

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, March 11, 2021

1:30 PM Click [HERE](#) for Public Zoom and Dial-in Meeting Info.

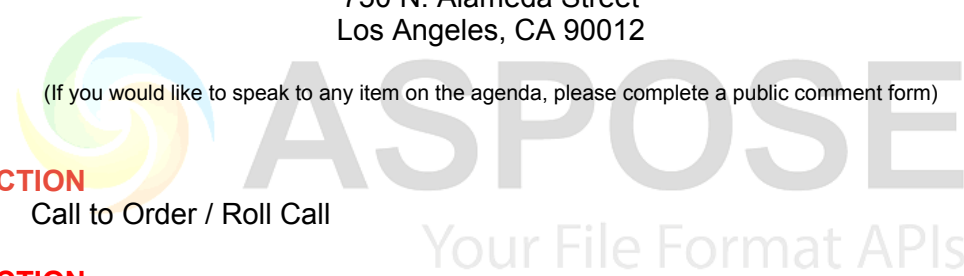
Meeting Location:

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 - 3
Thursday, February 11, 2021
 - B. Approve the Monthly Financial Statements Months Ending December 31, 2020 and 91
January 31, 2021
 - C. Contract: Approve One Amendment and Authorize First 5 LA Staff to Complete Final 102
Contract Execution Upon Approval from the Board
 - D. Approve the FY 2020-21 Mid-Year Revised Budget 104
 3. **INFORMATION**
Remarks by the Commission Chair of the Board
 4. **INFORMATION** 116
Executive Director's Report

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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
Judy Abdo		Marlene Zepeda, Ph.D.
<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

5. 2020-2028 Strategic Plan: Reflections on Year 1 Progress 125

Presenters: Antoinette Andrews-Bush, Chief Learning Officer, Office of Equity, Strategy, and Learning and Kaya Tith, Manager, Office of Equity, Strategy, and Learning

6. **Break**
7. **INFORMATION** 139
Living First 5 LA Values: Diversity, Equity, and Inclusion (DEI)

Presenters: Antoinette Andrews-Bush, Chief Learning Officer, Office of Equity, Strategy, and Learning; TaMesha Williamson, Manager, Operational Excellence; & Evan Holland, Co-Founder, Seed Collaborative

8. **INFORMATION** 154
Capital Improvement Plan (CIP) Update

Presenters: John Wagner, Executive Vice President and Carl Gayden, Workplace Management Senior Director

9. **INFORMATION**
Public Comment (for items not on the agenda)
10. **ACTION**
Adjournment

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SUMMARY ACTION MINUTES

**FIRST 5 LA
February 11, 2021
Meeting of the Board of Commissioners (VIRTUAL)
1:30-3:30 pm**

COMMISSIONER PRESENT

Commissioners:

Judy Abdo (Vice Chair)
Linda Aragon
Astrid Heger
Sheila Kuehl (Chair)
Yvette Martinez
Jonathan Sherin (joined at 2:38 pm)
Romalis Taylor
Marlene Zepeda

Ex-Officio Commissioners:

Jacquelyn McCroskey
Karla Pleitez Howell
Deanne Tilton
Keesha Woods

COMMISSIONERS ABSENT:

Bobby Cagle [Excused]
Barbara Ferrer [Excused]

STAFF PRESENT:

Christina Altmayer, Senior Vice President,
Center for Child & Family Impact
Peter Barth, Chief of Staff
Kim Belshé, Executive Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President, Center for
Operational Excellence

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL: (Item 1)

1. Commission Chair Kuehl called the meeting to order at 1:31 pm. Quorum was present.

ELECTION:

2. Election of the Commission Chair

M/S (Marlene Zepeda/Romalis Taylor)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEM WAS APPROVED

3. Election of Commission Vice Chair

M/S (Yvette Martinez/Marlene Zepeda)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye

SUMMARY ACTION MINUTES

Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEM WAS APPROVED

COMMISSION: (Items 4– 12)

4. Consent

- A.** Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, November 12, 2020
- B.** Approve the Monthly Financial Statements for Months Ending October 31, 2020 and November 30, 2020
- C.** Contract: Approve One Renewal and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board

M/S (Astrid Heger/Romalis Taylor)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEMS WERE APPROVED

- 5. Remarks by the Commission Chair**
- 6. Executive Director's Report**
- 7. Emergency Ratification Actions Due to the COVID-19 Pandemic (Written Only)**
 - **Approve Board Resolution #2021-01**

M/S (Marlene Zepeda/Romalis Taylor)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEM WAS APPROVED

There was no further discussion on this item.

- 8. Approve 2021 Policy Agenda**

SUMMARY ACTION MINUTES

Staff from the Office of Government Affairs and Public Policy presented First 5 LA's refined Policy Agenda that strengthened alignment to the Strategic Plan, calling out important Policy Agenda refinements, such as the prioritization of equity, the inclusion of parent-and community-voice to inform and drive F5LA's policy work, and incorporation of a whole child-whole family framework.

M/S (Astrid Heger/Romalis Taylor)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Jonathan Sherin – Aye
Romalis Taylor – Aye
Marlene Zepeda – Aye

THE ITEM WAS APPROVED

There was no further discussion on this item.

9. Break

10. Finance Update

- A. Present the Proposed FY 2020-21 Mid-Year Revised Budget**
- B. Present the Budget/LTFP Calendar for 2021**

Following a presentation to the Budget & Finance Committee on February 9, the Finance Team presented the FY 2020-21 mid-year revised budget, which returns for approval at its March Board of Commissioners meeting. The Finance team highlighted important changes that affect our current year budget, including the impact of COVID-19 to our budget. In addition, they called out budget adjustments that reflect nearly \$3 million in non-Prop 10 funding First 5 LA has secured in support of critical investment in young children, including dual language learning and Adverse Childhood Experiences (ACEs).

There was no discussion on this item.

11. Preview Series of Upcoming Discussions on Best Start Regions

The Communities Teams' Interim Director Lee Werbel provided a snapshot of upcoming presentations to the Program & Planning Committee that would cover progress being made in the regional model. As Ms. Werbel mentioned to the Board, these upcoming conversations will also provide an opportunity to solicit the Board's feedback to help inform development of the Communities Team's FY 21-22 budget which will be considered by the Board this spring.

There was no discussion on this item.

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

There was one public comment read aloud and entered into our public records.

SUMMARY ACTION MINUTES

ADJOURNMENT:

The Commission adjourned at 3:40 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, March 11, 2021 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, February 11, 2021

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, February 11, 2021; Los Angeles, California

2 1:31 p.m.

3 -oOo-

4 COMMISSIONER ABDO: I can call us to order and
5 then ask Linda to do our roll call.

6 SUPERVISOR KUEHL: -- I think with what we've
7 learned and how we're moving in terms of the mixture of
8 virtual and in-person. Anyway, it's -- it's time for Judy
9 to start the meeting I think.

10 COMMISSIONER ABDO: Okay. I have called us to
11 order. Can we have a roll call?

12 THE SECRETARY: Thank you, Judy. And before we
13 actually do a roll call, I'd like to set some ground rules
14 for today's meeting. And so, before we do begin today's
15 meeting, pursuant to Governor Newsom's executive order,
16 N-25-20, members of the First 5 LA board of commissioners
17 or staff may participate in this meeting via
18 teleconference. In the interest of maintaining
19 appropriate social distancing, members of the public may
20 observe this meeting telephonically or otherwise
21 electronically as posted on our website and this agenda.

22 To provide public comment, you may submit public
23 comments to lvo@first5la.org or call 213-276-9389. Please
24 do indicate the item number that you're comment
25 corresponds with. All public comments corresponding to an

1 agenda item must be received before 1:30 p.m. the day of
2 the meeting. Any received after 1:30 p.m. will become a
3 part of public records. All public comments received
4 prior to 1:30 p.m. today will be read aloud at the end of
5 each item it coincides with.

6 Before we do begin today's meeting, please do
7 note the following: Today's meeting will include video
8 and audio allowing for all meeting participants and public
9 members to view presentations via shared screen. To
10 minimize background disruptions, all board members and
11 staff should place their lines on mute until called upon
12 to speak.

13 As you know, Commission Vice Chair Judy Abdo will
14 be acting chair until a new board chair is elected for
15 2021.

16 To minimize multiple people speaking at the same
17 time and to ensure for a coherent dialogue while she is
18 chairing, if board members would like to speak to an item
19 or have a question, please use the hand raise function on
20 Zoom or message her directly via the chat box function.
21 Once the new chair is appointed, we will proceed per our
22 usual process and use the texting function, or you can
23 direct message me on Zoom chat box and I will coordinate
24 with the new chair to indicate an interest in speaking.

25 With the exception of adjournment, which will be

1 called for by our chair, a formal roll call will be done
2 for all action items. And a reminder to all board
3 members, do take yourselves off mute prior to roll call.

4 If technical assistance is required during the
5 meeting, please do contact me at 213-276-9389 and I will
6 connect you with IT.

7 with now that, I will hand this back to our
8 honorable acting chair, Judy Abdo.

9 COMMISSIONER ABDO: Okay. I turned honorable
10 somehow over that period. So now let's have a roll call.

11 THE SECRETARY: Judy Abdo,

12 COMMISSIONER ABDO: Here.

13 THE SECRETARY: Linda Aragon?

14 COMMISSIONER ARAGON: Here.

15 THE SECRETARY: Bobby Cagle?

16 Astrid Heger?

17 COMMISSIONER HEGER: Here.

18 THE SECRETARY: Yvette Martinez?

19 COMMISSIONER MARTINEZ: Here.

20 THE SECRETARY: Jonathan Sherin?

21 Romalis Taylor?

22 COMMISSIONER TAYLOR: Here.

23 THE SECRETARY: Marlene Zepeda?

24 COMMISSIONER ZEPEDA: Here.

25 THE SECRETARY: Carla Pleitez Howell?

1 COMMISSIONER PLEITEZ HOWELL: Here.

2 THE SECRETARY: Jacquelyn McCroskey?

3 COMMISSIONER McCROSKEY: Here.

4 THE SECRETARY: Deanne Tilton?

5 COMMISSIONER TILTON: Here.

6 THE SECRETARY: Keesha Woods?

7 COMMISSIONER WOODS: Here.

8 THE SECRETARY: Sheila Kuehl.

9 COMMISSIONER KUEHL: Here.

10 THE SECRETARY: Quorum is present.

11 COMMISSIONER ABDO: All right. I have the honor
12 of introducing our new -- our new alternate Commissioner
13 Frank Ramos. Are you here?

14 THE SECRETARY: He's says he's actually not
15 attending today given conflicting priorities.

16 COMMISSIONER ABDO: All right. Well, you all --
17 I think you all received his very impressive list of
18 accomplishments and his job. So you know who he is.

19 So then, I will move to the election of the
20 commissioner chair. First order of business is to
21 nominate a new chair for 2021. Can you believe we're in
22 2021? We are. And this is our first meeting.

23 And so do you we have any nominations for chair?

24 COMMISSIONER ZEPEDA: Judy, this is Marlene. I
25 nominate Sheila Kuehl as chair.

1 COMMISSIONER ABDO: All right. Do we have a
2 second?

3 COMMISSIONER TAYLOR: I second.

4 COMMISSIONER ABDO: All right. We have many
5 seconds on this one. So if there are no objections, we
6 will order this done and congratulate Sheila Kuehl.

7 Are there any objections? I don't hear any.

8 Okay. Sheila, you are our chair.

9 MR. STEEL: Sorry, Vice Chair. Under the Brown
10 Act, we need to have a roll call.

11 COMMISSIONER ABDO: All right. Let's have a roll
12 call.

13 THE SECRETARY: Judy Abdo?

14 COMMISSIONER ABDO: Yes.

15 THE SECRETARY: Linda Aragon?

16 COMMISSIONER ARAGON: Yes.

17 THE SECRETARY: Astrid Heger?

18 COMMISSIONER HEGER: Yes.

19 THE SECRETARY: Yvette Martinez?

20 COMMISSIONER MARTINEZ: Yes.

21 THE SECRETARY: Jonathan Sherin?

22 Romalis Taylor?

23 COMMISSIONER TAYLOR: Yes.

24 THE SECRETARY: Marlene Zepeda?

25 COMMISSIONER ZEPEDA: Yes.

1 THE SECRETARY: Sheila Kuehl?

2 COMMISSIONER KUEHL: Yes. You didn't give me a
3 chance to object.

4 THE SECRETARY: The motion is passed. You are
5 our chair, Supervisor Kuehl.

6 COMMISSIONER ABDO: All right. I'll turn it over
7 to you.

8 SUPERVISOR KUEHL: Thank you, madam vice chair.
9 And I -- you know, I have a 20-minute speech prepared, but
10 I'll send it all to you in multiple copies.

11 I know it seems a little silly after so many
12 years of doing this to say how enthusiastic I am and
13 continue to be. But I am so proud of all of us on the
14 board of the staff, of the, you know, Kim and John and the
15 entire staff, and very, very pleased to have the
16 opportunity to chair this board for another year. So
17 thank you all very much.

18 The next item of business is the election of a
19 new vice chair. Are there any nominations for vice chair?

20 COMMISSIONER HEGER: Yes. This is Yvette
21 Martinez. I nominate Judy Abdo for vice chair.

22 SUPERVISOR KUEHL: Thank you, Commissioner
23 Martinez. Is there a second?

24 COMMISSIONER ZEPEDA: This is Marlene. I second
25 the nomination.

1 SUPERVISOR KUEHL: It's been moved and seconded
2 to elect Judy Abdo as our vice chair.

3 Please call the roll on that motion.

4 THE SECRETARY: Judy Abdo?

5 COMMISSIONER ABDO: Yes.

6 THE SECRETARY: Linda Aragon?

7 COMMISSIONER ARAGON: Of course.

8 THE SECRETARY: Astrid Heger?

9 COMMISSIONER HEGER: Yes.

10 THE SECRETARY: Yvette Martinez?

11 COMMISSIONER MARTINEZ: Yes.

12 THE SECRETARY: Romalis Taylor?

13 COMMISSIONER TAYLOR: Yes.

14 THE SECRETARY: Marlene Zepeda?

15 COMMISSIONER ZEPEDA: Yes.

16 THE SECRETARY: Sheila Kuehl?

17 SUPERVISOR KUEHL: Yes.

18 THE SECRETARY: Motion is passed.

19 SUPERVISOR KUEHL: Thank you very much. And
20 congratulations, Judy. And thank you for agreeing to
21 serve in this capacity for another year.

22 That will take us then to the consent calendar.
23 Does any commissioner wish to remove any item from consent
24 or have any questions on it?

25 John, did you want to say anything about any of

1 the items?

2 MR. WAGNER: All the materials were in the board
3 book. If there are no questions, I will just turn it back
4 over to the chair. Otherwise, I'm prepared to answer any
5 questions that the commissioners have.

6 SUPERVISOR KUEHL: Okay. I didn't see any
7 questions or hear anybody jump in with anything.

8 So is there any request to make a public comment
9 or are there public comments on this item?

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

12 SUPERVISOR KUEHL: All right. May I have a
13 motion then to adopt the consent calendar?

14 COMMISSIONER HEGER: So moved.

15 COMMISSIONER TAYLOR: Second.

16 SUPERVISOR KUEHL: It's been moved and had
17 seconded to adopt the consent calendar. Please call the
18 roll on that motion.

19 THE SECRETARY: Judy Abdo?

20 COMMISSIONER ABDO: Yes.

21 THE SECRETARY: Linda Aragon?

22 COMMISSIONER ARAGON: Yes.

23 THE SECRETARY: Astrid Heger?

24 COMMISSIONER HEGER: Yes.

25 THE SECRETARY: Yvette Martinez?

1 COMMISSIONER MARTINEZ: Yes.

2 THE SECRETARY: Romalis Taylor?

3 COMMISSIONER TAYLOR: Yes.

4 THE SECRETARY: Marlene Zepeda?

5 COMMISSIONER ZEPEDA: Yes.

6 THE SECRETARY: Sheila Kuehl?

7 SUPERVISOR KUEHL: Yes.

8 THE SECRETARY: Motion is passed.

9 SUPERVISOR KUEHL: All right. Thank you. The
10 consent calendar is then duly adopted.

11 The next item, remarks by the chair. I'll make
12 them brief, but I've been actually thinking a lot about
13 this new year and what it means and what it can mean. You
14 know, I don't believe I've seen the word "weird" appear in
15 print so many times as I have in thousands of exchanged
16 e-mails over the past year. Especially, I just celebrated
17 a birthday and people send -- literally, almost everyone
18 said, hope that you can celebrate in this weird time. And
19 it is. It is so different and yet I think, just as we're
20 using the word "disruptive" in kind of a new way in the
21 past year, the notion that interrupting a regular course
22 of how we've always done things and how we think about
23 things may not all be bad.

