data as needed.*
- *Education and professional development levels, as well as any gaps in the needs of the field, such as Dual-Language Learning.*
- *The percentage of the workforce lacking foundational training.*
- *The compensation levels of the ELC workforce and how they compare to the increased state and local minimum wage levels.*
- *The retention and turnover rates of the workforce, including comparisons across the type of settings, compensation, and qualifications.*

To fully realize the Registry's potential as a source of workforce information for evaluation and planning, data must be accessible, accurate, verified, and up to date.



1 RECOMMENDATION 1

Require all members of the workforce participate and submit education and professional development documentation to increase access to comprehensive data.

- Develop policies and legislative and regulatory strategies to ensure the Registry extends to all segments of California's diverse ELC workforce in both private and publicly funded early childhood settings, including:
 - *All ELC professional development programs funded by public agencies, including CDE-ELCD and First 5 California.*
 - *All administrators and direct service staff in CDE-ELCD funded preschool and child development programs, which requires changes in the Education Code.*
 - *All administrators and direct service staff in child care centers and family child care homes regulated by Community Care Licensing (HSC Section 1596.819 and HSC Section 1596.86).*

2 RECOMMENDATION 2

Fully align and integrate the Registry with California Community Care Licensing and early learning and care programs and systems used by all members of the ELC workforce to increase data access and improve data quality.

- Implement regulatory and internal program changes to ensure state and local agencies use Registry data through integrated data systems, policies and procedures.
- California Community Care Licensing - Child Care Program data system should be aligned with the Registry for automated updates.
- The Commission on Teacher Credentialing accepts Registry qualifications data and applications for California Child Development Permits generated through the Registry and transfers permit and credential data to the Registry (Title 5 §80435).



Early Care & Education Workforce Registry

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August 24, 2020

TO: Each Supervisor

FROM: Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director, Department of Public Health

SUBJECT: EXPANDING REACH AND INCREASING DIVERSITY OF LOS ANGELES COUNTY HOME VISITING PROGRAMS TO IMPROVE ACCESS FOR WOMEN AT HIGHEST RISK (ITEM 14, BOARD AGENDA OF OCTOBER 29, 2019)

Introduction

This memorandum is in response to the October 29, 2019 motion by your Board instructing the Department of Public Health (Public Health), in consultation with the Departments of Mental Health (DMH), Health Services (DHS), and Children and Family Services (DCFS) and First 5 Los Angeles (F5LA), to report to the Board on unmet need for home visiting services, programmatic options for expanded and diversified models of home visiting, and funding needs and opportunities to achieve an appropriate level of home visiting service across the county. This memorandum builds on the 2018 report to your Board, "Strengthening Home Visiting in Los Angeles: A Comprehensive Plan to Improve Child, Family, and Community Well-being," written in response to a December 2016 Board motion. The 2018 report affirmed the County's commitment to home visiting as a strategy to improve child and family outcomes and reduce risk of abuse and neglect. The current response delineates a broad home visiting system with capacity to serve families whose needs vary in type and in intensity and whose diverse cultures and preferences call for programs with diverse modes of intervention.

Planning Process and Activities to Date

Shortly before passage of the December 2019 motion, a home visiting leadership team involving Public Health, DMH and F5LA, the three County entities with greatest investment in home visiting at that time, were notified that a proposal they had submitted to the Heising Simons Foundation had been approved. The grant funded a consulting team to support a planning effort aimed at expanding and strengthening home visiting services in Los Angeles County. Given the alignment between the purpose of the consultation and the Board's directive, the consultation has provided a structure for development of this response.

ATTACHMENT B

Each Supervisor
 August 17, 2020
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The grant proposal and the consultation were shaped by interest on the part of the collaborating agencies in expanding, diversifying, and improving the quality of home visiting in the County. Quality was defined in terms of the subject matter expertise of home visitors (knowledge of pregnancy health risks, child development, breast feeding, etc.) and in terms of alignment with family-centered, nonjudgmental values. Key among these values is a commitment to addressing the impact of racism and other systems of oppression on families' lives through deployment of program models that speak to the cultural norms and preferences of all families and ensuring staff awareness of the impact of social oppression on family lives and staff skills at supporting families grappling with the resultant stress.

The 2019 Board motion clearly acknowledges the unique home visiting needs of particular populations and subgroups. With that in mind and with an eye to system efficiency, the leadership group embraced the notion of a multi-leveled system, with capacity to identify and respond to different needs and different levels of need in each family. For purposes of needs assessment and identification of gaps, the group identified women and children at three levels of need, as highlighted in the 2018 report, recognizing that all pregnant women, mothers and families would benefit from some level of support during the perinatal period. Table 1 displays attributes associated with each level of the proposed system based on a broad definition of needs. In the chart, we present estimates for the percent of women who, during pregnancy, are likely to fit within each category. It should be noted that these are rough estimates due to complicating factors discussed below and are not likely to apply to families after the first year of child life. We present them to offer a sense of scale for each population described.

Table 1. Who are the women and children at each level of need (based on birth cohort of 110,000)*

Level of Need and Estimated Number of women	Who is Included
<p><u>High</u> 25% of each birth cohort 27,5000 women</p>	<ul style="list-style-type: none"> • Women affected by serious emotional disturbance (including serious pregnancy and postpartum anxiety or depression) • Women affected by substance use disorders • Women with child welfare involvement • Women in abusive relationships • Young childbearing women who are themselves in foster or adoptive care • Women experiencing homelessness • Pregnant women in, leaving, or within 1 year of jail release • Women with serious chronic conditions (physical or cognitive) • Families of infants born preterm (up to the infant's first birthday) • Families of children with major disabilities or chronic conditions (ages 0-5)
<p><u>Moderate</u> 35% of each birth cohort</p>	<ul style="list-style-type: none"> • Black pregnant and post-partum women not included in high need group • Native Hawaiian and Pacific Islander pregnant and post-partum women not included in high need group • Women with well-managed or mild chronic conditions

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38,500 women	<ul style="list-style-type: none"> • Women with mild or moderate anxiety or depression • Children with mild or moderate or well-managed chronic conditions • Families receiving Cal-WORKs benefits
<p><u>Low</u> 40% of each birth cohort</p> <p>44,000 women</p>	<ul style="list-style-type: none"> • Women at the point of first contact with the home visiting system whose needs have not yet been assessed • Women with no conditions or circumstances indicative of high or moderate risk

* Based on rounding the figure for total births (109,893) in LAC for 2018, the most recent year for which complete data are available.