24 That's kind of what has happened to us, I think,
25 over the past year; is that our regular way of going about

1 things has been disrupted, really up ended, in many ways
2 in negative ways, but in some ways seeing new
3 opportunities. And, frankly, at the close of last year,
4 which I felt was such a difficult, narrowing, challenging
5 time, as soon as the -- the bells range and the
6 firecrackers started going off on New Years, I just felt
7 like there was something new that could happen, that the
8 -- that this year might see an opening up. And I don't
9 mean, you know, in the way we normally think of, like
10 doors will open. But I mean a widening of our perspective
11 and our opportunities.

12 And I was also thinking about our zero-to-five
13 population because one of the down sides of our forced
14 focus on everything related to the pandemic and coping and
15 dealing and helping and surviving has been a diminution in
16 attention paid to populations that were actually taking up
17 a lot of our thinking over the years before, you know,
18 March of last year. One of these populations, of course,
19 was our zero-to-five population and their families.

20 During Covid we've paid attention to childcare.
21 But to tell you the truth, it has been more of a focus on
22 making sure that there is some kind of childcare so that
23 people can go to work if they're essential workers. It
24 has not really been a focus primarily on the children
25 themselves and their development. And that has made the

1 work of First 5 even more important because we have
2 maintained our focus. We have grown that focus. We have
3 adjusted that focus. But that is the population about
4 whom we care and. I think that that responsibility for a
5 fragile, young population is an incredibly important
6 responsibility for us to carry ahead into the new year, in
7 a disrupted time which gives us the opportunity, which
8 we've already begun to grasp, to think about additional
9 and perhaps new ways to help this population, but also
10 ways in which we make partnerships, ways in which we are
11 thinking about our work, ways in which we organize our
12 work.

13 And I really, really look forward to this year
14 because I think it will allow us to grow back into the
15 very large role that we play with others in protecting
16 what is essentially the future of this state and this
17 country by protecting the future of the zero-to-five
18 population from the very beginning: their health, their
19 mental health, their development, their education. You
20 know, to continue to make certain that we empower our
21 communities to be able to do this, that we empower our
22 institutions to be able to do this, that we push the
23 county and every other governmental arena to do this.
24 Because a lot is on our shoulders, a lot depends on us.
25 And I feel very optimistic about the work that we can do

1 in the future.

2 So those are my remarks. And now over to you,
3 madam executive director, for whatever you want to
4 enlighten us about.

5 MS. BELSHE: That's a pretty tall order in terms
6 of enlightenment, but see what I can do.

7 And thank you for those remarks, madam chair.
8 It's a great way to tee up our first meeting of the year.
9 And it is great to virtually see everyone. So we welcome
10 you back to the first full board meeting of the year. We
11 also welcome and welcome back Commissioner McCroskey who
12 is back for her second tour of duty and opportunity at
13 First 5 LA. And we also extend Sheila our belated happy
14 natal day birthday greetings to you. So happy belated
15 birthday.

16 You know, you spoke very eloquently to both the
17 challenges and opportunities before us here at First 5 LA
18 and, you know, we are eager as we were with our first PPC
19 meeting of the year at the end of January and earlier in
20 the week our first budget and finance committee meeting to
21 share with commissioners what's going on, where we are in
22 implementation of our refined strategic plan, what we've
23 been learning in recent months in the context of our
24 implementation, planning and implementation, as well as to
25 lift up both the very real and persistent challenges that

1 we are all navigating in the context of Covid and racial
2 inequities and political change and volatility, but also
3 to lift up, as you called out, Supervisor, there's some
4 real opportunities.

5 And as I shared with my board in my monthly ED
6 report, I've been super proud of how our team has been
7 showing up these past nearly 12 months in terms of the
8 collective effort to navigate what is a very dynamic and
9 volatile environment with -- which has huge implications
10 for our mission and how the team is showing up with an
11 adaptability and a nimbleness that in the best of
12 circumstances systems change requires, and we're working
13 in anything but the best of the circumstances.

14 So I'm really grateful for how the team has
15 maintained a very keen focus on our mission and purpose
16 and looking to not just survive the pandemic and our
17 challenges, but really to thrive and to do so with a very
18 clear focus on service to young children and families in
19 LA County.

20 We've spent a lot of time through strategic
21 planning talking about the why of our work in terms of our
22 bold north star. We've talked a lot about the what in
23 terms of the core results for children and families that
24 we've identified. We've talked a lot about how we're
25 approaching our work relative to a policy and systems

1 change framework and strategy. And this past year and
2 increasingly this year, we're going to be talking a lot
3 with you and -- I'm encouraging you to hold our feet to
4 the fire about how we need to change the way we do our
5 work within First 5 LA and with our partners.

6 So it's not enough to have a bold vision and
7 clear results and a refined strategy. We also need to be
8 continuing to evolve how we work together. And for us to
9 make meaningful progress towards our north star, you know,
10 we acknowledge we have to work in more focused and
11 collaborative and aligned ways grounded in our values.

12 And so to tee up this year, I have shared with
13 the -- the staff and I underscore with the board as well,
14 there are a couple of themes that I really want to be
15 lifting up. And, again, I encourage the board to keep
16 them in mind and kind of press us on how we are doing
17 because, at the end of the day, how we execute in our work
18 together is going to have huge implications for the impact
19 we ultimately contribute to for children and families.

20 So first theme is focus and prioritization.
21 There is a lot going on, and we have an obligation as
22 stewards of these precious resources to make sure we're
23 focusing on where we can contribute to the greatest
24 impact. So we're doing -- currently undertaking a work
25 planning and resource forecasting process. And it's all

1 about helping us achieve greater clarity regarding where
2 we can contribute to the greatest outcomes possible. This
3 is super important for us because it's going to call out
4 not only what First 5 is going to do, but it also is going
5 to give insight into what we will be not do so we can more
6 fully focus on the work that's going to help us make the
7 most significant process towards our results. So focus
8 and priority setting is number one.

9 Number two is alignment and integration. We've
10 heard a lot from the board about where you are looking to
11 us to demonstrate more alignment and integration across
12 our different programs and strategies. And we know that,
13 as we move forward, integration is going to really enhance
14 our impact. So you're going to be seeing evidence of
15 integration of our strategic plan implementation work, our
16 budget development, as well as our impact framework and
17 policy agenda.

18 Finally, again, with the board's strong support,
19 we are deeply committed can to living and leaning into
20 diversity, equity, and inclusion, our newest value and
21 investment guideline. And we recognize, like the board,
22 that DEI's fundamental to where we focus, what we do, and
23 how we undertake our work together within the organization
24 with the board and along side our many partners. So we've
25 engaged, with the board support, a consultant partner, C.

1 Collaborative, and we're eager to engage the board in our
2 DEI work. And we'll be coming to you in the March board
3 meeting to engage you more specifically on our DEI work as
4 we begin that journey.

5 So I hope, as you get reengaged with the work and
6 with our team, you will see evidence across every office,
7 every center, every team of new, more collaborative and
8 integrated ways of us to doing our work, again, both
9 within First 5 and with our partners, seeing the team --
10 you'll see the team digging more systematically into the
11 underlying systemic issues, the root causes that are
12 holding children back, particularly children and families
13 of color, and that you'll see that kind of adaptability in
14 nimbleness that the current environment and the nature of
15 this work really requires us. Fundamentally, what you're
16 seeing is a growing focus and attention to impact. And
17 that's consistent with the board's charge, consistent with
18 board expectation. And today will be a good start as we
19 dig in with you in the new year budget adjustments as well
20 as our work on our policy agenda and Best Start.

21 So eager to get kicked off and look forward,
22 again, to the board holding our feet to the fire here on
23 -- across those three critical themes for impact.

24 Thank you, madam chair.

25 SUPERVISOR KUEHL: Thank you, madam ED. I see no

1 requests for questions or comments to you from the board.

2 Linda, were there any public comments for Item 6?

3 THE SECRETARY: There are no public comments for
4 Item 6.

5 SUPERVISOR KUEHL: All right then. Our thanks to
6 the executive director as always.

7 And we then will move to Item 7, which needs a
8 vote from us but is presented to us in written form. This
9 was all of the actions taken by Kim related to the -- you
10 know, the fact that she had to take actions before the
11 board meeting. And we -- as you recall, she gave -- we
12 gave her emergency authority in a number of areas. There
13 are only two items that we need to ratify her actions
14 about. They were presented to us. I don't see -- ah,
15 Romalis has a question.

16 Please go ahead.

17 COMMISSIONER TAYLOR: I think we need to add to
18 this dimension of our diversity, equity, and inclusion the
19 impact of implicit bias: The training of that of the
20 unconscious bias that we all have that we don't even think
21 about and how it affects the people we are engaging and
22 the families we're engaging so that we can have -- they
23 can have a more positive engagement with us and with the
24 things that we're trying to help them with.

25 MS, BELSHE: Thanks, Romalis.

1 SUPERVISOR KUEHL: That was a comment for Kim's
2 comments earlier or --

3 COMMISSIONER TAYLOR: Yes.

4 SUPERVISOR KUEHL: Yes. I understand. Sorry. I
5 think I did not see the request. Yes, thank you.

6 Kim, do you want to say anything as to that?

7 MS, BELSHE: No, other than to echo the
8 commissioner's comments and note our eagerness to begin
9 our more focused engagement with -- on our DEI work with
10 the C. Collaborative and with the board at the March board
11 meeting. So more to come on that, but point very well
12 taken and represents work we've already begun within First
13 5 LA in terms of implicit bias training a year-plus ago.

14 SUPERVISOR KUEHL: Great. Any other
15 commissioners have a thought they wanted to express to Kim
16 about her comments?

17 Okay. Back to Item 7. Kim took two actions
18 authorized by us which we need to ratify which were
19 presented to you. And are there any questions about
20 either of those two actions?

21 All right. Do I have a motion? Let's see. Is
22 the motion to approve the -- I see -- to approve board
23 resolution 2021-01, which is to ratify the emergency
24 actions. Do I have a motion?

25 COMMISSIONER ZEPEDA: This is Marlene. So moved.

1 SUPERVISOR KUEHL: Thank you.

2 A second?

3 COMMISSIONER TAYLOR: I'll second the motion.

4 This is Commissioner Taylor.

5 SUPERVISOR KUEHL: Thank you very much. I have a
6 motion and a second to approve the board resolution, which
7 ratifies the emergency actions by the executive director.

8 Roll call, please.

9 THE SECRETARY: Judy Abdo?

10 COMMISSIONER ABDO: Yes.

11 THE SECRETARY: Linda Aragon?

12 COMMISSIONER ARAGON: Yes.

13 THE SECRETARY: Astrid Heger?

14 COMMISSIONER HEGER: Yes.

15 THE SECRETARY: Yvette Martinez?

16 COMMISSIONER MARTINEZ: Yes.

17 THE SECRETARY: Romalis Taylor?

18 COMMISSIONER TAYLOR: Yes.

19 THE SECRETARY: Marlene Zepeda?

20 COMMISSIONER ZEPEDA: Yes.

21 THE SECRETARY: Sheila Kuehl?

22 SUPERVISOR KUEHL: Yes.

23 THE SECRETARY: Motion is passed.

24 SUPERVISOR KUEHL: All right. Thank you. That
25 resolution is adopted.

1 And that brings us then to Item 8, which I know
2 many of you heard the discussion begin in PPC. This is
3 about our 2021 policy agenda. And I believe there is a
4 presentation attached or to be presented during this item.

5 So Ms. Widby-Martin, shall I turn it over to you?

6 MS. WIDBY-MARTIN: Yes. Thank you, very much.

7 SUPERVISOR KUEHL: Thank you. Go ahead.

8 MS. WIDBY-MARTIN: Can you move to the next slide
9 please. Thank you.

10 Good afternoon, commissioners. We are excited to
11 be here with you this afternoon and to continue the
12 conversation from the program and planning committee
13 meeting and present our refined federal, state, and local
14 policy agenda for your endorsement and approval today. We
15 are very excited.

16 To start, we want to ground us in how we use the
17 policy agenda and where we have grown in our application.
18 We use the policy agenda to inform and prioritize
19 administrative, budget, and legislative work to tightly
20 align with First 5 LA's strategic priorities and long-term
21 system outcomes for children and families. The policy
22 agenda clarifies the federal, state, and local policy
23 priorities that we can engage in, and are looking to
24 directly shape and where we have a leading voice to change
25 within systems. We use the policy agenda as the guide for

1 our formal analysis of policy proposals and as our
2 blueprint to develop public policy recommendations for any
3 evaluation of opportunity to add value and as guidelines
4 to plan, align, and execute our advocacy strategies.

5 This is our roadmap to narrow focus and impact.
6 So this presentation today actually is the second policy
7 agenda for First 5 LA, and going forward First 5 LA staff
8 will annually present policy agenda for board
9 consideration and adoption that will guide federal, state,
10 and local policy efforts.

11 So grounded in the adopted 2020-2028 strategic
12 plan, the agenda refinement is informed by our unique
13 experiences, our expertise. It's rooted in the learnings
14 and our direct engagement and improved systems for
15 children and families. The goal has been to refine focus
16 and improve our policy agenda to be actionable,
17 contextually mindful, and reflective of the opportunities
18 we see in the year ahead.

19 We also work to integrate the perspectives and
20 expertise held by teams throughout the organization more
21 explicitly and effectively incorporating for -- into our
22 public policy focus work.

23 And after the rich and affirming discussion with
24 the PPC last month, we did another level of integrative
25 review to incorporate additional refinements and focus to

1 present to you today for action.

2 What we're hoping that you'll see and hear in our
3 refinements is that we're leaning into making the policy
4 agenda more actionable, which makes clarifying where we
5 have a leading voice, and to assess differentiation for
6 our value add for where we should lead and where we should
7 just say, not us.

8 One of the new layers that we're more
9 intentionally developing in all of our work is a whole
10 child and whole family framework for systems design and
11 also in policy development. You'll be hearing more from
12 us as we continue to refine and apply this developing work
13 in the year ahead. So for now, when we say whole child
14 whole family in this context, we're pointing to a core set
15 of principles that are foundational to our refined policy
16 agenda, including the children ages prenatal to five
17 represent a special population, that services supporting
18 youngest children and families are -- must be family
19 centered, that there's an urgency to connecting and
20 supporting families in these earliest moments, and that
21 we're recognizing and continuing to define this magic
22 window, and that the impacts of structural racism
23 powerfully obstruct optimal brain development, child
24 health, and as well as broader family stability.

25 So with that orientation in grounding, the

1 overarching lens that we're proposing throughout every
2 policy agenda priority area to focus our work that will be
3 overall for the policy agenda to support the whole child
4 and whole family by working to close race-based
5 disparities which requires that we dig into underlying
6 root causes, including racism, that we utilize full and
7 complete data to understand how community that face the
8 most significant barriers and resources and how to better
9 prioritize our aligned efforts, and that we are promoting
10 holistic systems of support.

11 The refined agenda seeks to better embed equity
12 through all aspects of First 5 LA's policy work, as well
13 as to prevent siloing equity focused advocacy and ensure
14 that equity is a focus for all of our advocacy priorities.

15 And now I'll turn to Andrew and Ofelia to walk
16 through the specific priority areas and examples of
17 application.

18 MR. OLENICK: Thanks, Charna.

19 So throughout the revision process, several broad
20 themes that emerged that helped inform what eventually
21 developed into our four major priority areas. And those
22 themes included the need to promote a system of family
23 supports that layer resources, expand affordable, quality
24 early care and education, improve systems to support
25 optimal child development, and promote parents and

1 communities as critical voices.

2 The priority areas themselves intend to reflect
3 First 5 LA's unique expertise as a systems change agent
4 and the benefits of a universally targeted, strategically
5 layered, and family and community responsive supports that
6 meets families where they are.

7 The revised policy agenda is real a product then
8 of the entire agency's work, translating strategic plain
9 goals into actionable policy recommendations that
10 holistically support the whole child and the whole
11 familiar.

12 So here we have the priority area related to
13 family supports. The overarching priority is to promote a
14 comprehensive system of family supports to advance
15 positive outcomes for the whole child and the whole
16 family. Within this priority area, our approach has
17 really shifted towards system building and away from
18 family access to individual one-off or otherwise
19 disconnected services. And we've learned through our
20 investments and also as reflected in our refined strategic
21 plan that the most effective way to support families is
22 through integrated supports that meet the family where it
23 is, bringing down existing silos and reducing systems
24 complexities that families would otherwise need to
25 navigate.

1 So within this priority area, the refined policy
2 agenda features three specific policy priorities. Those
3 are to build systems that strategically layer resources of
4 family strengthening supports, prioritizing home visiting
5 and early intervention services, promote and protect
6 family supports to ensure families are economically
7 secure, and improve capacity and coordination across
8 systems.

9 As Charna was just speaking to our developing
10 whole child and whole family framework really served as an
11 important guide for developing and refining the aspects of
12 this part of the agenda. The whole child and whole family
13 frame promotes the need for targeted interventions within
14 universal supports because every family can benefit from a
15 baseline level of support, but more intensive services
16 aren't required by all. And as such, family choice and
17 the appropriate level of support that a family is ready
18 for is really crucial.

19 With that in mind with the revised policy agenda,
20 promotes model choice in home visiting supports and,
21 emphasizing family responsiveness and not one single
22 approach or program model can effectively serve every
23 family. There is no one size fits all.

24 At the state level, the GAP office has worked
25 with the state interagency task force to support continued

1 development of an effective statewide home visiting
2 system, and First 5 LA also provides technical assistance
3 and support to the CalWorks home visiting program and
4 California home visiting program, translating local
5 learnings from our investments into the potential for
6 scaled-up state efforts and also the prioritized local
7 flexibility and systems design.

8 First 5 LA also supports, as a member of the
9 national home visiting coalition, in strengthening the
10 federal Maternal Infant Early Childhood Home Visiting
11 program, or MIECHV for short. And the GAP office has
12 regularly advocated to members of the LA County
13 congressional delegation that they strengthen their
14 support for the MIECHV program with additional funding
15 necessary to continue supporting families, particularly
16 due to increased programmatic costs and logistical issues
17 resulting from the Covid-19 pandemic.

18 So next we have priorities related to health
19 systems, policy, and related advocacy. The overarching
20 priority here is to improve systems to promote the optimal
21 development of children through early identification and
22 supports that are family responsive. The language in this
23 priority area remain largely similar to the original
24 policy agenda except now we're calling out incentivizing
25 preventive care to close health disparities in maternal

1 and pediatric health and the use of disaggregated data to
2 inform where to best direct resources.

3 Related to disparities, we have two significant
4 areas of interest: Disparities in children of color
5 receiving preventative service through Medi-Cal, and then
6 the higher rates of maternal mental health conditions and
7 adverse pregnancy outcomes that Black women experience.
8 There are a number of implementation efforts and
9 opportunities already underway in advocacy that we
10 conducted related to these priorities. For example, the
11 State Department of Health Care Services is reprocurring
12 Medi-Cal managed care contracts with a strong focus on
13 equity. And the California Advancing and Innovating
14 Medi-Cal reform effort, known as CalAIM for short, is also
15 restarting this year, and First 5 LA been able to continue
16 to advocate that the DCFS prioritize children of color
17 receiving all required preventative health services
18 through Medi-Cal.

19 We're also working internally with our colleagues
20 in the Center For Child and Family Impact to incorporate
21 local learnings on African-American infant maternal
22 mortality and Black infant health so that we can then
23 present those to state lawmakers. And we'll look for
24 avenues to shape future funding and implementation of the
25 California Dignity in Pregnancy and Childbirth Act.

1 At the federal level, there will likely be spaces
2 for some more opportunistic federal engagement as the new
3 Biden administration has committed to bolstering systems
4 that support family health and that promote equity in
5 health.

6 So using the policy agenda as a guide, GAP and
7 First 5 LA will remain engaged on opportunities related to
8 federal rule making and regulatory changes to provide
9 local experience and expertise.

10 So now, I will pass it to Ofelia who will take us
11 through the next two priority areas.

12 MS. MEDINA: Thank you, Andrew.

13 And on our early learning area, the overarching
14 priority is expand access to affordable, quality care and
15 education. And within this priority area, the refined
16 policy agenda highlights areas around access quality
17 workforce, specifically the policy areas -- or the
18 following priorities are increased public investment,
19 prioritizing mixed delivery and family choice, align an
20 equitable and responsible quality support structure, and
21 increased compensation and funded professional supports
22 for the workforce.

23 While the essence of these policy are priorities
24 with the state, there was an intentional focus on calling
25 out equity, especially within the context of the current

1 pandemic and the impact on children and childcare
2 providers. Over the last year, Covid has shattered an
3 already fragile childcare system not only here in LA
4 County, but across the nation. Many providers have kept
5 their doors open to serve the children of essential
6 workers while struggling to meet the health and safety
7 recommendations to offer safe and learning environment for
8 children.

9 Conversations with the EC team then focused, for
10 example, on ensuring that we're explicit and understood,
11 that when we speak on increasing the compensation and
12 professional supports for our workforce, we meant we
13 wanted women, women of color, to get adequately
14 compensated for the work they already do. We know that
15 they're the ones historically caring for young children.

16 The intentionality addressing equity is similar
17 to the state and federal conversations where there
18 continues to get acknowledgment of our who our workforce
19 is and the diversity of our families. In the development
20 of the vision for the EC coalition, for example, members
21 work to ensure in highlighting the role equity and
22 diversity play within the field. And we've been having
23 ongoing conversations on how historically structural
24 racism has contributed to inequalities across the early
25 childhood and family servicing systems. The EC policy

1 agenda priority's overall focus on access, quality, and
2 workforce also continue to align with our state and
3 federal policy opportunities to come.

4 As the state moves forward with the transition of
5 childcare programs from the California Department of
6 Education to the California Department of Social Services
7 and the recommendations laid out in the master plan for
8 early learning, we're positioned to advocate for a mixed
9 delivery system that prioritizes family choice. And we're
10 already tracking a number of state bills that focus, for
11 example, on addressing reasonable standards and increased
12 rates for providers.

13 And I went too much. There you go.

14 And on our fourth and final policy agenda
15 priority, the community section focuses on ensuring
16 communities have the resources, opportunities,
17 relationships, and environment to optimize their child's
18 development. And within this prior area, the refined
19 agenda highlights priorities around community voice,
20 community resources, and our role in systems change
21 efforts. Specifically, the policy priorities we look at,
22 advance, and continue to develop include increased
23 opportunities for community voices to shape resources,
24 promote local flexibility and system that directly impacts
25 families, and elevate and utilize disaggregated population

1 level and integrated service data.

2 This priority area was refined to better reflect
3 our role in raising and including family voice within
4 systems change work and where it translates to cross-work
5 recommendations. The refinements and updated language we
6 are proposing more specifically is population level
7 outcomes, population level data, integrative service data,
8 and better story telling in our Best Start learning and in
9 our approach and policy recommendations, priority setting,
10 and the need for local flexibility in system design and
11 community priorities and systems change.

12 We know the strong role that community members
13 have and should have in decision making when it comes to
14 addressing resources and services that impact children and
15 families. That continues to be reflected not only in the
16 work of our Best Start partners and the communities they
17 serve, but is also reflected in the policy agenda. We're
18 just stating it more directly now.

19 And having walked through our policy -- our
20 refined policy agenda, we'll now open it up for any
21 questions that you have and we'll ask for your support and
22 approval so we can really get to the work.

23 Thank you.

24 SUPERVISOR KUEHL: Thank you, all three. Thank
25 you, Charna and Ofelia and Andrew.

1 And I wanted to call to the attention of the
2 board, before we go to questions, this was Andrew's first
3 presentation to the board. Were we all gathered in our
4 boardroom, we would ceremoniously present him with one of
5 those fabulous cookies to sort of show our appreciation
6 and how scary it is and how well he did. Now, we're not
7 in our boardroom, so instead I would ask you to go to the
8 bottom of your screen where it says reactions and click on
9 that and give him a hand or -- or, you know, fireworks or
10 a thumbs up on all on your individual squares.

11 And that's for you, Andrew. Congratulations.
12 You did very well. You all did very well. So thank you
13 very much.

14 Our first question comes from Marlene Zepeda. Go
15 ahead, Marlene.

16 COMMISSIONER ZEPEDA: Thanks, Sheila.

17 Thanks for the -- the presentation, and say hello
18 to your father, Andrew.

19 I have a question -- and I apologize if -- if
20 this was answered at the PPC meeting because I wasn't
21 there. Charna, when you say actionable items or to make
22 policy actionable, I'm trying to figure out what that
23 means exactly in our -- with our new strategic focus on
24 systems building. And so before I give you what I think
25 it means, I'd like to hear what you all are thinking it

1 means.

2 MS. WIDBY-MARTIN: Well, I would love to hear
3 from you what you think it means so that I can go ahead
4 and just go do that for you as a commissioner. But for
5 us, there's a big -- this is a big growth. This is a big
6 maturation from what our policy agenda has been in the
7 past, you know, which was a huge tool for us, and where --
8 where we need to go.

9 So one of the challenges that we took in this
10 policy agenda refinement was to narrow, to ask ourselves
11 not just broad value statements of what we think are
12 priorities, where we have expertise in -- and a unique
13 voice. And that came down to the intersections between
14 systems and that also came down to making sure that
15 everything in our policy agenda kind of is our blueprint
16 for the next year or five years or ten years -- you know,
17 hopefully we're all done in five years and we can move on.

18 But it's -- it's all pieces that we should be, as
19 First 5 LA staff, developing policy recommendations
20 around, developing action plans around or issue campaigns
21 around to move policy and move past a much more
22 reactionary posture than we've had in the past.

23 When I joined First 5 LA three, four years ago,
24 before that I was a federal lobbyist on behalf of First 5
25 LA, and really we were looking for opportunities to react

1 to policy recommendations that were out there, the policy
2 proposals. And our policy agenda was a list of
3 legislation that was already introduced. And I think in
4 the last -- you know, under Peter's leadership and now
5 where the space is that I'm hoping our office leans into
6 is to drive and bring that perspective to the table so
7 that it's our policy proposals that others are reacting
8 to. So that's a different posture for us. And when I say
9 actionable, I mean, policy development driven internally
10 to be pursued externally and refinement with the field and
11 partnership with others and driven from learnings. But I
12 do challenge us as a team to show up for the commission in
13 that way.

14 COMMISSIONER ZEPEDA: Right. And I applaud that
15 because it's not just endorsing legislation because that's
16 sort of what it appeared in the past. And now that we're
17 in a more systems focused arena, if you will, or
18 perspective, it's how those policy agenda that we move on
19 -- to leverage systems, to push systems with the idea that
20 the end user, i.e., the child and family, is going to
21 benefit from that.

22 And I think that's what's really hard I think for
23 a lot of us to get our arm around because it's indirect.
24 And so -- and it's hard to evaluate the consequences of
25 this policy action.

1 So but I -- I think it merits explicit
2 description so that other people understand what we mean
3 by actionable. So I -- I think I'm in agreement with you,
4 but I wanted to hear it from your team.

5 MS. WIDBY-MARTIN: I really appreciate that
6 feedback and also want to add that one of the changes that
7 you see -- and I think we said this, but to really
8 highlight it, one of the changes you see in the previous
9 policy agenda to this one is, we were really careful to
10 think about what our role is. It's not just -- you know,
11 in previous versions our ask has been around access to
12 services. Do families have access to home visiting? Do
13 families have access to childcare? And what our value add
14 is really is the intersection of systems and it's talking
15 about, what do we mean when we say there's a strong
16 system. It's a strategically layered system of supports
17 that meets families where they're at, not just access to
18 one size fits all.

19 So leaning out of those wedges and leaning into
20 systems design is -- I'll be honest, is a scary place.
21 And the adoption of this policy agenda is a challenge to
22 our team to step into that and to grow up and support it.

23 COMMISSIONER ZEPEDA: Right. It's complicated
24 and it's important to document what you're doing. Used to
25 keep track of what you're doing so we can articulate to

1 people because people in the community will not
2 necessarily say, well, how are you improving my life
3 through this kind of vague systems, ambiguous systems
4 change that you are adopting. So I think it's important
5 to be very mindful of what -- how -- how you're going
6 about doing this.

7 MS. WIDBY-MARTIN: I really appreciate that
8 challenge and I intend to live up to it with our team.

9 COMMISSIONER ZEPEDA: All right. Thank you.

10 SUPERVISOR KUEHL: Thank you, Marlene.

11 Just to remind the board, the policy agenda that
12 we're considering today is about our advocacy for policies
13 adopted in other arenas, like the federal government, the
14 state government, you know, county motions, things that we
15 will propose or support. We -- also, of course, it
16 reflects our own values and what we mean to do.

17 Romalis is next.

18 COMMISSIONER TAYLOR: I have the several things.
19 First, Andrew, good job. Very good.

20 MR. OLENICK: Thank you.

21 COMMISSIONER TAYLOR: The second thing is, is
22 that on your attachment that you put together for this
23 presentation, you need to add a line for access for
24 services for children with developmental delays. That's a
25 huge issue in these community of color. They're hard to

1 find and access those systems, especially if they have a
2 child with delays, since we're pushing screening, early
3 screening to determine what is. And we need to take our
4 strength in what we're saying about, this will change the
5 trajectory for those children. And we keep saying that to
6 these groups, whether it be state, federal, or local. The
7 idea is that we need to do that and add that as another
8 item on that list.

9 The other thing that I want to bring to the
10 group, and then I'm sure I'm going to let those that have
11 more knowledge than me talk about it as well, is the
12 impact of the Covid-19 on these children zero to five and
13 how it's mentally and emotionally effecting them, not only
14 in the fact of loss of education, but mentally and
15 emotionally impacting them in where they are. And we need
16 to elevate that thinking at the state level, at the
17 federal level so that all children can see this.

18 I want to add just one more thing. When we're
19 advocating, not only do African American mothers suffer,
20 but Latino or Latin X. I'm going to try to say it right,
21 so you correct me, Marlene, or anyone. But Latino mothers
22 or Latin X mothers are facing the same crisis, the same
23 issue, and I don't want to lose that. I don't want to
24 diminish what we're doing. But I want to elevate their
25 need to too. Okay?

1 So somewhere let's make sure that, when we're
2 advocating with -- at the state, federal, and local level,
3 that we talk about their issues as well. Okay? Just
4 those are the two things -- three things.

5 MS. WIDBY-MARTIN: Really appreciate that and
6 agree with you. In the interest of not wordsmithing the
7 document and making sure that it's actionable to today, I
8 hope that you see the linkage to appropriate services
9 being directed at developmental disabilities and
10 developmental delays as well. I hope that you -- you see
11 that in that document already because, as we all know,
12 special education is my personal priority, and I'm not
13 going to let that one (audio distortion). Developmental
14 delays is incredibly important across the board.

15 COMMISSIONER TAYLOR: I didn't see it. But since
16 you elevated that point, I'm with you on it. I just want
17 to make sure that it's at our -- you know, elevated.

18 MS. WIDBY-MARTIN: Top of mind. I promise.

19 SUPERVISOR KUEHL: Thank you, Romalis.

20 I also will try to clarify, Deanne, what it means
21 in terms of individual actions by First 5 to propose, to
22 support, to collaborate on these -- on this advocacy. So
23 in terms of specifics, I think we'll have several bites at
24 the apple as we go along through the year.