I. Estimating Unmet Need

The leadership team is currently working to refine estimates for the types of need listed above and then for different levels of severity within each type of need. Factors that complicate the effort include:

- Many families, especially those who would be characterized as high need, experience more than one risk factor; methods to determine how to avoid duplicative counting are needed;
- Family needs are not likely to be even over the almost six years of potential home visiting eligibility. Families characterized as low risk during pregnancy and in infancy will, in most cases, have their needs met and no longer require services beyond a few postpartum visits to address parents' concerns, make sure basic needs are met, and provide referrals as needed. Welcome Baby, funded by F5LA at 14 hospitals, is an example of this type of intervention, providing universal assessment of needs through a validated tool, parent education and support, and referral to more intensive supports, as appropriate.
- Many women at moderate or even high risk during pregnancy and in the first year after pregnancy will require little or no service thereafter. For example, women whose mental health needs reflect stresses associated with pregnancy and/or the impact of pregnancy-related hormonal changes, may require intensive support for a short period, check-ins and limited supports after that initial period, and little or no care over the long-term.
- Some infants born preterm or with other congenital conditions who are at high or moderate risk initially, may not require continued supports; others may have ongoing needs but be eligible for care and case management from Regional Centers or Children's Medical Services specialty clinics.
- Family crises may exacerbate need after an initial assessment of low risk. Children who show no signs of risk at birth may later display behavioral or developmental needs that do not qualify for Regional Center services but do result in a need for parent support and coaching.
- Times of social crisis may create spikes in need. The COVID-19 pandemic, for example, has exposed families to heightened levels of stress, increasing risk of mental health issues, substance abuse, and family violence often co-occurring with housing, unemployment and income insecurity and may call for enhanced capacity to connect with and support new families.

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An added challenge is the aim of matching not only the intensity but also the nature of the service to the needs of specific groups of women. Ongoing refinement of models is necessary to ensure that the services offered by a given model are tailored effectively to family needs. Further analysis of experience specific to Los Angeles County populations is required to update these preliminary, intensity-based estimates, with specific projections of the capacity required of each model. Existing literature on national experience does not provide data on which to base these more sophisticated estimates. We are seeking information on the distribution of types of need from European countries with population-based home visiting. Presently, the figures in Table 1 constitute our starting place for estimating overall need.

Recognizing these challenges should not, however, stop us from implementing programs that meet needs we can estimate with some degree of confidence. We have some basis for estimating the numbers of women in several high-risk groups and for identifying the program models most likely to meet their needs. We can then compare those figures to the capacity of models of care we believe may best serve them.

Table 2: Estimated unmet need among high and moderate-to-high need population groups

Mother's Risk Category	Estimated Annual Population	Basis for Estimate	Current/Suggested Service Model	Gap in Capacity (Need - Current Capacity)
Homeless; pregnant	1,000	Welcome Baby data, modeling based on annual homeless census	Enhanced NFP	Need = 50 RNs Capacity = 7 RNs ¹ Gap = 43 RNs
Incarcerated > 1 week; pregnant	400	DHS jail health service data	Enhanced NFP for 300 women; doulas for 100 women	Need = 14 RNs ² Capacity = 0 RNs* Gap = 14 RNs Need = 3 Doulas Capacity = 0 Doulas Gap = 3 doulas
SUD; pregnant	1,200	Modeling based on population rates and SAPC caseload	DHS Mama's Neighborhood	Need = 90 HVs Capacity = 30 HVs Gap = 60 HVs
SED; pregnant	3,557	Modeling based on population rates and DMH caseload	Pregnancy trained Mental Health Peers (Mental Health Certification)	TBD
In CW system;	190	DCFS service data ¹²³ youth assessed for	NFP ⁴	See comment below ⁴

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pregnant or parenting		home visiting. Full number of parenting youth approx 400		
Black; pregnant	7,760; 55% enrolled in Medi-CAL = 4,215/2= 2107	Vital statistics 2018	Subsidized doula care for half of the 55% of women covered by Medi-CAL	Need = 58 doulas Capacity = 0 doulas Gap = 43 doulas ⁵

¹Capacity here is based on percent of current NFP workforce that is not already serving high risk clients. Because the seven FTE NFP RNs who are not serving high risk women are counted here as capacity in relation to homeless women, the estimated capacity to serve high risk women in subsequent categories is 0.

²Full need = 15 RNs but have one currently assigned to jail

³Proposed model for DMH is based on mental health certification of home visitors (ideally peers) (see Attachment). Discussion is underway as to whether this model is ideally nested within a current home visiting programs or is a stand-alone model. In either case home visitors would need strong clinical back-up, as well as training, to serve clients with SED effectively.

⁴190 of 400 parenting youth were offered home visiting this year; 90 enrolled. Need to assess further if barriers reflect restrictive program options, youth choice, or logistical rather than capacity challenges to determine extent of gap.

⁵Given that Black women may be included in other need categories above, we estimate that 50% of Black, Medi-Cal enrolled women may benefit from doula care.

Table 2 summarizes our best guesses as to system capacity and unmet need in relation to women at high risk at a given time. It yields a total estimate of unmet need for an additional 57 RNs, 46 doulas, and 60 Mama’s Neighborhood home visitors for a total of 163 new home visitors. The appropriate model to serve women in the mental health system is still being explored. Note that this does not include women with physical or cognitive impairments, women who use substances or have mental health needs but are not served by SAPC or DMH (although some of those women who are not in our County systems may well be served by current home visiting programs) or women and children after the birth year. It is, therefore, a rough estimate and a limited one.