25 Next is Karla.

1 COMMISSIONER PLEITEZ HOWELL: Thank you,
2 supervisor. And thank you for that clarification.
3 Charna, Ofelia, and Andrew. Very, very exciting to hear
4 the platform and how deeply it strengthens our values to
5 make them really concrete. Especially useful to hear the
6 whole child overview at the time given where we're at with
7 Covid and some of the health conditions in early care and
8 education. Really, really critical to hear some of that.

9 Two things moving forward. It's a very
10 innovative platform. And when I think about the weaving
11 that you've done of equity throughout the platform, there
12 is the idea of what sharing power will look like for an
13 organization like First 5 LA. And what I mean by that,
14 part of equity requires empowerment of our communities and
15 the voices that come in front of decision makers in making
16 some of those points.

17 So a question about that innovation and holding
18 that with the power we hold as an organization and the
19 Best Start communities that we work with and how their
20 voices will be lifted up and how the -- this will be
21 merged together with the platform. So curiosity about
22 that.

23 And then the -- the second part of about equity.
24 I wonder if there's a way we could clarify some of this in
25 the platform. When I think of equity, there's sort of

1 like two paths. One path is the process that it takes to
2 really live into that entire empowerment theory. And that
3 process requires engaging communities, setting an agenda
4 together, then stepping back working it out, coming back
5 with community members where it isn't just being built by
6 organizations that do policy work, but is being built with
7 the folks that are most impact. And equity is a process
8 of engagement throughout. So that's one piece. And the
9 second piece is actually measuring what the outcomes are
10 in all of that.

11 So as I think about this platform, I'm curious
12 about the sort of rubric that we'll use to measure some of
13 this. And that sort of ties to what Marlene was asking
14 about in terms of like, these metrics, are we measuring?
15 What are we going to report back afterwards? I know
16 you're presenting the policy platform. So love the
17 platform. Wondering how some of those things will be
18 unpacked.

19 MS. WIDBY-MARTIN: Those are excellent questions
20 that we are trying to lean into better across the board,
21 of course.

22 And I will say, Karla, one of the conversations
23 you and I had over Thanksgiving deeply informed some of
24 the changes that we made to the fourth priority area in
25 this space. One of the new spaces that we've updated is

1 around population level data and integrated service data
2 being connected to our priorities around local flexibility
3 and better targeting resources. We haven't leaned into
4 that in our state and federal work as much as we could
5 have in the past. And -- and part of that is capacity
6 issue, part of that is a developmental issue. But we have
7 committed in this -- in this agenda to lean into that
8 space specifically around our story telling on our Best
9 Start investment learnings and as we think about
10 approaches, not just around targeting resources, but in
11 understanding community level systems design, flexibility
12 as a leading value in all of our agenda. I think that's
13 an area for a lot of growth for us, but also a lot of us
14 taking a backseat and letting communities lead and
15 bringing more flexibility and options at the state and
16 federal level as well in all of our policy asks. And
17 that's a space that I also hope in our coming
18 conversations will help shape our work and our policy
19 recommendations over the next year, but will give us an
20 invitation too.

21 And I'd also like to invite Kim Hall, our chief
22 data officer, to chime in if she has a chance. Not to put
23 her on the spot, but I know we've talked a lot in this
24 space.

25 MS. HALL: Thank you, Charna. So I just wanted

1 to kind of share one of the ways we're thinking about
2 connecting the work and the measurement of the -- what
3 comes out of our policy and advocacy work to the impact
4 framework.

5 So you guys may recall that I've done a number of
6 presentations talking about the different kinds of
7 indicators we're going to be tracking as part of the
8 impact framework. And what we shared most recently in
9 terms of inaugural indicator report was population level
10 indicators, both talking about how children and families
11 are doing on in terms of certain conditions.

12 One level that we're going to be looking at
13 developing indicators for next is what we call long-term
14 systems outcomes. And that's really looking at how are we
15 making systems higher quality, more accessible, increasing
16 sustainability in terms of funding, and also looking at
17 alignment. And if you recall, some of the things that
18 Charna talked about, some of the priorities, it points
19 right to those four outcome areas. So one of the things
20 that we're going to be doing as we continue to develop the
21 impact framework is specifying, what are the indicators?
22 What are the changes that we expect to see as a result of
23 the specific work that we're doing, whether it be our --
24 our policy efforts, our systems change work so that we can
25 go reach back and measure those things over time.

1 So I'm not prepared today to say exactly what
2 those indicators will be. But the next few meetings we
3 will have reports on the continued work of developing the
4 impact framework is to specify what those system outcomes
5 are and that there will be direct alignment between that
6 and the work that the policy team is doing as well as
7 other teams within the organization.

8 So more to come on that.

9 SUPERVISOR KUEHL: Okay. Karla, any further
10 questions?

11 COMMISSIONER PLEITEZ HOWELL: No, thank you.

12 SUPERVISOR KUEHL: All right. Thanks.

13 Astrid is next.

14 COMMISSIONER HEGER: I -- I would like for
15 eventually -- I know -- I realize that this is, like, my
16 one note that I sing to all of you. But when we look at
17 talking about developmental delays and fetal alcohol
18 spectrum disorder is in the number one cause of this in
19 the United States, I think it's time we take a stand and
20 including that on adverse childhood experiences and
21 specify it.

22 In Los Angeles county right now looking at -- if
23 you want to look at long-term outcomes, I can tell you
24 right now that one I'm really advocating for that we build
25 a system to decrease the rates of African-American

1 children going into foster care. Right now they are 5.7
2 times more likely to be in foster care than a White child.
3 They are 11.6 times more likely to be incarcerated as a
4 youth and 11.6 more likely to be incarcerated as they grow
5 into their adulthood. And if you look at the rates of
6 fetal alcohol spectrum disorder in the general population,
7 it is estimated to be at most between two and three
8 percent. And their estimates in -- in areas of the
9 country where the -- the -- the African-American
10 population is dense, that -- especially in the innercity,
11 that their rates went up as high as 20 to 30 percent.

12 So if we are really looking at equity and the
13 impact of racism and -- on a child, that is certainly
14 probably one of the most critical aspects in their
15 childhood that we could address. We could address more.
16 I could go on for hours. But the other social
17 determinants are buying their groceries at liquor stores
18 rather than in fresh food markets, et cetera. But I
19 personally think that it's time to identify it as
20 something that we are going to consider in looking at --
21 particularly looking at the African-American family.

22 You have a similar -- not nearly as high, but
23 maybe twice as high in the Hispanic population for the
24 same factors. But in the -- in the African-American
25 population and the families, it's reached tragic public

1 health proportions. And I would like to see us at least
2 consider that. Thank you.

3 SUPERVISOR KUEHL: Thank you, Astrid.
4 Deanne.

5 COMMISSIONER TAYLOR: Unmute, Deanne.

6 COMMISSIONER TILTON: There we go. Thank you,
7 Astrid. That was important. And so I hope that we can
8 keep that in mind and pay attention to that.

9 First of all, I wanted to thank the presenters.
10 Charna, Ofelia, Andrew, really, really excellent.
11 Sometimes when we have these PowerPoints, I get a little
12 bit lost in the -- in the bureaucratic vernacular, but
13 this was -- this was excellent.

14 So I wanted to build on two things. One thing --
15 one of the comments of Romalis, when he asked about the
16 emotional impact of the pandemic on young children. I
17 wanted to comment that, when you have isolation,
18 unemployment, anxiety, a rise in domestic violence, you
19 have a profound emotional impact on very young children.
20 The alcohol issue -- the tragic outcomes of alcohol abuse
21 are clear. Alcohol is flying off the shelves.

22 The other big issue that we really didn't see
23 coming was the opioid addiction and fentanyl. Fentanyl is
24 50 to a hundred times more powerful than heroin. And the
25 coroner medical examiner will tell us that the Covid-19

1 deaths pale in comparison to the opioid overdoses and
2 toxicity.

3 So it's coming. It's coming from the east. It's
4 on the west coast and it's -- it's so complicated because
5 hospitals can't even immediately test for fentanyl. They
6 can test for opioids and alcohol. They have to send to
7 Utah or Minnesota to find out that this child was severely
8 hurt or died due to a fentanyl contact.

9 So I just want to point that out and wonder how
10 we can, in terms of our concern about end users,
11 incorporate this along with the comment that I made at
12 program and planning, our data showed not only the
13 inequities but also the profoundly -- to pay attention to
14 little boys, little under five. Pay attention to their
15 development, certainly as they get older. But if we could
16 impact the -- the preparation for parenting and the
17 spirituality of -- of little boys and in terms of their
18 expectation for kind relationships and -- and parenting,
19 we would make a profound impact on the quality of life for
20 -- for children zero to five and thereafter.

21 Thank you.

22 SUPERVISOR KUEHL: Thank you, Deanne. I have no
23 further questions. Oh. Yes. I do.

24 Romalis, go ahead.

25 COMMISSIONER TAYLOR: I just want to jump in

1 there with my friend, Astrid Heger's, point about kids of
2 color coming into the system. I think our whole family
3 model will support that we need to partnership with these
4 different organizations such as DPSS, DCFS, and all of the
5 organizations that interact with children and families. A
6 lot of these low-income families don't have social support
7 systems to deal with some of the issues. And we have been
8 learning -- we'll get to that in the next presentation --
9 that food equities are so bad, sometimes when the social
10 worker goes into these houses under -- under general
11 neglect, they don't have food in there, especially at the
12 end of the month when they're running out of food. And a
13 lot of it is that people don't know about the social
14 support systems down the street, rather than take their
15 child because we assume they don't -- they're bad parents.
16 It's really about poverty and the lack of knowledge and
17 awareness of social support systems that exist. And that
18 might help stay that by having community partners that
19 will work with the family to get them social support, to
20 help them do that.

21 And then one of the other things that we're
22 trying to do is about teaching the parents skills that
23 they don't have that we don't teach in high school like we
24 should for these people that are going to have children.
25 The end result is they don't know, they don't understand,

1 they don't even know the laws. So majority of it is they
2 run afoul of these systems because they don't know and
3 there's no integration of these social support systems to
4 help them. So you have to go to X to get this, you have
5 to go to Y to get this, and then Z to get this over here.
6 These families don't have the skills and the knowledge to
7 do that. So that's why you have to create systems in the
8 community that can help them do that.

9 We did it successfully with family preservation
10 which we used to have. They call it something else now.
11 I don't know what they call it. But the idea is that you
12 create a system that is continuous that provides these
13 social supports where the community is when you meet them.
14 So the first thing is, if they haven't done some of the
15 things that Deanne Tilton talks about which really puts
16 children in danger, the issue gets to be -- and I'm saying
17 domestic violence is a huge one that people better start
18 paying attention to, especially now. The issue is, if
19 parents are beating up on each other, the children are
20 next. And you can't go in there and say, hey, everything
21 is okay, the children are okay. No, the children are not
22 because they're experiencing it and they're being
23 traumatized by it.

24 And so we need to make sure that we get social
25 supports in there timely and make sure that the parents

1 follow it and learn from it. And we did that and we
2 reduced in the most needed community the number of
3 children coming into child welfare by 50 percent. Where
4 were they? At home with services that help the family
5 learn and get and know where those social support systems
6 are. And that's what we have to do. But we have to make
7 sure that these are quality systems and that they deal
8 with children zero-to-five issues if they're there in that
9 home at that time.

10 SUPERVISOR KUEHL: All right. Thank you.

11 I have a question to Kim and Charna and maybe
12 Craig. Once we adopt this policy agenda, does that then
13 allow our government affairs team to express our support
14 for specific pieces of legislation that fit within these
15 categories and intentions without coming back to the
16 board?

17 MS. BELSHE: Charna.

18 MS. WIDBY-MARTIN: Yes. This is what we use as
19 our vetting platform with Kim's approval. We do this --

20 SUPERVISOR KUEHL: Okay. Good.

21 MS. WIDBY-MARTIN: It's opportunity.

22 SUPERVISOR KUEHL: So the fact that the -- you
23 know, there have been -- there's been some input about
24 what several of us think this includes. I think what we
25 normally do on the board of supervisors is, if our team

1 has any question about whether it fits within the policy
2 agenda, they'll, you know, come back and say, we're going
3 to -- we'd like to join in or express support or et
4 cetera, if there are any questions to the board.

5 The other question is, in terms of actually
6 proposing or sponsoring legislation, do we do that
7 individually or as part of the state First 5? I can't
8 remember if -- if and when we've done that.

9 MS. WIDBY-MARTIN: We do that individually based
10 on analysis with the policy agenda and approval from Kim,
11 and we report it in our monthly report, the positions that
12 we are taking as well. We also --

13 SUPERVISOR KUEHL: Okay. Great.

14 MS. WIDBY-MARTIN: -- through the network and
15 sharing intel and supporting positions as well.

16 SUPERVISOR KUEHL: All right. Great. Thank you
17 very much for the presentation.

18 This is an action item to adopt the policy
19 agenda. Do I have a motion to adopt the policy agenda,
20 please?

21 COMMISSIONER HEGER: So moved.

22 SUPERVISOR KUEHL: And a second.

23 COMMISSIONER TAYLOR: Second.

24 SUPERVISOR KUEHL: All right. It's been moved
25 and seconded to approve the 2021 policy agenda.

1 Linda, do we have any public comment?

2 THE SECRETARY: No public comments for this item.

3 SUPERVISOR KUEHL: All right then. Please call
4 the roll on the motion.

5 THE SECRETARY: Judy Abdo?

6 COMMISSIONER ABDO: Yes.

7 THE SECRETARY: Linda Aragon?

8 COMMISSIONER ARAGON: Yes.

9 THE SECRETARY: Astrid Heger?

10 COMMISSIONER HEGER: Yes.

11 THE SECRETARY: Yvette Martinez?

12 COMMISSIONER MARTINEZ: Yes.

13 THE SECRETARY: Jonathan Sherin?

14 COMMISSIONER SHERIN: Yes.

15 THE SECRETARY: Romalis Taylor?

16 COMMISSIONER TAYLOR: Yes.

17 THE SECRETARY: Marlene Zepeda?

18 COMMISSIONER ZEPEDA: Yes.

19 THE SECRETARY: Sheila Kuehl?

20 SUPERVISOR KUEHL: Yes.

21 THE SECRETARY: Motion is passed.

22 SUPERVISOR KUEHL: All right. Thank you very,
23 VERY much. Item Number 9 is a ten-minute break which we
24 always take because the board needs it and also those
25 keeping records of our meeting need it. So at the moment

1 it's 2:42. We will reconvene at 2:52. Have a nice break.

2 (A brief break.)

3 SUPERVISOR KUEHL: All right. Let us reconvene
4 the hour having arrived. Everybody back at your screens
5 and your chairs, et cetera. And thank you all for being
6 so great about staying muted. It's been the most orderly
7 meeting. And I thank you all very much.

8 We'll move to Item 10, our mid-year revised
9 budget. And I know that both Raoul and Daisy are going to
10 present. Raoul, are you to begin?

11 MR. ORTEGA: Yes. Thank you, madam chair, and
12 congratulations on your nomination.

13 SUPERVISOR KUEHL: Thank you so much.

14 MR. ORTEGA: So just to start, before you look at
15 the mid-year budget amendment for fiscal year 20-21,
16 couple of things to note is that the mid-year was brought
17 to the full budget and finance committee along with the
18 executive committee Tuesday. And we had a very good, you
19 know, representation -- representative at those meetings.
20 So the presentation for today is scaled back, but we will
21 still be providing you some information that sounds
22 familiar from what we brought to you on Tuesday.

23 The mid-year is a process that we go on an annual
24 basis. Usually between December and the end of February,
25 we go through the process. We will be bringing the actual

1 mid-year as an action item for consent.

2 We use a mid-year process mainly for several
3 things. Number one is to really true up what are
4 expenditures and what are revenue. And for being a
5 transitional year from one strategic plan to our new
6 revised strategic plan, it is a great opportunity for us
7 to see where the work is going, where the work is heading,
8 and a great opportunity for us to align those expenditures
9 appropriately.

10 We also use this process as an opportunity to set
11 the stage for the development of the 21-22 budget process.
12 So it is a good starting point for us to build upon.

13 As I said earlier, we mainly look at our
14 expenditures. And one of the things that I really want to
15 call out is the significant change that you see within
16 this proposed mid-year is around resources that we
17 originally budgeted for to support Covid related costs and
18 expenditures. And really this is just to support our
19 contractors and grantees and our partners across the
20 county to see where there's opportunity for us to support
21 them in a meaningful way to address the pandemic.

22 Going through our process, we did realize that
23 there are some resources that were already built within
24 the existing program budget. So we identified that these
25 are some resources that we can pull back and put back into

1 the general fund. So that's exactly what's really driving
2 a lot of the reductions around our emerging opportunity
3 category.

4 And then just reflecting back on our meeting
5 Tuesday, I really want to take an opportunity to take
6 advantage of what Commissioner Taylor said, and that was
7 to shine some light where we see success. And you'll see
8 within this mid-year we are bringing roughly \$2.9 million
9 of new revenue. First 5 LA was in the position to receive
10 new funds related to First 5 California and to support our
11 ACEs program. And as we see, you know, yes, it's a big
12 win to be able to identify that we're getting new money
13 that's not Prop 10 dollars. But really where the win is
14 and where the success for it is the alignment and the
15 success story around our implementation of our revised
16 strategic plan.

17 That's (audio distortion) when we look at
18 strategic priority 4 organization effectiveness and where
19 in 4.2 of our strategic plan we really call out whenever
20 there's an opportunity to maximize our revenue and build
21 sustainability, that is our charge. And that is a great
22 success for us to really highlight.

23 And you'll see that within this year's proposed
24 20-21 mid-year budget and reflected in the presentation
25 that Daisy will provide you.

1 So I will now pass it to Daisy to provide you
2 with a revised presentation.

3 MS. LOPEZ: Thank you, Raoul. Good afternoon,
4 commissioners, staff, and guests.

5 Today, as Raoul noted, we will be discussing the
6 proposed mid-year adjustments to the fiscal year 20-21
7 budget at a high level. As Raoul just mentioned, a more
8 detailed presentation was shared and discussed earlier
9 this week with members of the board and budget and finance
10 commit. And we would like to note that, although our
11 presentation is fiscally focused, these adjustments in
12 this process is reflective of the strategic priorities
13 that guide our work, including sustainability, which is a
14 strategy included in our 2020-2028 strategic plan.

15 So we will share a little more information around
16 additional revenues this is year which allows us to expand
17 some of the programmatic work in some key areas such as
18 early child development, trauma-informed care, and home
19 visiting.

20 And, additionally, although we recently adapted
21 our organizational structure to align and promote our
22 organizational effectiveness strategic priority, the
23 information shared today will be aligned with the
24 organizational structure used to develop the original
25 20-21 budget. So we will begin to align our budget

1 framework to the revised structure with the development of
2 the 21-22 budget, which is currently underway. And we
3 will be previewing some of the key budget touch points
4 with the commission and committees related to the new
5 budget development following this presentation.

6 So today's mid-year overview will briefly address
7 the key budget adjustment themes, key commission budget
8 touch points, mid-year purpose and process, as well as
9 summary of the board-approved policy for this process, a
10 high-level assessment of the mid-year adjustment impact to
11 the overall fiscal year 20-21 budget, including a
12 high-level overview of program and operating adjustments
13 and update on our revenues. And we'll close with the next
14 steps in this process.

15 So we begin with some of the key themes driving
16 this year's adjustments. As the chair noted in her
17 opening remarks, it has been a weird and disruptive year.
18 And we certainly see that reflected in our mid-year
19 revised budget. The pandemic has impacted activities
20 proposed for fiscal year 20-21, not with augmentations to
21 respond to the various needs triggered by the pandemic and
22 increases due to obstacles and challenges posed the by the
23 pandemic in executing activities as initially expected.

24 Another highlight is that much of the proposed
25 increase to the 20-21 budget is driven by external funds

1 and corresponding expenditures received after the 20-21
2 budget was approved. So we have received more money and
3 are adjusting to the budget to reflect these additional
4 funds and corresponding costs. Again, this is in line
5 with our strategic plan priority of long-term
6 sustainability through alternative non-Proposition 10
7 revenues. We hope to see this trend continue in future
8 years as we continue to seek funds and partnerships that
9 will allow to us carry out the work needed to achieve our
10 north star.

11 Additionally, the net downward adjustment is
12 largely the result of a \$2.8 million downward adjustment
13 to a the programmatic emerging opportunities fund, which
14 was adjusted to reflect that Covid-19 relief resources
15 were drawn from the individual program budgets.

16 We will see and discuss these themes further as
17 they arise throughout the presentation.

18 So as is reflected in this graphic, the key
19 commission periods related to the budget development begin
20 in May when the fiscal year budget from the following year
21 is presented to the commission as an information item
22 followed by the presentation of fiscal year budget as an
23 action item for approval sometime in June.

24 So today we are presenting proposed adjustments
25 to the 20-21 budget as an information item, and item will

1 return to the board next month as an action item for
2 approval on consent.

3 As you see indicated by the starred items, due to
4 some logistical challenged posed by Covid-19, this fiscal
5 year's budget was presented to the board as an information
6 item in June with action taken in July 2020. But we do
7 hope to resume our normal touch points in the coming year.

8 So we would like to briefly remind you of the
9 purpose and process that are driving the mid-year
10 adjustments. The purpose of the mid-year adjustment
11 process is an opportunity to refine both the program and
12 operating budget estimated based on new developments since
13 the budget was originally developed several months prior.
14 It's also an opportunity to communicate changes to the
15 revenue.

16 The adjustments to the 20-21 budget include both
17 increases and decreases to spending based on additional
18 analysis, actual spending rates, and updated needs
19 assessment for the remainder of the fiscal year. Our
20 process also adheres to the guardrails outlined by
21 existing budgetary board policies. So consistent with
22 these policies, we are required to bring any and all
23 program budget changes to the board for approval.

24 Also consistent with our policy, we are required
25 to bring all operating budget line item adjustments of

1 \$25,000 and over to the board for approval. And based on
2 these parameters, the fiscal year 20-21 mid-year revised
3 budget will be presented to the board for approval.

4 So moving on to the changes and impacts to our
5 budget. This table reflects the results of the proposed
6 mid-year adjustments at a high level, the net outcome of
7 which is a downward adjustment of approximately \$444,000
8 in anticipated expenditures. The overall adjustment to
9 the 20-21 budget is driven by changes in spending across
10 various program initiatives and operating line items.

11 Adjustments to the operating budget represent
12 movements of funds between line items and cost categories
13 based on updated assessments of need for the remainder of
14 the fiscal year. The net result of which is lower than
15 originally anticipated spending with a net downward
16 adjustment to the overall operating budget.

17 The adjustment to the 20-21 budget is driven by
18 shifts in spending across various program initiatives, but
19 is primarily the result of receiving nearly \$3 million in
20 additional non-Proposition 10 funding from First 5
21 California and ACEs Aware, which was approved by the board
22 following the approval of the 20-21 original budget. So
23 funding from First 5 California will be used to support
24 strategic priorities within ECE and families. And funding
25 from ACEs will support our work within the health systems.

1 This upward adjustment related to the additional
2 funds and corresponding costs is largely offset by a
3 downward adjustment to the emerging opportunities fund to
4 adjust and capture the Covid-19 support funds that were
5 drawn from the individual budgets within the 2020-2028
6 strategic plan budget instead of emerging opportunities
7 fund.

8 The overall increase to the program budget is
9 0.04 percent. And with a 2.1 percent downward adjustment
10 to operating, the net effect translates to an
11 approximately .4 percent net change -- 0.4 percent net
12 change to the overall fiscal year 20-21 budget.

13 So additional information and context related to
14 the program budget adjustments are documented in the
15 mid-year memo, as well as attachments 1A and 1B included
16 in today's materials.

17 So this table further illustrates the breakdown
18 of the emerging opportunity fund adjustment that I just
19 noted. To provide a little more context, this centralized
20 funding intended to support emerging opportunities or
21 needs was augmented at the time of budget development to
22 include additional emergency Covid-19 response resources.
23 And as I just mentioned, this project line was adjusted to
24 reflect that the Covid-19 response funds were applied
25 against the individual program budgets, and the additional

1 resources would not be needed in this area of the budget.
2 The remaining \$215,000 budget will be used to offset any
3 unforeseen needs to the coming year.

4 So turning to our operating estimates. As
5 mentioned earlier, the downward adjustments across nearly
6 every operating cost category resulted in a net decrease
7 of roughly \$489,000 to the overall budget, chiefly
8 influenced by the Covid-19 pandemic. Acknowledging that
9 there were a number of employment separations in the first
10 half of the fiscal year, no adjustments were proposed to
11 the personnel related expenses during the mid-year
12 adjustment process since an analysis of year-to-date and
13 anticipated costs determined that, due to severance
14 payments made to the separating employees, no adjustments
15 would be required at mid year.

16 The greatest impacts to the operating budget are
17 within the operating expenses and travel expenses cost
18 categories, which were adjusted to capture staff's
19 extended telework situation as well as a restriction of
20 business-related travel for the remainder of the fiscal
21 year. So, again, additional details can be found in
22 attachment 2 included in today's materials as well as the
23 accompanying remote.

24 Additionally, just to note, as a result of the
25 reductions in both program and operating costs, there was

1 a resulting decrease to the administrative limit, and this
2 is the limit approved by the board, which resulted in a
3 decrease from \$14.3 million to \$13.8 million as part of
4 the revised mid-year budget.

5 illustrated this table is a summary of changes in
6 anticipated revenue for fiscal year 20-21. Our
7 Proposition 10, Proposition 56 backfill revenues are
8 grounded in projections received from the California
9 Department of Tax and Fee Administration, which is
10 commonly referred to CDTFA. However, we amended the total
11 to capture an internal two percent downward adjustment to
12 account for the trend in revenue shortfalls and lack of
13 consistency and clarity related to the methodology to
14 calculate disbursements.

15 So the first estimate column in this table
16 reflects the total projected revenues for fiscal year
17 20-21 as shared in the long-term financial plan back in
18 July 2020 for a total of just over \$76 million.

19 The second revenue estimate column reflects the
20 revised estimated revenues with the projected increase to
21 Prop 10 and Proposition 56 funding per the latest
22 projections from CDTFA as well as additional -- as well as
23 additional funding from First 5 California and the ACEs
24 Aware funding totally nearly \$3 million received and
25 approved by the board after the approval of the fiscal

1 year 20-21 original budget for a revised total of
2 82.1 million in projected revenues for fiscal year 20-21.

3 This represent a roughly \$6 million increase in
4 anticipated revenues for fiscal year 20-21. These funds
5 and corresponding expenditures were not captured in the
6 original budget due to the timing of receipt of funds. We
7 are highlighting these funds since we are using the
8 mid-year process to reconcile and align earlier 20-21
9 board action to this year's revised budget.

10 Our next step in this process is to submit these
11 adjustments for final approval on consent at month's March
12 11th board meeting. We will be using the revised 20-21
13 budget to update the estimates in the long-term financial
14 plan revisions which will be presented to the board
15 concurrent with the budget process. Additionally, we will
16 use the updated information on actual spending levels to
17 evaluate and inform the development of the 21-22 budget
18 which is currently under development.

19 And that concludes this presentation. We thank
20 you for your time.

21 SUPERVISOR KUEHL: All right, Ms. Lopez. Thank
22 you very much. That was quite complete. I know a number
23 of people have already been through this in previous
24 presentations. No one has texted me that they have
25 questions about it.

1 Kim, was there anything you wanted to add,
2 anything you thought was important for us to know in
3 addition to the material presented?

4 MS. BELSHE: I think the team did a nice job. We
5 actually have our pompoms up on the receipt of non-Prop 10
6 revenues and commend -- commend the team, Christina and
7 her team, and our finance folks across the board in terms
8 of realizing those important and much needed dollars.

9 So good -- good -- good job to all. And grateful
10 to the board's time and attention.

11 SUPERVISOR KUEHL: All right. Thank you.

12 Linda, was -- were there any requests for public
13 comment?

14 THE SECRETARY: There are no public comments for
15 this item.

16 SUPERVISOR KUEHL: All right. This item is for
17 information only, so we don't require a motion or a vote.
18 And I believe that indicates that we can move on to Item
19 11. And I think Lee is going to present Item 11. And
20 there's also a PowerPoint for that.

21 So I think over to you, Lee, for Item 11.

22 MS. WERBEL: Thank you, Commissioner Kuehl. And
23 good afternoon, commissioners, staff, and guests. I hope
24 can you hear me. Today (audio distortion) -- sorry. Is
25 there an echo?

1 Today we want to preview a series of Best Start
2 learning sessions. And before we move on, I would like to
3 acknowledge Victoria Vargas who is behind the scenes as
4 our community -- communities team coordinator moving the
5 slides for me. So thank you, Victoria. And we can move
6 to the next slide.

7 The objective for today's discussion is one
8 point. And that is really like a trailer of coming
9 attractions. We're previewing the upcoming regional
10 specific discussions that are going to take place at three
11 -- at the next three program and planning committee
12 meetings. And at those meetings, we want to share how the
13 -- how the best -- the work in the Best Start regions
14 aligns with our strategic plan. We want to highlight each
15 region's systems change work. We want to -- we want to be
16 able to share the progress in the -- in the regions at the
17 local level. And we also want to ask for the board's
18 input and feedback from the sessions to help inform the
19 development of our team budget for next year.

20 So for the next slide, there are a few key
21 milestones that we want to note in the evolution and
22 growth of Best Start. And that is, starting in 2009,
23 First 5 LA launched our Best Start initiative with Para
24 Los Niños serving as the pilot and providing direct
25 operational support to one community. And in the

1 following year, an additional 13 communities were included
2 with First 5 LA providing direct operational support to
3 those 13 communities.

4 And then in 2017 the board approved the new
5 structure. And this was based on a comprehensive
6 community planning process transitioning the work into
7 five regions consisting of the 14 geographic areas and
8 supporting the emergence of regional and local networks of
9 parents, community members, residents, leaders and
10 organizational partners. This shift to networks
11 recognizes the critical roles that networks play in
12 developing, uplifting, and sustaining systems change. And
13 the shift also reflected a transition for First 5 LA as
14 the operating -- or operator of a program, operating
15 funder to more of a catalyst and convener.

16 And then in 2018, the board approved the five
17 regional network grantees as listed on slide six.

18 So we can go to the next slide which is really
19 talking about Best Start and the strategic plan. And this
20 slide is our pathway for systems change and it reflects on
21 one page the journey of our refined strategic plan. And
22 as outlined in the strategic plan, First 5 LA supports the
23 strengthening of public and community systems, advancing
24 and building on community experience, and expanding
25 influence and impact with data in 14 geographic areas in

1 LA County which is Best Start.

2 And with the goal of Best Start to catalyze,
3 strengthen, elevate, and scale empowering and innovating
4 approaches generated by communities that improve the lives
5 of young children and families and their communities, Best
6 Start has evolved to be more reflected in and aligned with
7 our strategic plan.

8 So just a couple of examples in looking -- excuse
9 me. Just a couple of examples of what you can look
10 forward to hearing about in the discussions. If you look
11 at strengthening and public community systems, over the
12 next couple of months, we're going to be sharing how our
13 Best Start partners are working with large public systems,
14 such as the Department of Public Social Services and LA
15 Metro and various cities.

16 And then in regards to advancing and building on
17 community experience, this is about connecting,
18 maximizing, and coordinating public resources,
19 relationships, and local assets and relationships within
20 the Best Start geographies. And these 14 Best Start
21 geographies in the five regions really provide an
22 opportunity to see the value and impact of weaving these
23 key resources and infrastructure to advance the local
24 issues and solutions.

25 So -- move to the next slide. Sorry.

1 So overall, the work of the regional network
2 grantees is to really cultivate community voice,
3 leadership, and power to advance systems change. And how?
4 What are the areas of focus for these RNGs? There's three
5 main areas. The first one is about building partner
6 relations and growing the network. It's about fostering
7 collective and coordinated action between residents and
8 organizational partners. So you'll hear again in the
9 discussions about the increased community engagement with
10 public systems such as Metro LA and the expansion of the
11 via project with LA Metro and the Antelope Valley Resource
12 Infusion Project as examples. Excuse me.