In addition to need related to direct service capacity, there are gaps in the County’s core capacity to implement an effective system of care. At present, F5LA funds the Los Angeles Best Baby Network (LABBN) to support home visiting providers funded by F5LA, Public Health, and DMH. LABBN responsibilities focus on professional development, training and technical assistance to provider sites, along with maintenance of a common data reporting system. Other features required for an integrated, effective system are:

- A defined locus of leadership around system goals, objectives and policies and norms, including systemwide sensitivity to and capacity to address the impact of racism and other forms of marginalization on family experiences;
- Ongoing needs assessment to identify emerging client needs and program options;
- Ongoing planning for adoption of new models,^{1,2,4} reconfiguration of existing models, or incorporation of new elements into service delivery to address identified needs;

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- Adequate funding via optimization of current resources and successful pursuit of new funding, especially third -party payment;
- Continued investment in and support for a culture of and a system for continuous quality improvement across and within program models;
- Strengthened reporting on an established set of shared outcome measures and an enhanced process for monitoring and evaluation across programs and for the system as a whole; and
- Ongoing improvement of current protocols to streamline client referral to appropriate program models based on client needs and preferences. This may entail a single centralized point of referral or a regionalized referral system; in either case it would require a common consent form and consent process across program models and providers and a central or regional client registry.

While the leadership team has identified these as critical tasks for movement towards an enhanced home visiting system, the team continues to explore which functions should be assigned to a County leadership entity and which might be part of an expanded role for a contracted private partner. Recommended steps for moving forward as these issues are addressed appear at the end of this memorandum.

II. Models of Home Visiting Care and Outreach

In the Attachment, we summarize key features of programs that are currently provided as part of the home visiting system, including models that are currently in place in the County but are not typically considered part of that system, as well as models that are in use elsewhere and merit consideration.

The leadership team recommends the following in regard to models of care:

1. Sustain current service models but implement a research strategy to determine optimal use of each;
2. Embrace the three non-Maternal, Infant and Early Childhood Home Visiting (MIECHV) models currently in place as part of the home visiting system and expand current capacity;
3. Target NFP to high-risk clients; continue current discussion with national leadership of NFP and Healthy Families concerning program enhancement to fit model to needs of homeless and incarcerated women; expand use of NFP and, as appropriate, enhanced Healthy Families;
4. Study use of mental health credentialing and mental health co-visiting to enhance system-wide capacity to address mental health needs.

Outreach to High-Risk Women

Home visiting operates best when it is nested within a system of services that can complement, refer to, or receive referrals from home visiting and other maternal and family serving programs. These other child and family services are critical to effective outreach and engagement for home visiting. While much work has been done since the 2018 report to better connect home visiting to other services, recommendations for enhancing outreach are:

1. Improving current linkages. For example, DCFS and Public Health have a strong and effective memorandum of understanding, but it is operationalized via a mechanism that is not

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applicable to fully half of DCFS pregnant and parenting youth. Both agencies agree it would make sense both to expand the young parents to whom service is offered and to broaden the array of programs offered to youth.

2. Identifying new opportunities for outreach and engagement. Implementation of the Public Health-based Help me Grow information and referral system will be a key tool for linkage to home visiting starting next year. Current programs that could be enlisted in providing outreach for home visiting include the Comprehensive Perinatal Support Program and Child Health and Disability Prevention physician outreach programs and various homeless service programs. Current efforts within SAPC and DMH to identify and support clients with reproductive health needs in order to promote reproductive self determination and healthy pregnancy (when that is a woman's choice) should increase capacity in both of those systems to identify and refer women who are pregnant or newly parenting.
3. Program data has long indicated that certain population groups, most notably Black women and children, are underrepresented in Los Angeles home visiting. F5LA recently conducted focus groups and a survey to assess the kind of support desired by Black families preparing for a new baby and to find out whom Black women trusted to provide that support. Also assessed was how Black families perceive the benefits, risks, and challenges of home visitation. Among the recommendations offered by women was the recruitment of home visitors reflective of the communities served. This research has promoted interest in building on the successful Public Health doula pilot (which subsidizes care provided for African American women by African American doulas) to make that an option for women who may find other models less appealing.

We are also currently exploring outreach strategies used in Baltimore, Phoenix and New Jersey to address a similar gap in the ability of home visiting to appeal to African-American and Black women. These jurisdictions have had success with outreach strategies focused on equity and access from which Los Angeles County can learn.

III. Funding considerations and opportunities

As in all systems, the most economical way to fund expansion is to assure the most effective use of current resources. The opportunity to better align models of care to client needs is a major factor driving the proposed effort to establish an integrated system. A particular focus will be on assuring that wherever possible nurses and other licensed personnel are seeing clients whose needs require their skills even as training and technical assistance are used to enhance the skills of all home visitors.

The county's investment in home visiting reached a highpoint in FY 19-20 at \$136.5 million. This year's funding profile has shifted and projected funding for home visiting services is approximately \$128 million. Ongoing sources of program support are state and federal MIECHV funds, DMH Mental Health Services Act funds, DPSS CalWORKs funds, F5LA, and Medi-Cal, which can be billed by service providers for what are termed Medicaid Administrative Activities. Public Health relies on Maternal and Child Health Block Grant funding to pay for program administration.

Several funding sources pay for programs that, while not identified as home visiting programs by federal MIECHV authorization, do conduct home visits as part of their service models. We

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believe these models will be critical to our effort to expand the reach of home visiting to high risk women, and to women of color and identify them as home visiting models in the next section and propose we include them as home visiting funding sources here. These new additions to the field are:

- A \$1 million Healthy Start grant secured by DHS to serve Black, Native Hawaiian and Pacific Islander women in SPAs 1, 2 and 3;
- A \$5 million SAPC contract with DHS to provide Mama's Neighborhood services to preconceptional, pregnant and postpartum women in the SAPC service system; and
- A \$1.2 million grant from Whole Person Care to the Public Health Division of Maternal, Child and Adolescent Health to subsidize doula care for Black women countywide (with a focus on SPAs 6 and 8) and to provide professional and preprofessional doula training.

All of these funding streams are specifically targeted to women at high (the SAPC funding) or moderate to high (Healthy Start and the doula pilot) risk. And some high-risk women (the number has not been calculated up to now but could be in future analyses) are served by all current programs in the system. Using our rough estimate of 25% of women at high risk and a birth cohort of approximately 110,000 women yields an estimate of 27,500 women at high risk annually entering the cohort of women eligible for home visiting. The cost implications of that figure depend on the models selected for each group. At the high end, a national study estimated the cost per client for Nurse Family Partnership services at about \$8,800. If even half of high risk Los Angeles women were to receive that model of care (and note that the effectiveness of NFP has been shown in studies that offered clients three years of service) the cost would be over \$240 million per year just for high-risk women in one year's birth cohort.