13 And then the second one is about developing
14 leadership and building the capacity of the network.
15 This is about increasing parent and resident engagement
16 and leadership in strengthening the local organizational
17 partner's capacity all to contribute to community-centered
18 systems change efforts.

19 So the learnings that we'll be sharing over the
20 next couple of months will also highlight how the work and
21 -- has adapted and evolved in the regions in response to
22 Covid-19, how community organizations have stepped into
23 new leadership roles on behalf of community members, and
24 how community members have started to see themselves as
25 systems change agents, how they can impact the systems

1 around them.

2 And then lastly, sustainability. This is about
3 leveraging external funding sources and capacity
4 strengthening for residents and organizations to sustain
5 this work in the long term. An example of this is the
6 RNGs recently jointly successfully applying for a
7 California Family Resource Center grant.

8 And then the next slide is a listing -- is a
9 listing of regions, the communities included, and the
10 regional network grantee. So that's as a reminder.

11 We can move to the next slide. And we want to
12 talk about what -- what is the point of the deep dive. So
13 what is the purpose, what's the format, and how -- how is
14 this going to be helpful. The purpose is very simply to
15 engage the board on a progress in the five regions. We
16 want to bring forward some key themes, insights, and
17 challenges, including unique issues and community
18 priorities with a focus on community engagement, elevating
19 community voice, and impacts due to Covid.

20 But there are some other issues that are common
21 across Best Start communities requiring an integrated,
22 countywide approach, and the built environment,
23 specifically food insecurity, is one such example. So as
24 part of the updates about the regional work, the February
25 PPC meeting will include a presentation on the learnings

1 from our partnership with the Department for Public Social
2 Services to understand the challenges and barriers that
3 communities and families in the Best Start communities
4 encounter in accessing CalFresh benefits.

5 And just as a note, Attachment A that is in your
6 packet gives an outline -- an example outline of one of
7 the regional deep dives, and Attachment B summarizes
8 community priorities and how these priorities have adapted
9 and evolved due to Covid.

10 And then, lastly, we really are looking to the
11 board and asking for your input during -- and feedback
12 during the sessions. And this will help us as we develop
13 the 21-22 team budget.

14 And then the next slide, which is really to show
15 that both qualitative data, the stories, the interviews,
16 the RNG semiannual progress reports, and the quantitative
17 data specifically or, for example, are own indicators
18 report will help inform the discussions.

19 And then the next slide in terms of next steps.
20 Back in October, Antoinette, who was the director of
21 communities and brought great leadership, passion, and
22 commitment to the communities team and our effort and who
23 is now the chief learning officer for the Office of Equity
24 Strategy and Learning, along with Kim Hall who is now the
25 chief data officer for the Office for Data for Action,

1 highlighted the broader learning generated from the Best
2 Start learning agenda. And they also outline
3 considerations for adapting and refining the learning
4 agenda to reflect changing priorities and context that is
5 consistent with our refined strategic plan.

6 And in that regard, a request for proposals will
7 be released in late February or early March to hire a
8 contractor to support the refinement and implementation of
9 the Best Start learning agenda, as well as to design and
10 conduct research and learning activities that will be
11 guided by the agenda.

12 And also our last -- I just want to mention that
13 First 5 LA staff and representatives from various partners
14 and community members will present the updates at the
15 February, March, April PPC meetings as listed here. And
16 on slide 12, we have a list of presenters scheduled to
17 date.

18 And then with that, I think we want to open it
19 up. Those are my remarks. And we just wanted to get a
20 sense of your overall reflections and any questions as we
21 move into these deeper conversations later this month.

22 SUPERVISOR KUEHL: Thank you, Lee. While the
23 commissioners are thinking about whether they have some
24 comments and discussion, I know that many of us have
25 talked over the course of the last year about how

1 interested we are in the Best Start regions' work and many
2 times, you know, connected to it in one place or another.
3 And I wonder whether there is a way -- and I -- I don't
4 know whether this would work or not, that other -- other
5 Best Start regions can see and hear the presentations.
6 For instance, in February where we're hearing about Best
7 Start Region 1, if the other four regions are interested
8 in their work, or do they already have the kind of
9 connections so that they get sort of a report on what each
10 of them is doing? I don't -- I don't know whether that
11 would be possible, but what do you think?

12 MS. WERBEL: Would I have -- my first answer
13 would be, I think that would be possible because we have a
14 listening-in mechanism for our meetings. So that's number
15 one. But also we have a community of practice for the
16 regional network grantees, and they gather on a periodic
17 basis to go over practices and learnings. So that's not
18 the community themselves with all the participants, but
19 that definitely is key partners.

20 SUPERVISOR KUEHL: Yeah. The reason I ask is
21 because in my own work I have, for instance, three
22 different district offices. And although they do meet
23 occasionally, they each send me a report at the end of
24 each week about kind of what came up and what they did and
25 what they're facing. And I've taken to sharing that with

1 everyone on the staff so that they can see across our
2 various geographies and -- because even in one
3 supervisorial district, you know, there's two million
4 people. So it has quite a sweep.

5 Simply interested, you know, just to think about
6 whether it -- it's a good idea or not or -- or a doable
7 one to make it possible to share.

8 I have a question from Romalis and then Marlene.
9 Romalis, go ahead.

10 COMMISSIONER TAYLOR: Okay. First of all, Lee,
11 Kim, and your team, thank you. This is much better. This
12 literally lets us know that something is happening at the
13 -- at the commission level. I want to thank you for the
14 attachments and also as enlightening of what you're doing.

15 I want to add things that I think we need to do
16 that are consistent with our strategic plan. You need to
17 add to your Attachment A an item 7, zero-to-five impact
18 outcome preserved for our kids, and any questions that we
19 need to have around that as it relates to this project. I
20 think this ties back when people get to see what we're
21 doing and say, what does this have to do with children
22 zero to five. You have to make that connection for the
23 greater community.

24 I agree with the madam chair, you need to connect
25 to the board offices that are out there. As I mentioned

1 before, there's great need out in Antelope Valley. And
2 when you start talking about it -- and I'm not talking
3 about the high-end people. I'm talking about the people
4 with low incomes where they really need our help.

5 So when you start looking at that, that's a whole
6 different look. And you need to connect with the board to
7 see what happens because they do have a lack of resources.
8 I totally agree with the community. It's like a resource
9 desert for those people when these low-income people are
10 trying to get help to help them and their families. So I
11 want to do that.

12 And then in your chart B, we need to know -- have
13 a statement somewhere, because I know you have information
14 but you haven't shared it yet, about how this -- show how
15 this is impacting children zero to five in these various
16 areas and the categories. Because, if we don't, then the
17 connection and the linking and alignment with what we're
18 supposed to be doing and underlining is not there, as well
19 as, at some point, you said you were going to give us some
20 data, whether it be hard data or data that is not as hard
21 as we would like to see it but are more ethereal in a
22 sense that it's information that says, this is what's
23 happening, this is what we found, but it's not validated
24 in statistics, and that's okay. Because what we want is
25 to see what is the change and the dynamics. So the data

1 has to be there somewhere and in that dynamics, as well as
2 validating what we're doing because, if this whole family
3 concept plays out in this, to integrate that concept as a
4 part of this dynamics as well, because it's playing out.
5 The people are clearly telling you what the needs are in
6 -- as a result of this pandemic and how it's devastating
7 them. And the question I get and have is, what are we
8 planning for the transition back to bringing them back if
9 we -- if we are not doing that at all across all these
10 programs and ideas and concepts of the strategic plan
11 because we need to plan for how do we transition back to a
12 normalcy or something like that.

13 You know, I think we have done some things to do
14 that, but we are not really owning that. Because, in the
15 planning, one of the things that I highlighted for the
16 executive director, she whether knew it or not, was
17 already planning for the transition because she didn't
18 destroy the foundation of these organizations that support
19 the community by taking money out of their pocket so they
20 can sustain themselves in this crisis. So that is
21 sustainability when you look at it in the long run because
22 they're still there and they're still trying to help the
23 community and they will be there when we go back to
24 normalcy and what does that look like.

25 So I want to really say thank you for this. This

1 is really much better and give me a greater sense of hope
2 that we are really doing something and making change and
3 making a difference.

4 Thank you.

5 SUPERVISOR KUEHL: Thank you, Romalis.

6 Marlene.

7 COMMISSIONER ZEPEDA: Thank you, Sheila. Thanks,
8 Lee, for the presentation.

9 I'd like to pull back and make some more
10 high-level comments about Best Start because it's -- one
11 of our longest-going investments. We're looking at 12
12 years. So I appreciated that history. I think it's
13 important to -- for the -- just to remind commissioners of
14 what a place-based initiative is and what collective
15 impact means over an extended period of time; that this is
16 not an easy fix, if you will, and that the project has
17 evolved from its beginning to where it is now with the
18 regional hubs. So I think that's important just to kind
19 of keep that in mind, and also to talk about how having
20 Best Start has interfaced or interconnected with other
21 initiatives from First 5 LA. Because, you know,
22 Commissioner Taylor always says, well, shine the light,
23 shine the light on the good work that we're doing. And
24 you can see these real linkages between even how maybe
25 some of the county offices may count on First 5 to connect

1 them to the communities or vice versa. And so that needs
2 to be acknowledged, I think.

3 And then that goes to the question I have. And I
4 -- maybe you can't answer this. Excuse me. My phone. My
5 phone went off. The group that you're hiring to do
6 lessons learned, this is something that's come up
7 repeatedly in terms of trying to document the
8 effectiveness or what -- what's going on with Best Start,
9 and that is a mix-method approach to understanding the
10 outcomes. So qualitative and quantitative research I
11 think is merited in -- in that. And I'm hoping that
12 that's going to be part of the RFA or is part of the RFA
13 that you guys have going out there.

14 So there's a lot I think of possibly indirect
15 consequences, unintended consequences that are positive
16 for Best Start that we need to capture and articulate and
17 -- and so that communities know what's going on because I
18 think -- I think oftentimes the communities, you know,
19 they go, First 5, what are you guys doing and what's that
20 and what is a Best Start community, and that kind of
21 thing. So I think the -- the drill downs that you're
22 going to do for the -- the program and policy committee
23 are going to be very important and I look forward to them.

24 So thanks, Lee.

25 COMMISSIONER TAYLOR: Can I add something to

1 that? I think she's dead on. We need to publicize that
2 in our newsletter, some of the great work that's being
3 done. We don't own what we're really achieving. And that
4 qualitative data or actual information that shows the
5 success of the program is important.

6 SUPERVISOR KUEHL: Okay. Good addition.

7 I have no further requests for comment or
8 questions. Thank you.

9 Lee, thank you very, very much. We're all
10 looking forward to these presentations. I think we all
11 have a rot of pride and hope and, you know, faith in the
12 Best Start programs and looking forward to learning more
13 about what's going on.

14 So given that, this is also an information item
15 just to let us know what is coming up in the PPC meetings.
16 I don't want to put you on the spot, Lee, or maybe Linda,
17 but can you remind the commissioners of the dates of those
18 three meetings because I think it's always good for us to
19 know. If you don't -- if you have them right at hand or
20 if you want to come back to it.

21 Lee, do you know?

22 MS. WERBEL: February 24th I think --

23 MS. BELSHE: 25.

24 MS. WERBEL: 25. And then I think March 21st. I
25 don't have my calendar.

1 MS. BELSHE: March 25th. And April 29 -- no.
2 No.

3 MS. WERBEL: 22.

4 MS. BELSHE: We're going to send this around to
5 confirm.

6 SUPERVISOR KUEHL: All right. That's good. I
7 just want people to be able to kind of look at it in their
8 calendars because I think there's going to be a good deal
9 of interest among all of the commissioners.

10 So thank you. We'll receive that information.

11 And speaking of calendars, I neglected to call to
12 your attention that, as part of Item 10, there is a budget
13 calendar that was 10 B, which was also for information
14 only but wanted to make sure that you saw what would be
15 happening in the various months of this year related to
16 our budget between now and, I think, June. So that was
17 part of Item 10, wanting to call to your attention.

18 So we finished our regular agenda.

19 Linda, is there any request for public comment on
20 items not on the agenda?

21 THE SECRETARY: I do have one public comment from
22 Timothy Graves.

23 Today, my son had all he could take. High school
24 student limited to online classes. He has gone from a
25 straight A student to one failing class; from a quiet,

1 consider young man to one who is so agitated, he cannot
2 speak about his trapped and isolated situation. He is so
3 angry with the Department of Health and the LA Board of
4 Supervisors for failing to get him back to in-person
5 classes. He knows they could follow state guidelines and
6 CDC guidelines and not put him and his classmates through
7 so much emotional and social trauma. And it is trauma to
8 hear him crying alone, to know that has much mental health
9 assistance that we can find is not getting him to the
10 point of turning the corner, to know that drug
11 prescriptions are not helping.

12 I fear for his life. We read about the student
13 suicides in Nevada. There are certainly unpublicized ones
14 in LA County. More will surface in the future.

15 You are putting the burden of appeasing random
16 and irrational community members on the backs of our
17 children. It is breaking them. We cannot deny the
18 reports of increased major depression, suicidal, failing
19 grades, increase drug and alcohol use, et cetera.

20 Ms. Rivera has praised the schools for low
21 transmissions and must acknowledge the signs showing that
22 transitions are rare in a prepared school setting. Also
23 with the positive cases at schools, hospitalizations and
24 deaths are rare. I know that it could happen as we are
25 reminded constantly by teacher unions to press so

1 stringently to not reopen schools. They are well
2 represented. Now we need equal representation for our
3 children. We are any crisis. My family is in a crisis.
4 And those of you in the LA Department of Public Health and
5 the Board of Supervisors must no longer turn a blind eye
6 on our children. It is dead wrong.

7 And that's all have I for public comments today.

8 SUPERVISOR KUEHL: All right. Thank you.

9 That brings us to the end of our agenda. Is
10 there anything that any commissioner wishes to add,
11 something not on the agenda or something on their minds?

12 Hoping that you're all taking very good care of
13 yourselves. We are slowly, slowly going to see some light
14 at end of the tunnel we hope. And I thank you all. Thank
15 you, Kim, and your entire staff for the work that they've
16 undertaken during this entire passed year. And thanks to
17 all commissioners for everything you're doing, not only as
18 a First 5 commissioner but in all of the rest of your
19 lives.

20 So given no other requests for comments, I wish
21 to say that it's a great pleasure to hear you all and I
22 hope that you will take care and see you at the next
23 meeting. This meeting --

24 MS. BELSHE: Thanks, commissioners. Thanks,
25 everyone.

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SUPERVISOR KUEHL: This meeting is adjourned.
(At 3:40 p.m. 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 25th day of February 2021.

DocuSigned by:

Heatherlynn Gonzalez

AE10E8980664405
CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the months ending December 31, 2020 and January 31, 2021.

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

DISCUSSION:

December 31, 2020

First 5 LA began the month of December with a cash balance of \$340.4 million. During the month of December 2020, we received \$5.9 million in revenues. We had \$7.7 million in program expenditures, and \$2.0 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$336.5 million.

January 31, 2021

First 5 LA began the month of January with a cash balance of \$336.5 million. During the month of January 2021, we received \$20.7 in revenues which include Proposition 56 backfill for FY 2019-20 in the amount of \$18.2 million and \$2.0 million in tobacco tax. For January, tobacco tax allotment is lower than previous months due to Prop 10 requirement to backfill Prop 99. We had \$5.2 million in program expenditures, and \$1.8 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$350.2 million.

This report includes detailed financial information for the months ending December 31, 2020 and January 31, 2021. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- **Revenue and Expense Statement:** Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- **Balance Sheet:** Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of December 31, 2020 and January 31, 2021.
- **Detailed operating and program expenditures:** Shows expenses against the FY 2020-21 Budget approved on July 9, 2020, concluding with a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
December 31, 2020, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of November 30, 2020	\$ 340,367,327	
Revenue		
Monthly State Allotments	\$ 5,645,615	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	271,579	
Investment Income - Other	-	
Total Revenue	\$ 5,917,195	
Expenses		
Program Budget (Attachment A)		
2020-2028 Strategic Plan	\$ 7,446,493	
Legacy Investments	289,265	
Total Initiative/Program Expenses	\$ 7,735,758	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,761,900	
General Operating	130,139	
Consultant Services	109,161	
Professional Services	22,213	
Travel Expenses	-	
Professional Development	1,302	
Capital Improvements	36	
Total Operation and Administration	\$ 2,024,751	
Total Expenses	\$ 9,760,509	
Variance (Revenue - Expenses)	\$ (3,843,314)	
Cash Balance as of December 31, 2020	\$ 336,524,013	(2)

NOTE:

- 1) Tobacco tax revenue for October 2020.
- 2) Cash Balance excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2019-20 BUDGET
DECEMBER 31, 2020, UNAUDITED

INITIATIVE/PROGRAM	FY 2020-21 BUDGET	DECEMBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2020-2028 STRATEGIC PLAN				
Strategic Plan Priority Outcome Areas				
Families	37,631,000	4,666,109	13,515,975	24,115,025
Communities	20,200,000	482,860	3,158,079	17,041,921
Early Care & Education Systems	18,791,000	858,066	3,126,168	15,664,832
Health-Related Systems	5,768,000	409,433	610,561	5,157,439
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	1,515,000	164,697	523,853	991,147
Communications & Marketing	5,748,000	692,461	1,844,315	3,903,685
County Partnerships	315,000	-	150,000	165,000
Strategic Partnership-Cross-Cutting Funder Partnership	692,000	-	117,850	574,150
Strategic Partnership-Grantmaking Memberships	41,000	-	34,730	6,270
Community Engagement and Advocacy	207,000	-	9,999	197,001
Integration & Learning				
Communities of Practice	114,000	-	-	114,000
Data Development and Integration	752,000	133,739	135,299	616,701
Data Partnership with Funders	850,000	-	-	850,000
Dissemination	20,000	-	-	-
Impact Framework	325,000	14,505	43,426	281,574
Knowledge Management	80,000	-	-	80,000
Learning Plan Development	100,000	-	-	100,000
Program Evaluation	2,082,000	24,623	238,536	1,843,464
Staff Capacity Building	75,000	-	-	75,000
Subtotal 2020-2028 Strategic Plan	95,306,000	7,446,493	23,508,791	71,702,209
LEGACY INVESTMENTS				
Baby Friendly Hospitals	48,000	-	21,200	26,800
Little by Little/One Step Ahead	3,105,000	289,265	838,474	2,266,526
Subtotal Legacy Investments	3,153,000	289,265	859,674	2,293,326
Emerging Opportunities Fund	3,000,000	-	-	3,000,000
TOTAL	101,459,000	7,735,758	24,368,465	73,995,535

The FY 2020-21 program budget was approved by the Board of Commissioners on July 9, 2020.

NOTES -PROGRAM EXPENDITURES BY FY 2020-21BUDGET:

Journal entries for FY 2019-20 accrued expenses were reversed in July 2020. The amounts reported are the actual program expenditures for December 2020.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 DECEMBER 31, 2020, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
December 31, 2020, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	DECEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2020-21 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,417,431	7,199,534	13,722,800	6,523,266
Fringe Benefits	344,469	1,735,997	4,081,895	2,345,898
Total Personnel Services	1,761,900	8,935,530	17,804,695	8,869,165
General Operating Expenses				
ADP Payroll Charges	3,670	15,454	40,000	24,546
Workers Compensation Insurance	-	60,927	75,000	14,073
Utilities	23,808	59,811	145,000	85,189
Corporate Insurance	-	100,278	90,000	(10,278)
Mileage, Parking and Other Transportation	-	256	43,370	43,114
Telephones	2,544	20,186	70,000	49,814
Cell Phones & Mobile Devices	9,200	59,300	116,100	56,800
Outside Printing & Publishing	-	202	3,600	3,398
Other Supplies	-	-	10,250	10,250
Postage & Delivery	887	2,874	13,200	10,326
Educational Supplies	-	206	2,900	2,694
Office Supplies	1,738	8,085	77,870	69,785
Subscriptions & Publication	45	1,694	25,440	23,746
Equipment-Rents & Leases	1,113	9,253	27,000	17,747
Building Repair & Maintenance	26,852	55,673	150,000	94,327
Equipment Repair & Maintenance	-	-	12,000	12,000
Offsite Storage	14,321	23,466	25,000	1,534
Hardware & Software Maintenance	45,757	71,209	470,730	399,521
Miscellaneous/Contingency	-	-	259,000	259,000
Internal Meeting	206	1,136	125,800	124,664
Divisional Capacity Building	-	2,100	75,000	72,900
Total General Operating Expenses	130,139	492,109	1,857,260	1,365,151
Consultant Services				
Consultant Fees	62,053	184,123	1,435,725	1,251,602
Other Professional Fees	47,108	130,777	350,500	219,723
External Reviewers	-	-	3,000	3,000
Total Consultant Services	109,161	314,900	1,789,225	1,474,325
Professional Services				
Audit	-	49,500	90,000	40,500
Legal Fees	20,170	58,472	150,000	91,528
Professional Dues	549	72,889	126,718	53,829
Staff Recruitment	-	199	10,000	9,801
Commission Stipends	-	9,750	25,000	15,250
Web-Based Services	1,494	8,603	48,000	39,397
Bank & Other Service Charges	-	5,302	35,000	29,698
Total Professional Services	22,213	204,715	484,718	280,003
Travel Expenses				
Airfare	-	-	127,350	127,350
Lodging	-	-	114,225	114,225
Per Diem	-	-	59,745	59,745
Other Travel Expense	-	20	25,425	25,405
Total Travel Expenses	-	20	326,745	326,725
Professional Development				
Training Material & Supplies	-	-	11,300	11,300
Internal Training	-	-	92,000	92,000
Leadership Programs	-	7,450	48,500	41,050
Conference Registrations	1,302	11,914	158,750	146,836
External Education/Training	-	690	77,300	76,610
Total Professional Development	1,302	20,054	387,850	367,796
Capital Improvements				
Capital Outlay (Equipment Purchases)	36	320	147,000	146,680
Total Capital Improvements	36	320	147,000	146,680
TOTAL OPERATING EXPENSES	2,024,751	9,967,649	22,797,493	12,829,844

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2020-21 operating budget was approved by the Board of Commissioners on July 9, 2020.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
December 31, 2020 Unaudited**

Current Assets:	
Cash	\$ 6,986,150
Cash- Morlin Mgmt Corp	91,619
Investment:	
Operating and Allocated funds	314,253,043
Advance - Regional Network (RN)	3,305,813
Advance - Various	3,803,461
Other Receivables	154,436
Total Current Assets	<u>\$ 328,594,522</u>
Fixed Assets:	
Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	2,039,785
Office Equipment	331,033
Accumulated Depreciation	(6,485,968)
Total Fixed Assets	<u>\$ 10,628,033</u>
Total Assets	<u><u>\$ 339,222,555</u></u>
Liabilities and Net Assets	
Current liabilities:	
Other Liabilities	\$ 520,303 (1)
Total Current Liabilities	<u>\$ 520,303</u>
Net Assets:	
Investment in capital assets	\$ 10,628,033
Restricted	328,074,218
Total Net Assets	<u>\$ 338,702,251</u>
Total Liabilities and Net Assets	<u><u>\$ 339,222,555</u></u>

NOTES:

(1) Other Liabilities include accounts payable, and other related liabilities.

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
January 31, 2021, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of December 31, 2020	\$ 336,524,013	
Revenue		
Monthly State Allotments	\$ 2,020,498	(1)
Proposition 56	\$ 18,215,617	(2)
Medi-Cal Administrative Activities (MAA)	34,359	
State Commission - Other Program Funds	200,000	
Interest Income - Unreserved	189,730	
Investment Income - Other	-	
Total Revenue	\$ 20,660,204	
Expenses		
Program Budget (Attachment A)		
2020-2028 Strategic Plan	\$ 4,829,105	
Legacy Investments	376,624	
Total Initiative/Program Expenses	\$ 5,205,729	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,700,022	
General Operating	24,643	
Consultant Services	77,739	
Professional Services	6,070	
Travel Expenses	-	
Professional Development	5,002	
Capital Improvements	295	
Total Operation and Administration	\$ 1,813,771	
Total Expenses	\$ 7,019,500	
Variance (Revenue - Expenses)	\$ 13,640,704	
Cash Balance as of January 31, 2021	\$ 350,164,717	(3)

NOTE:

- 1) Tobacco tax revenue for November 2020.
- 2) Proposition 56 backfill for FY 2019-20.
- 3) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2019-20 BUDGET
JANUARY 31, 2021, UNAUDITED**

INITIATIVE/PROGRAM	FY 2020-21 BUDGET	JANUARY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2020-2028 STRATEGIC PLAN				
Strategic Plan Priority Outcome Areas				
Families	37,631,000	2,983,257	16,499,232	21,131,768
Communities	20,200,000	789,895	3,947,974	16,252,026
Early Care & Education Systems	18,791,000	652,604	3,778,772	15,012,228
Health-Related Systems	5,768,000	58,511	669,072	5,098,928
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	1,515,000	10,531	534,384	980,616
Communications & Marketing	5,748,000	125,371	1,969,686	3,778,314
County Partnerships	315,000	-	150,000	165,000
Strategic Partnership-Cross-Cutting Funder Partnership	692,000	-	117,850	574,150
Strategic Partnership-Grantmaking Memberships	41,000	-	34,730	6,270
Community Engagement and Advocacy	207,000	-	9,999	197,001
Integration & Learning				
Communities of Practice	114,000	-	-	114,000
Data Development and Integration	752,000	-	135,299	616,701
Data Partnership with Funders	850,000	-	-	850,000
Dissemination	20,000	-	-	-
Impact Framework	325,000	-	43,426	281,574
Knowledge Management	80,000	-	-	80,000
Learning Plan Development	100,000	-	-	100,000
Program Evaluation	2,082,000	208,936	447,472	1,634,528
Staff Capacity Building	75,000	-	-	75,000
Subtotal 2020-2028 Strategic Plan	95,306,000	4,829,105	28,337,896	66,873,104
LEGACY INVESTMENTS				
Baby Friendly Hospitals	48,000	33,151	54,351	(6,351)
Little by Little/One Step Ahead	3,105,000	343,473	1,181,947	1,923,053
Subtotal Legacy Investments	3,153,000	376,624	1,236,298	1,916,702
Emerging Opportunities Fund	3,000,000			3,000,000
TOTAL	101,459,000	5,205,729	29,574,194	68,789,806

The FY 2020-21 program budget was approved by the Board of Commissioners on July 9, 2020.

NOTES -PROGRAM EXPENDITURES BY FY 2020-21 BUDGET:

Journal entries for FY 2019-20 accrued expenses were reversed in July 2020. The amounts reported are the actual program expenditures for January 2021.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 JANUARY 31, 2021, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
January 31, 2020, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	JANUARY ACTUAL	FISCAL YTD ACTUAL	FY 2020-21 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,313,763	8,513,297	13,722,800	5,209,503
Fringe Benefits	386,259	2,122,255	4,081,895	1,959,640
Total Personnel Services	1,700,022	10,635,552	17,804,695	7,169,143
General Operating Expenses				
ADP Payroll Charges	3,562	19,016	40,000	20,984
Workers Compensation Insurance	-	60,927	75,000	14,073
Utilities	-	59,811	145,000	85,189
Corporate Insurance	-	100,278	90,000	(10,278)
Mileage, Parking and Other Transportation	-	256	43,370	43,114
Telephones	1,014	21,200	70,000	48,800
Cell Phones & Mobile Devices	9,050	68,350	116,100	47,750
Outside Printing & Publishing	-	202	3,600	3,398
Other Supplies	-	-	10,250	10,250
Postage & Delivery	-	2,874	13,200	10,326
Educational Supplies	363	569	2,900	2,331
Office Supplies	998	9,083	77,870	68,787
Subscriptions & Publication	3,523	5,217	25,440	20,223
Equipment-Rents & Leases	2,313	11,566	27,000	15,434
Building Repair & Maintenance	-	55,673	150,000	94,327
Equipment Repair & Maintenance	-	-	12,000	12,000
Offsite Storage	759	24,225	25,000	775
Hardware & Software Maintenance	3,095	74,305	470,730	396,425
Miscellaneous/Contingency	-	-	259,000	259,000
Internal Meeting	(35)	1,101	125,800	124,699
Divisional Capacity Building	-	2,100	75,000	72,900
Total General Operating Expenses	24,643	516,752	1,857,260	1,340,509
Consultant Services				
Consultant Fees	77,739	261,863	1,435,725	1,173,862
Other Professional Fees	-	130,777	350,500	219,723
External Reviewers	-	-	3,000	3,000
Total Consultant Services	77,739	392,640	1,789,225	1,396,585
Professional Services				
Audit	-	49,500	90,000	40,500
Legal Fees	-	58,472	150,000	91,528
Professional Dues	390	73,279	126,718	53,439
Staff Recruitment	-	199	10,000	9,801
Commission Stipends	-	9,750	25,000	15,250
Web-Based Services	5,680	14,283	48,000	33,717
Bank & Other Service Charges	-	5,302	35,000	29,698
Total Professional Services	6,070	210,786	484,718	273,932
Travel Expenses				
Airfare	-	-	127,350	127,350
Lodging	-	-	114,225	114,225
Per Diem	-	-	59,745	59,745
Other Travel Expense	-	20	25,425	25,405
Total Travel Expenses	-	20	326,745	326,725
Professional Development				
Training Material & Supplies	80	80	11,300	11,220
Internal Training	-	-	92,000	92,000
Leadership Programs	-	7,450	48,500	41,050
Conference Registrations	3,476	15,390	158,750	143,360
External Education/Training	1,446	2,136	77,300	75,164
Total Professional Development	5,002	25,056	387,850	362,794
Capital Improvements				
Capital Outlay (Equipment Purchases)	295	615	147,000	146,385
Total Capital Improvements	295	615	147,000	146,385
TOTAL OPERATING EXPENSES	1,813,771	11,781,420	22,797,493	11,016,073

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2020-21 operating budget was approved by the Board of Commissioners on July 9, 2020.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
January 31, 2021 Unaudited**

Current Assets:

Cash	\$ (984,894)
Cash- Morlin Mgmt Corp	91,619
Investment:	
Operating and Allocated funds	334,713,173
Advance - Regional Network (RN)	3,060,473
Advance - Various	5,128,461
Other Receivables	135,990
Total Current Assets	<u>\$ 342,144,822</u>

Fixed Assets:

Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	2,039,785
Office Equipment	331,033
Accumulated Depreciation	(6,485,968)
Total Fixed Assets	<u>\$ 10,628,033</u>

Total Assets

\$ 352,772,855

Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$ 493,364 (1)
Total Current Liabilities	<u>\$ 493,364</u>

Net Assets:

Investment in capital assets	\$ 10,628,033
Restricted	341,651,457
Total Net Assets	<u>\$ 352,279,490</u>

Total Liabilities and Net Assets

\$ 352,772,855

NOTES:

(1) Other Liabilities include accounts payable, and other related liabilities.

First 5 LA

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve one amendment and authorize staff to complete final execution of the amendment 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 amendment were included in the budget which was approved at the July 9, 2020 meeting. Upon approval of the agreements presented below, staff will complete final execution.

There is one **amendment** for approval.

- The one amendment is with Public Health Foundation Enterprises, Inc.. This is a request to amend the agreement for an additional amount of \$41,895. The primary goal of this project is to provide comprehensive data about low-income families with young children in LA County. The goal of the amendment is to collect comparison data for the Welcome Baby Study with WIC participants. This is a request to amend the agreement with the contractor to include data collection from WIC comparison sample as part of the Welcome Baby Study. Funding for this amendment will come from the mid-year adjusted Office of Data For Action budget for the Welcome Baby Impact Study. Through the study, we anticipate collecting data from 140 of the 300 WIC clients by June 30, 2021. The remainder of the data collection will occur in FY21-22 and FY22-23.

DISCUSSION:
Staff seeks the Commission's approval of the amended agreement summarized in Attachment A.