Given this, recommendations for enhanced funding are:

1. Reduce gaps first by optimizing use of current resources. This means: 1) Improving integration across programs and incorporating into the system the programs mentioned above that have an important home visiting component, and (2) learning when and how programs that have the same aims as home visiting but use other approaches (such as the Black Infant Health Program and Head Start) can supplement or replace home visiting;
2. Secure current funding through design and implementation of a cross-program evaluation strategy with capacity to demonstrate improved client outcomes and alignment with funder goals;
3. Seek additional funding at federal and state levels and from private sources. One immediate example will be submission of an application to the state at the maximum permitted funding level (\$1 million/year) for funding of innovative models of home visiting. Public Health is crafting a proposal to seek funds to address the identified underrepresentation of Black women in current home visiting models noted above, by reinforcing and sustaining the successful doula pilot program. Note that Public Health is currently crafting a grant proposal to the state for use of home visiting "innovation" funds to sustain and expand the current doula pilot program.
4. Work at the policy level to achieve third party health insurance coverage for home visiting as a type of visit for the disciplines (community health workers, doulas, etc.) who comprise much of the home visiting workforce. F5LA continues to advocate coverage for home visiting with managed care agencies and state Medi-Cal administrators.

Next Steps

The preceding sections provide an overview of need and recommendations for optimal models of care (page 5), promising outreach strategies (page 6) , and opportunities for increased funding (page 7) aimed at a long-term vision of an inclusive, integrated, high quality home visiting system for LA County.

Public Health and the leadership group are committed to continuing the important system-building that was launched in 2018. At present, given budgetary and resource challenges at every level of government and among private sector partners and given the extraordinary demands placed on the County departments as a result of the pandemic, the focus of the leadership group is on sustaining the current system while continuing momentum towards the long-term vision. Most immediately, Public Health has requested that F5LA take on an interim governance role for the next 12 to 18 months in order to drive progress even as the County grapples with COVID-19.

Key steps during this period will be to:

- 1) Solidify a shared leadership structure to engage public, private and community voices in ongoing efforts to improve system quality.
- 2) Streamline contracting and develop common contracting requirements across funders, providers and program models to reduce burden on current providers and facilitate system integration.
- 3) Develop a common consent form and consent protocols and procedures, to reduce administrative burdens and facilitate participant engagement across programs.
- 4) Continue efforts to define home visiting as the basis for establishing a certification system based on which models of care, service providers, and individual home visitors may be eligible for funding, referrals and support under system auspices;
- 5) Develop workplans for the exploratory efforts concerning program-client fit and enhancing mental health capacity noted in Recommendations 1 and 4 in Section II, above;
- 6) Continue discussions with national models concerning enhancements to meet needs of diverse populations;
- 7) Prioritize among all key partners a concerted, system-wide effort to maximize state and federal revenue, including Families First and Medicaid funds wherever feasible. Most immediately, develop a workplan to maximize provider billing for Medicaid Administrative Activities reimbursement for current program activities;
- 8) Continue to build connections between the home visiting system and health care payers and providers to create an integrated system of care for pregnant and post-partum women and young children. F5LA continues to work with managed care organizations and Medi-Cal administrators to promote home visiting as a Medi-Cal benefit and with managed care organizations to build integrated systems of referral.

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If you have any questions or would like additional information, please let me know.

BF:da

Attachment

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

Attachment

Current and Possible Future Models of Home Visiting Care

Current or Potential Model	Population Served (or proposed) and Service Intensity	Current Capacity	Funding Source(s)
Models currently providing services			
Early Head Start	Families with infants and toddlers below 100% of federal poverty; intensive home visiting model	3,000	Federal funds
Parents as Teachers	Families with locally determined risk factors; enrollment is prenatal to age 5; intensive home visiting model	3,335	MIECHV-state and federal, First 5 LA, DPSS CalWORKs, DMH
Partnership for Families	Families involved in child welfare system; light intensity home visiting.	1,300	State Child Welfare Realignment
Nurse Family Partnership	First time mothers, low income, serve prenatally until child is 18 months; intensive home visiting model; serves pregnant and parenting youth in foster care system	1,125	MIECHV-state and federal, DPSS CalWORKs, DMH
Healthy Families	Families with increased risk for child abuse or neglect, prenatal or newborn enrollment; intensive home visiting model	2,965	MIECHV-state and federal, First 5 LA, DPSS CalWORKs, DMH
Welcome Baby	Targeted universal approach, engaging families through hospital system prenatally to 9 months postpartum; up to 9 points of contact then may refer to other programs.	17,000	First 5 LA
Triple P	Parenting education model; light touch	TBD	
Models currently in place in LAC that are not on federal list of evidence-based home visiting models and so not funded by MIECHV			
LA County Department of Public Health Doula Pilot	Woman-centered home visiting targeted to Black pregnant and postpartum women	360	Whole Person Care grant
Healthy Start	Parenting education and home visiting, prenatally through infancy, focused on improving pregnancy outcomes and reducing infant mortality rates.	300	Federal funds

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Mama's Neighborhood	Women receiving perinatal care through DHS hospital clinics; women receiving substance abuse services	900	Whole Person Care grant
Models not currently in place in LAC that merit consideration			
"New" Nurse Family Partnership (Potential model)	Women and children experiencing homelessness; incarcerated or newly released women. High intensity.	NA	The NFP national organization has shown willingness to modify program requirements to enable NFP to serve homeless women and others for whom rigid program requirements are a poor fit.
Enhanced Healthy Families (Potential model)	Women and children experiencing homelessness	NA	As in the case of NFP, the HFA national organization has permitted enhancements in sites across the country to permit service to families experiencing homelessness. Engaged in conversation with LA County about replicating enhancements here.
SafeCare (Potential model)	Families and children with child welfare, substance abuse or mental health issues	NA	National model is seeking approval for use under Family First Prevention Services Act funds, Title IV-E
Child First (Potential model)	Mental health issues, specific model experience with trauma, parent child intensive therapy supports	NA	Trauma informed care model; specific impact using parent-child intensive therapy support. Families are served by two person team of home visitor and clinician.
Infant and Early Childhood Mental Health Credentialing (Potential model)	Mental health issues	NA	Enhance capacity of the home visiting staff through the additional of infant mental health credentialing to their training and professional supports
Mental Health Co-visitation (Potential model)	Mental health issues	NA	Social work or mental health clinician as part of home visiting team. Mental health consulting or co-location approach with a mental health clinician (also addresses navigating the DMH system, partnership with DMH to help home visiting programs navigate the system)

First 5 LA

SUBJECT:

Approve Resolution No. 2020-08 ratifying specified acts taken by the Executive Director during the declared state and local COVID-19 public health emergency.

RECOMMENDATION:

Approve Resolution No. 2020-08 by a roll call vote at the September 10, 2020 Board meeting.

BACKGROUND:

After consulting with First 5 LA's Chair, Vice Chair, and legal counsel, on March 17, 2020 Executive Director Kim Belshé communicated to the Board of Commissioners her need to take emergency actions in order to protect the health and well-being of First 5 LA employees and our external contractor and grantee partners. In this communication, Executive Director Belshé outlined eight areas of actions needed to maintain critical functions, including authority to:

1. Waive the Governance Guidelines related to Board sequencing and approval of items
2. Exercise emergency provisions provided in our existing procurement policy
3. Extend contracts scheduled to expire by 6/30/20 for up to 90 additional days, with expected Board action by 9/30/20 on those contracts recommended for renewal
4. Continue to pay invoices and contracted amounts as they come due, even if work associated with those invoices is different than originally anticipated
5. Purchase necessary goods and services needed in response to COVID-19...including entering into strategic partnerships with partners focused on a COVID-19 response, in some cases in excess of the Board-delegated authority of \$75,000 but no greater than \$150,000
6. Assure conference organizers with whom F5LA has a paid sponsorship agreement that F5LA will not seek return of funds if the event has been or will be cancelled
7. Affirm the mid-year FY19/20 budget adjustment recommendations brought to the March meetings of the Finance Committee and the Board as approved for the remainder of the current budget year and for purposes of the FY20/21 budget development, and
8. Adjust F5LA's employee personnel policies and implementation of these policies, including paid time off, as deemed necessary.

In exercising these authorities, the Executive Director also communicated her intent to disclose these actions to the Board and to seek ratification by the Board at the next regular Board meeting. This action occurred at May Board meeting in compliance with the requirements set forth in that communication. Since that date, this memo, Resolution No. 2020-08, and the accompanying exhibit continue to keep the Board apprised of emergency actions taken since the last meeting of the Board.

Attachments:

- Board Resolution No. 2020-08
- Exhibit A — List of F5LA Actions Related to Management of Covid-19

RESOLUTION NO. 2020-08

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION RATIFYING SPECIFIED ACTS TAKEN BY THE EXECUTIVE DIRECTOR DURING THE DECLARED STATE AND LOCAL COVID-19 PUBLIC HEALTH EMERGENCY

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

Whereas, on March 4, 2020 the Governor of California declared a state of emergency to enable the State to prepare for the broad spread of the Covid-19 virus in California; and

Whereas, on March 13, 2020 the Los Angeles County Health Officer issued a Public Health Order, updated on April 10, 2020, that requires many residents to stay at home or their place of residence, with certain exceptions, and ordered many “non-essential” businesses to be closed; and

Whereas, on March 13, 2020 First 5 LA Executive Director Kim Belshé, to protect the health and safety of staff and to assist with the efforts of public health officials, directed First 5 LA staff to begin working from home as of March 17, 2020; and

Whereas, on March 17, 2020 Executive Director Belshé notified the Board of Commissioners in writing that, with the concurrence of the Board Chair and Vice Chair, she intended to assert certain emergency authorities for the continuity of operations of First 5 LA subject to disclosure to, and ratification by, the Board of Commissioners; and

Whereas, on March 19, 2020 Los Angeles Mayor Eric Garcetti issued a “Safer at Home” Public Order, also ordering Angelenos to remain at home or at their place of residence in order to slow the spread of the COVID-19 virus, except for essential workers; and

Whereas, the Board of Commissioners has received and reviewed the list of Executive Director actions taken under her emergency authority.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Each of the Executive Director actions set forth on Exhibit A attached to this Resolution, incorporated herein by this reference, is ratified by the Board of Commissioners.
2. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s action herein.

PASSED, APPROVED AND ADOPTED THIS 10TH DAY OF SEPTEMBER, 2020 BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

ATTEST

Kim Belshé
Executive Director

Exhibit A

List of F5LA Actions Related to Management of Covid-19

Per the 3/17/20 Communication with the Board and earlier communication with the Chair and Vice Chair, the Executive Director was given emergency authority in 8 areas to ensure the protection and safety of our staff and external partners. These 8 areas are:

1. Ability to waive the Governance Guidelines related to Board sequencing and approval of items coming to the Board
2. Exercising emergency provisions and provided in our existing procurement policy
3. Ability to extend contracts scheduled to expire by 6/30/20 for up to 90 additional days, with expected Board action by 9/30/20 on those contracts recommended for renewal
4. Ability to continue to pay invoices and contracted amounts as they come due, even if work associated with those invoices is different than originally anticipated
5. Purchase necessary goods and services needed in response to COVID-19...including entering into strategic partnerships (SPs) with partners focused on a COVID-19 response, in some cases in excess of the Board-delegated authority of \$75,000 but no greater than \$150,000
6. Ability to assure conference organizers with whom F5LA has a paid sponsorship agreement that F5LA will not seek return of funds if the event has been or will be cancelled
7. Affirm the mid-year FY19/20 budget adjustment recommendations brought to the March meetings of the Finance Committee and the Board as approved for the remainder of the current budget year and for purposes of the FY20/21 budget development, and
8. Ability to adjust F5LA's employee personnel policies and implementation of these policies, including paid time off, as deemed necessary

The table below provides an inventory of authorities exercised to date and will be brought forward for ratification by the Board, per the attached resolution 2020-08:

Emergency Authorities (EAs) Executed Typically Requiring Board Action				
Item No.	Dept. Functional Area	Description of EA Executed	Area(s) of EA (from above list)	Description/List of Items
1	Contract Administration and Purchasing	Purchase necessary goods and services needed to respond to the COVID-19 virus pandemic and associated issues affecting young children and families	#5	<ul style="list-style-type: none"> • Contract amendment with The Raben Group (Contract #09250) for an additional \$75,000 for a total contract amount of \$270,000 to continue to serve as First 5 LA's federal lobbyist to assist with federal advocacy in response to COVID-19, and specifically to participate in activities

				<p>related to the We Must Count campaign. The additional funding will be used to expand California representation and engagement in the We Must Count Campaign. We Must Count is a nonpartisan health equity campaign to strengthen systems at the national and state levels to capture and release comprehensive COVID-19 data, disaggregated by race, ethnicity, gender, disability, zip code and other factors. We Must Count builds on the efforts of health equity and public health experts who have long recognized and worked to ameliorate deficiencies in the nation's public health data reporting systems.</p>
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FIRST 5 LA

SUBJECT:

2020-2028 Strategic Plan: Implementation Progress

BACKGROUND:

Approval of the 2020-2028 Strategic Plan

The Board approved the 2020-2028 Strategic plan during the November 14, 2019 Board of Commissioners meeting. The refined Strategic Plan articulates First 5 LA's prioritized and focused role in working with others to strengthen families, communities and systems of services and supports consistent with our north star that "*All children in L.A. County enter kindergarten ready to succeed in school and life*".

As part of the refined Strategic Plan process, the Board affirmed First 5 LA's commitment to system change, updated our Investment Guidelines and Values and further defined our approaches to system change through:

- Policy Change¹: Efforts to change rules governing institutions, practices, and resource allocation. Policy can be set by both public institutions (e.g., government) and private institutions (e.g., hospitals or employers).
- Practice Change²: Efforts to change the expectations, skills, habits, and capacities of systems.
- Will Building: Efforts to build and sustain the will, relationships, and networks to change norms, attitudes, behaviors, and beliefs.

The Board also approved four Strategic Priorities to guide our work through 2028:

- Strengthen Public and Community Systems: Improve, integrate and expand systems of early prevention, intervention and learning to become family-centered, child-focused and promote equitable outcomes.
- Advance and Build on Community Experience: Connect, maximize, and coordinate public resources, relationships and local assets and relationships within our 14 Best Start geographies.
- Expand Influence and Impact with Data: Expand the availability, use and power of data and parent voice to call attention to disparities, amplify advocacy, and drive policy change, practice change, and will building.
- Optimize our Effectiveness: Heighten organizational performance to enhance our impact.

The 2020-2028 Strategic Plan as our Guide for First 5 LA's Response to the COVID-19 Pandemic

Over the past few months, as staff addressed the tremendous impact of COVID -19, the 2020-2028 Strategic Plan serves as guidance in First 5 LA's approach. Addressing the COVID-19 pandemic is not a new, additive piece to First 5 LA's work; it is the new context in which First 5 LA is doing work and the 2020-2028 Strategic Plan is organization's response. It provided the framework for our work in supporting our grantees and LA County's youngest residents, with a focus on those facing the greatest gaps in equity. First 5 LA continues to:

- Focus on achieving our North Star by focusing on our four results and four long-term systems outcomes;

¹ Coffman, 2007. *A Framework for Evaluating Systems Initiatives*.

² Coffman, 2007. *A Framework for Evaluating Systems Initiatives*.

- Work to improve the lives of LA’s young children through systems change, grounded in our strategic plan system change approaches: policy change, practice change, and will-building;
- Be guided by our values of collaboration, integrity, learning, and diversity, equity, and inclusion;
- Invest our time and resources through the lens of our investment guidelines, which focus on equity, sustainability, partnership, prevention, systems change, and evidence and innovation; and,
- Focus on First 5 LA’s four strategic priorities: strengthening public and community systems, advancing and building on community experience, expanding our influence and impact with data, and optimizing our own organizational effectiveness.

Since the approval of the 2020-2028 Strategic plan, staff have been developing strategies for implementation of the plan, including short-term markers of progress for the next three years with the goal of our initial planning efforts complete by the end of the September. Implementation will be an ongoing process and we expect to refine our implementation based on our own organizational learnings and the changing context for our work.

Impact Framework

Over the past two years, First 5 LA has been developing a learning tool called the Impact Framework, that will monitor and assess implementation progress. The Impact Framework reflects a comprehensive data set that monitors progress on achieving the four results for children that will be used to :

- Gauge how well systems are working for young children and families
- Assess the effectiveness of our systems change strategies
- Guide course-correction throughout implementation
- Understand our evolving context and inform our strategies

The September Board presentation will include an update on the Impact Framework and preview the first product of the Impact Framework, the 2020 Indicators Report.

DISCUSSION:

During the September 10 Board of Commissioners meeting, staff will share lessons learned and reflections from implementation planning and highlight implementation examples. The objectives for the discussion are to:

- Review First 5 LA’s Pathway for Systems Change and the Impact Framework as a tool to monitor and assess implementation progress
- Share reflections from implementation planning of staying disciplined in implementation of the Strategic Plan, while being responsive to dynamic community conditions
- Highlight implementation examples that demonstrates integration, commitment to our Values and prioritizing and focusing the work

NEXT STEPS:

At the September 10, Board of Commissioners meeting, staff will highlight two implementation examples of how First 5 LA’s collective systems change work will drive toward the Results for Children and Families and address inequities. In the upcoming months, there will be additional implementation updates including the Impact Framework Indicators Report, First 5 LA’s response to the COVID-19 pandemic, and work to advance the four results for children and families.



2020 – 2028 STRATEGIC PLAN: IMPLEMENTATION PROGRESS



- Review First 5 LA's Pathway for Systems Change and the Impact Framework
- Share reflections from implementation planning
- Highlight implementation examples

Our Pathway for Systems Change



By 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life.

We Want Systems To Be

- Accessible
- Quality
- Aligned
- Sustainable

Results for Children and Families

- Families optimize their child's development.
- Children receive early developmental supports and services.
- Children are safe from abuse, neglect, and other trauma.
- Children have high-quality early care and education experiences.

We Change Systems By

- Policy change
- Practice change
- Will building

Our Strategic Priorities

- Strengthen public & community systems
- Advance & build on community experience
- Expand influence & impact with data
- Optimize our effectiveness

Our Values

Collaboration Integrity Learning Diversity, Equity and Inclusion

Our Investment Guidelines

Equity • Sustainability • Partnership • Prevention • Systems Change • Evidence and Innovation

North Star
 By 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life.



Types of Indicators	What They Are	How We Will Use Them
Results for Children and Families	The child and family conditions that reflect progress toward the North Star	To gauge how well systems are working for children and families
Long-Term System Outcomes	The improvements needed in systems so that they work for children and families	To measure the progress of our systems change strategies
Short-Term Markers of Progress	The early improvements in systems expected from our strategies	To guide course-correction and serve as early markers of progress
Context	Conditions within L.A. County which inform our work	To understand the context and inform our objectives





* Dependent on availability of data sources

- Grounded in our values and being a learning organization, First 5 LA is leaning into an adaptive mindset that holds “tight” to strategic direction while recognizing our dynamic environment and changing community conditions
- Implementation demonstrate how we are embracing and living into our new investment guidelines and values, specifically defining how we are applying an equity lens and setting specific targets addressing inequities

How will our collective systems change work
improve our targeted results and address system
inequities?

Implementation Example: Home Visiting



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Implementation Example: Home Visiting



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Strategic Priorities for First 5 LA's Work

Based on our learnings over the past five years, and the reflections generated through the Strategic Plan Refinement process, First 5 LA has developed four **strategic priorities** that articulate how we will focus our efforts and contributions to achieve our system change outcomes and ultimately our targeted results for children and families.



Strengthen Public and Community Systems

Improve, integrate and expand family-centered systems of early prevention, intervention and learning.

Advance and Build on Community Experience

Connect, maximize and coordinate public resources, local assets and relationships.

Expand Influence and Impact with Data

Expand the availability, use and power of data.

Optimize Our Effectiveness

Heighten organizational performance to enhance our impact.



Optimizing our Organizational Effectiveness



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September

☐ September 24 PPC:

- African American Infant and Maternal Mortality Partnership with the Department of Public Health
- Impact Framework: 2020 Indicators Report

October

☐ October 8 BOC:

- Best Start Regional Model
- Impact Framework: 2020 Indicators Report

☐ October 29 PPC:

- Home Visiting System Building Progress
- Early Identification and Intervention – Strengthening Linkage to Community Supports

November

☐ November 12 BOC:

- Building a More Equitable ECE System Post Pandemic
- Progress in Building Champions

What are your reflections on how we should think about our work in light of COVID-19 while holding tight to our 2020-2028 Strategic Plan North Star and four results?

Questions?



FIRST 5 LA

SUBJECT:

2020 Biennial Update to First 5 LA's Local Conflict of Interest Code

RECOMMENDATION:

Review the 2020 Biennial Update to First 5 LA's Local Conflict of Interest Code; Direct staff to file the updated Code with the County of Los Angeles and authorize staff to make any further minor changes requested by the County filing officer.

BACKGROUND:

The Commission has adopted a local conflict of interest code as required by California's Political Reform Act ("PRA") and the statutes that implement Proposition 10. Because the Commission is a local public entity, the PRA requires that the Commission have this local code in place to designate which officials and employees are required to file various categories of annual statements of economic interests. The local code also sets forth the basic rules that prohibit public officials and employees from making, participating in making, or using their official positions to influence decisions of the Commission.

Like most local public entities in California, the Commission has for a number of years kept in place the Model Conflict of Interest Code promulgated by the Fair Political Practices Commission ("FPPC"). Every two years, the Commission is required to conduct a biennial review and update of the Code. This year, the review and update must be completed prior to the end of October. Staff is also presenting this item as information to Commissioners today and will be presenting it for action at the upcoming Commission meeting on October 8, 2020.

DISCUSSION:

In August 2016, following the approval and implementation of First 5 LA's Strategic Plan 2015-20, First 5 LA confirmed multiple director and Executive team appointments to its newly created Divisions and departments that resulted in several changes to our Conflict of Interest (COI) Code. In accordance to LA County's COI policy, following review and direction from our Board, First 5 LA informed LA County of these changes. For LA County's Biennial update in 2018, First 5 LA reported no changes to its COI Code. For this year's COI Biennial update (2020), First 5 LA is proposing minor changes to our COI code. This update proposes an adjustment to one current applicable title/position of the current code and some minor "clean-up" updates, including changing references to Proposition 10 to First 5 LA. Additionally, this update proposes minor clarifications to the disclosure requirements for consultants and contractors. Over the years, consultants and contractors have played increasingly important roles within the First 5 LA decision-making structure, and those roles could continue to evolve over time. The changes proposed to Category 5 recognize that some consultants or contractors can fill staff roles and actually "make" governmental decisions on behalf of First 5 LA. Others perform staff functions but only inform or help shape First 5 LA's decisions without substantial review by employed staff. In either of those instances, the contractor or consultant would be required to file statements of economic interest comparable to the staff role(s) they perform. These requirements do not apply to consultants or contractors who do not make or participate in making governmental decisions, or who perform a very limited scope of work that is extensively and substantively reviewed by staff. These changes are intended to emphasize that some consultants or contractors play substantive roles in First 5 LA decisions and should disclose their financial interests that might be effected, while many others do not and should not be required to "over-disclose."

The proposed amendment (see Attachment A) contains a note that explains the reason for the change and is solely reflective of organizational changes for First 5 LA. There is no change to the disclosures required by Commissioners, alternate Commissioners and key staff, and no reduction proposed in the level of disclosure for the changed position title.

Upon adoption of the proposed amendment, staff will file the amended code with the County of Los Angeles as required by the PRA. Occasionally, following review by the filing officer, further changes are requested. Staff is also seeking the authority to make further minor revisions, if requested, without additional Commission action.

PROPOSED AMENDMENTS TO COI CODE (changes in underline and ~~strikethrough~~)

2020 Conflict of Interest Code of the

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION (Aka First 5-LA)

Incorporation of FPPC Regulation 18730 (2 California Code of Regulations, Section 18730) by Reference

The Political Reform Act (Government Code Section 81000, *et seq.*) requires state and local government agencies to adopt and promulgate conflict of interest codes. The Fair Political Practices Commission has adopted a regulation (2 Cal. Code of Regs. 18730), which contains the terms of a standard conflict of interest code. After public notice and hearing, it may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act. Therefore, the terms of 2 California Code of Regulations Section 18730, and any amendments to it duly adopted by the Fair Political Practices Commission, are hereby incorporated into the conflict of interest code of this agency by reference. This regulation and the attached Appendices (or Exhibits) designating officials and employees and establishing economic disclosure categories shall constitute the conflict of interest code of this agency.

Place of Filing of Statements of Economic Interests

All officials, employees and consultants required to submit a statement of economic interests shall file their statements with the agency head; or his or her designee. The agency shall make and retain a copy of all statements filed by its Board of Commissioners, Alternate Commissioners, Ex-Officio Representatives and the Executive Director and forward the originals of such statements to the Executive Office of the Board of Supervisors of Los Angeles County.

The agency shall retain the originals of statements for all other Designated Positions named in the agency's conflict of interest code. All retained statements, original or copied, shall be available for public inspection and reproduction (Gov. Code Section 81008).

PROPOSED AMENDMENTS TO COI CODE

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION (Aka First 5-LA) EXHIBIT “A”

CATEGORY 1

Persons in this category shall disclose all business positions, investments in, or income (including gifts, loans and travel payments) received from any persons or entities that provide services of the type, which are eligible to receive First 5 LA Proposition 10 funding.

CATEGORY 2

Persons in this category shall disclose all interests in real property within the jurisdiction. Real property shall be deemed to be within the jurisdiction if the property or any part of it is located within or not more than two miles outside the boundaries of the jurisdiction or within two miles of any land owned or used by the agency. The jurisdiction of First 5 LA is Los Angeles County.

Persons are not required to disclose a residence, such as a home or vacation cabin, used exclusively as a personal residence; however, a residence in which a person rents out a room or for which a person claims a business deduction may be reportable.

CATEGORY 3

Persons in this category shall disclose all business positions, investments in, or income (including gifts, loans and travel payments) received from business entities that manufacture, provide or sell services and/or supplies of a type utilized by First 5 LA and associated with the job assignment of the designated position assigned to this disclosure category.

CATEGORY 4

Persons in this category shall disclose all income from any First 5 LA Proposition 10 employee, any represented or association of such employee; any First 5 LA consultant, and business positions or income (including gifts, loans and travel payments) from any entity owned or controlled by such employee, or consultant, or his/her their spouse or other financial dependent.

CATEGORY 5

Individual Consultants who act in a staff capacity perform under contract and make governmental decisions for the agency, or who otherwise perform the same or substantially similar duties as would be performed by a staff member in any designated position shall be required to file Statements of Economic Interests disclosing reportable interests in the categories assigned to that designated position. If a consultant's duties are broader than one position, the consultant shall file in all

PROPOSED AMENDMENTS TO COI CODE

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION

designated categories.

(Aka First 5-LA)

In addition, consultants ~~individuals~~ who, under contract, serve in a staff capacity and participate in decisions which could materially affect their financial interests by providing information, advice, recommendations or counsel to the agency without significant intervening substantive review by agency staff ~~which could affect financial interests~~ shall be required to file Statements of Economic Interests, in the categories applicable to a comparable staff position, unless their duties fall within the Political Reform Act's exceptions to the definition of consultant. The level of disclosure shall be as determined by the executive officer ~~(or head)~~ of the agency or their designee. ~~(See footnotes in Exhibit "B" for clarification)~~

The Executive Director or their designee may determine in writing that a particular consultant or new position, although working in a "designated position," is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with disclosure requirements in this section. Such written determination shall include a description of the consultant's or new position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Executive Director or his or her designee's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict-of-interest code. (Gov. Code Section 81008.)

PROPOSED AMENDMENTS TO COI CODE

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION (Aka First 5-LA)

EXHIBIT “B”

<u>Designated Position</u>	<u>Disclosure Categories</u>
Board of Commissioners & Alternates	1, 2, 3, 4
<u>Board Relations Manager</u>	<u>3</u>
Communications Coordinators	1, 3
Consultants/New Positions*	5
Director of Communities	1, 3
Director of Community Relations	1, 3
Director of Contract Administration and Purchasing	1, 3, 4
Director of Early Care Education	1, 3
Director of Finance	1, 2, 3
Director of Communications	1, 3, 4
Director of Family Supports	1, 3
Director of Health Systems	1, 3
Director of Human Resources and Talent Management	1, 3, 4
Director of Information Technology	3
Director of Integration and Learning	1, 3
Director of Measurement, Learning & Evaluation	1, 3
Director of Public Policy and Governmental Affairs	1, 3
Director of Strategic Partnerships	1, 3
Executive Director	1, 2, 3, 4

PROPOSED AMENDMENTS TO COI CODE

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST – PROPOSITION 10 COMMISSION

(Aka First 5-LA)

~~Executive Assistant/Secretary to the Board~~ 3

Executive Vice President 1, 2, 3, 4

Ex-Officio Representatives 1, 2, 3, 4

Finance Manager 1, 3

**LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST –
PROPOSITION 10 COMMISSION
(Aka First 5-LA)**

EXHIBIT “B” (Cont’d)

<u>Designated Position</u>	<u>Disclosure Categories</u>
Human Resources Manager	3, 4
IT Project Manager	3
Legal Counsel	1, 2, 3, 4
Senior Director of Administration	1, 2, 3, 4
Vice President of Integration & Learning	1, 2, 3, 4
Vice President of Policy and Strategy	1, 2, 3, 4
Vice President of Programs	1, 2, 3, 4

* Consultants/New Positions are included in the list of designated positions and shall disclose pursuant to the requirements of Category 5.