Attachment A
March 2021

AMENDMENTS									
	DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
1	Office of Data for Action	N/A / Data Development and Integration / WIC Data Mining Research Partnership (85%) N/A / Program Evaluation / Welcome Baby Impact Study (15%)	PUBLIC HEALTH FOUNDATION ENTERPRISES, INC (#07030) The primary goal of this project is to provide comprehensive data about low-income families with young children in LA County. The goal of the amendment is to collect comparison data for the Welcome Baby Study with WIC participants. This is a request to amend the agreement with the contractor to include data collection from WIC comparison sample as part of the Welcome Baby Study. Funding for this amendment will come from the mid-year adjusted Office of Data For Action budget for the Welcome Baby Impact Study. Through the study, we anticipate collecting data from 140 of the 300 WIC clients by June 30, 2021. The remainder of the data collection will occur in FY21-22 and FY22-23. The partnership with PHFE for the Data Mining project has been a long-standing project that began in 2002. On October 8, 2015, the board approved an extension of the Strategic Partnership through 2020. On June 11, 2020 the Board Approved an amendment to the Strategic Partnership, extending the partnership through June 30, 2023.	Strategic Partnership	20 years, 10 months	\$601,461	\$41,895	\$643,356 <i>Committed for FY 20-21</i>	Yes

FIRST 5 LA

SUBJECT:

Mid-Year Adjustments to the FY 2020-21 Budget

RECOMMENDATION:

Approve mid-year adjustments to the FY 2020-21 Budget as detailed in Attachment 1 (Program Budget) and Attachment 2 (Operating Budget).

BACKGROUND:

The Board adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to move work forward and in alignment to the strategic direction. The \$124,256,493 million FY 2020-21 Budget, approved via Resolution by the Board of Commissioners on July 9, 2020, included \$101.5 million of funding for program costs and \$22.8 million for operating costs. This year's adjustments, reviewed by the Budget and Finance Committee on Tuesday, February 9, 2021, and the Board of Commissioners on Thursday, February 11, 2021, represent a net decrease of approximately \$444,000 to the FY 2020-21 Budget offset by funding added from non-Prop 10 revenues.

The FY 2020-21 Budget reflects not only the gradual transition to a revised 2020-2028 Strategic Plan, which refines, bridges and builds from the foundational work developed and advanced during the 2015-2020 Strategic Plan period, but also marks the first budget that was largely developed during a momentous time in history—at the brink of a global pandemic. The transition to a revised Strategic Plan as well as the unique circumstances and challenges that derive from a viral outbreak at a global scale suggested the likelihood that an increase in budget adjustments would be needed at mid-year. Adjustments based on the impact of COVID-19 are reflected in both the program and operating budgets, as are adjustments based on the continued alignment to the revised Strategic Plan. The new strategic plan and priorities encourage the organization to work differently and optimize its performance and effectiveness to enhance our impact and sustainability. Such efforts require First 5 LA to align its structure, staffing, processes and culture with the new strategic priorities to promote the successful growth we seek. Initial budget requests were estimated using the information available at the time of budget development and were based on spending projections—rather than final negotiated contract amounts—so staff would have the flexibility to manage contracts within a budget unit without having to return to the Commission. Key themes throughout this year's mid-year adjustment requests namely include: much of the proposed spending increase for the year relies less on Proposition 10 funding and more on external alternative revenues; organizational alignment staffing changes are not evident in the mid-year but will impact future years; and the ongoing COVID-19 pandemic has impacted the originally proposed costs and activities and has resulted in many revised project timelines.

Although the mid-year shifts are reflective of upward and downward adjustments, it is important to underscore that these only represent the adjustment to anticipated spending in the fiscal year. A high-level overview pertaining to the various program and operating adjustments is included in the Discussion section of this memo.

As a reminder, our total budget is comprised of two components – the Program Budget and the Operating Budget. Based on updated information and analysis, the FY 2020-21 Program Budget reflects a net increase of approximately \$45,000 for a revised fiscal year Program Budget of \$101.5 million. These adjustments are detailed by priority outcome area and initiative in *Attachment 1A* and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in *Attachment 1B*.

The mid-year budget adjustment also includes increases and decreases to various Operating Budget line items, the net effect of which is an approximately \$489,000 downward adjustment, for reasons discussed more fully below. As a result, the original approved Operating Budget of \$22.8 million is adjusted to \$22.3 million for the fiscal year. These adjustments are detailed at a summary level in [Attachment 2](#).

The result is a net decrease of \$444,045 or approximately 0.4%, to the approved FY 2020-21 Budget of \$124.3 million for a revised total fiscal year budget of \$123.8 million, as illustrated in the high-level table below.

Budget Component	Approved FY2020-21 Budget	Proposed Adjustments	Revised FY2020-21 Budget	% Change
Program	\$ 101,459,000	\$ 45,200	\$ 101,504,200	0.0%
Operating	22,797,493	(489,245)	22,308,248	-2.1%
Total Revised FY 2020-21 Budget	\$ 124,256,493	\$ (444,045)	\$ 123,812,448	-0.4%

Of the proposed increase noted above, nearly \$3.0 million in estimated costs are being offset by \$2.99 million in non-Proposition 10 revenue received during FY 2020-21 from First 5 California (F5CA) (\$2,765,000) and the Aurrera Health Group, LLC (\$225,000). Funding from F5CA will be used to support the Home Visitation Coordination development of a Common Consent form across funding streams to allow for improved and efficient data access, improving coordination and communication at the implementation level, and supporting integration efforts with other family support systems (\$100,000). Funds will also be used to support the Dual Language Learners initiative work aligned with the Quality Start L.A. Framework (\$1.9 million) and incentive layer COVID-19 funds contributed to a pooled fund with the California Community Foundation (\$777,000). Funding from Aurrera Health Group, LLC (\$225,000) will enhance First 5 LA's capacity to implement provider engagement activities that include cross-sector network of care sessions, peer-to-peer learning sessions, and a practice paper with the goal to reduce adverse childhood experiences (ACEs) by half in one generation.

DISCUSSION:

Program Budget:

Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the Program Budget requires formal approval by the Board of Commissioners via Resolution. As in the prior year, staff consolidated all FY 2020-21 Program Budget adjustments into a single process for presentation to the Commission at mid-year for approval. These adjustments, including both augmentations and reductions for programs whose projected cost differs from the originally approved budget levels, are detailed by priority outcome area and initiative in [Attachment 1A](#) and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in [Attachment 1B](#).

The following are highlights of the requested changes at the strategy and initiative level. As noted during the FY 2020-21 Budget development and approval process, due to the transition of the budget from one strategic plan to another, and the timing of the budget development in the midst of a global pandemic, the budget framework mirrors the 2015-2020 outline with a focus on the activities within the four priority outcome areas. Further alignment to the 2020-2028 Refined Strategic Plan will be reflected in the forthcoming FY 2021-22 Budget.

2020-2028 Refined Strategic Plan

Strategic Plan Priority Outcome Areas

Outcome 1: Families: Increase of \$587,000 or 1.6%

The net upward adjustment to this priority outcome area is driven by increases to Select Home Visiting (SHV) Programs (\$630,000), the shift of funding originally reflected in Integration & Learning (Deb Daro Consultation - \$35,000) in alignment with activities being carried out by the Families outcome area, and the receipt of new funding from First 5 California for the Home Visiting Coordination Project (\$100,000). The increase to SHV is increased to better align with the actual spending rate, based on higher staff retention and higher than usual personnel expenses. The overall increase to SHV is still within the approved contracted amount. Additionally, these increases are offset by decreases to the Family Strengthening Oversight Entity (\$50,000), Medi-Cal Administrative Activities Implementation Support (\$67,000) and Project Dulce (\$61,000), the latter of which is being updated to reflect the reconciled remaining contract amount.

Outcome 2: Communities: Increase of \$205,000 or 1.0%

The modification to this priority outcome area is primarily driven by an increase to Network Capacity Building (\$150,000), Built Environment Policy Advocacy Fund (BEPAF) (\$125,000) and Data Analysis, Learning and Dissemination (\$50,000). The Network Capacity Building and BEPAF budgets are being adjusted in response to COVID-19 – to address the immediate capacity building needs of nonprofits within the Best Start geographies that are being exacerbated by coronavirus and support BEPAF's Strategic Response Funds to aid current sub-grantees, respectively. A portion of these increases are offset by the downward adjustment to the Stakeholder Engagement and Leveraging budget (\$120,000), reduced due to the rescheduling of the State of the Child Summit to FY 2021-22.

Outcome 3: Early Care & Education Systems: Increase of \$2,497,000 or 13.3%

The net change to the Early Care & Education Systems priority outcome area is related to new funding received from First 5 California to support a Dual Language Learner initiative (\$1,888,000) and incentive layer funding to support Quality Start L.A. included in the QRIS Continuous Site Engagement program (\$777,000). The Dual Language Learner funding will be regranted to external partners to develop resources and strategies to support Dual Language Learners. The net increase to ECE is offset by a decrease to the Kindergarten Readiness Assessment (KRA) program (\$168,000). Due to the uncertainty of the COVID-19 pandemic, a decision was made not to expand KRA this fiscal year and therefore funding earmarked to pilot an additional school district will not be used.

Outcome 4: Health-Related Systems: Reduction of \$193,000 or -3.3%

The downward adjustment to the Health Systems outcome area is due to a revised estimated need in support of Help Me Grow through the end of the fiscal year. The budget was largely adjusted downward to reflect the staffing shifts and reassignments at the Los Angeles County Department of Public Health (LACDPH), to support the broader COVID-19 response, as well as adjustments based on actual expenditures during the first half of the fiscal year and revised projected needs for the remainder for the fiscal year. The decrease is offset by new external funding from Aurrera Health Group, LLC, and corresponding proposed activities and costs. These activities include: 1) Network of Care Activities for multiple types of providers; 2) Peer-to-Peer Learning amongst primary care physicians; and 3) White Paper Development to influence large scale systems change for screening alignment, treatment and referrals/care coordination. Funds more explicitly will be used for meeting facilitation consultants, research and report development consultants, speaker honorariums, subject matter experts, and subcontract with peer-to-peer joint partner American Academy of Pediatrics California Chapter 2, all with the goal to reduce adverse childhood experiences (ACEs) by half in one generation.

Policy & Strategy Support: Reduction of \$275,000 or -3.2%

The net downward adjustment to the Strategic Plan Policy & Strategy Support area of the budget is largely the result of pandemic-related implications, such as not funding large-scale public events – like the Los Angeles Times Festival of Books, CicLAvia, and the Summer Children’s Concert Series – or procuring promotional items for said events. This resulted in a downward adjustment to Strategic Marketing (\$185,000). Additionally, the Strategic Communications budget was adjusted downward (\$200,000) as an appropriate news organization was not identified. The partnership with the Los Angeles Partnership for Early Childhood Investment (LAPECI) to build newsroom capacity to cover early learning issues with a news organization is postponed to FY 2021-22. These reductions are partly offset by increased needs in the Federal Policy and Sustainability Advocate budget (\$75,000) to support the We Must Count Coalition to strengthen systems to capture and release comprehensive and disaggregated COVID-19 data, and the Strategic Plan Advocacy Strategies (\$35,000) to support coalition facilitation and an increase in coalition governance and operations procedures development costs.

Integration & Learning: Reduction of \$71,000 or -1.6%

The total downward adjustment to Integration & Learning is an aggregate result of reductions to several budgets, including Family and Community Engagement Best Practices (\$75,000), Annual Reporting (\$25,000), Impact Framework (\$200,000) and Knowledge Management (\$55,000). Adjustments to these areas are due to timeline line shifts because of priority reassessments for the year and reassessment of the timing for primary data collection and external engagement. Many of the costs removed from this year’s budget will be revisited for next fiscal year. These decreases are partly offset by an increase to the Welcome Baby Impact Study (\$284,000) due to a modification to the study design, evaluation plan and Internal Review Board (IRB) protocols and the addition of a comparison group of WIC clients.

Legacy Investments: Increase of \$80,200 or 2.5%

Baby Friendly Hospitals: Increase of \$80,200

The Baby Friendly Hospitals: Baby Friendly Hospital Project – Cycle 4 was scheduled to end in FY 2019-20, however, the pandemic delayed the Baby Friendly designation site visit and related expenses. The FY 20-21 budget is being adjusted to reflect the remaining contract amount, which is higher than originally anticipated. Consequently, a no-cost extension is necessary to extend the timeline and access to remaining funds to complete the designation as a Baby Friendly Hospital in FY 20-21. No additional funds were added to this grantee’s contract.

Emerging Opportunities Fund: Decrease of \$2,785,000 or 93%

The Emerging Opportunities Fund is funding dedicated to enhancing First 5 LA’s capacity to act on new developments and opportunities given the complexity of the systems and partnerships that influence our work. This funding is also used to respond to emerging needs or unanticipated opportunities when found to align with the strategic direction of the organization. In addition, this fiscal year’s centralized funding also includes COVID-19 response resources to aid with the additional costs required to respond to immediate needs resulting from a global pandemic. In the end, COVID-19 relief resources were drawn from the individual program budgets. As a result, a downward adjustment of roughly \$2.8 million is made to the Emerging Opportunities Fund.

Operating Budget:

Per current First 5 LA policy, the Executive Director has the authority to approve budget adjustments to the Operating Budget between line items in an amount not to exceed \$25,000. Adjustments to the various line items within the FY 2020-21 Operating Budget exceed this amount specified in the policy, and as such require approval by the Board of Commissioners. Consistent with past practice, spending

projections and requested adjustments are prepared at the departmental level, which support the organization-wide adjustments presented for Commission approval in *Attachment 2*. This allows for more due diligence to ensure that budgets are monitored and managed at the appropriate level. Based on analysis of actual expenditures as well as additional anticipated expenditures through June 2021, we expect that higher-than-anticipated needs in some areas will be offset by savings projected in other areas. Implications resulting from the ongoing pandemic have resulted in projected lower than anticipated net operational costs for FY 2020-21.

The following are highlights of changes within the major spending categories:

- Personnel Related Expenses – Despite staff reductions over the course of the year, Finance has completed an analysis of the current personnel budget and concluded that due to the severance payments made to the separating employees, no adjustments are needed at mid-year.
- Operating Services – This category includes several line item adjustments, both upward and downward, with a total net decrease of \$150,650. This is primarily due to a decrease of \$164,000 in Miscellaneous/Contingency costs. These resources were largely intended to support the safety of staff upon returning to the office building such as plexiglass dividers, daily cleaning and deep cleaning services, additional security and temperature testing. Since staff will not be returning to the office building in FY 20-21 due to ongoing pandemic concerns, these resources have been adjusted downward. Additional decreases include: Worker’s Compensation Insurance (\$14,000), Mileage, Parking and Other Transportation (\$8,700), Internal Meetings (\$30,800), Capital Outlay (\$2,500) and Office Supplies (\$300) based on the current burn rate and projected cost for the remainder of the year, as well as a one-time Worker’s Compensation refund payment following the evaluation of actual claims. These decreases are offset by increases to Corporate Insurance (\$11,000) and Offsite Storage (\$4,550) which were adjusted to align with the revised anticipated need. The most notable upward adjustment is \$51,300 to Cell Phone and Mobile Phone Devices which is the result of the COVID-19 pandemic and the compensation to staff as we continue to telecommute. The original approved budget included \$50 for Cellphone and \$50 for Internet per month per staff member for the first 6 months of the fiscal year, as the duration of the pandemic was still unclear. The mid-year adjustment includes an additional 6 months of Internet and Cell Phone reimbursements as staff continue to work from home for the remainder of the fiscal year.
- Consultant Services – This category includes adjustments across multiple Departments, resulting in a net overall decrease of \$17,000. This is driven primarily by a decrease in the Early Care and Education Department budget as they will not be hiring for their monthly offsite retreats this fiscal year.
- Professional Services – This category reflects a net downward adjustment in costs of \$6,900 based on a decrease to Professional Dues (\$6,900) which was adjusted based on incurred expenditure trends in the first half of the fiscal year and projected need for the remainder of the fiscal year.
- Travel Expenses – This category includes adjustments to all departments with travel budgets based on the ongoing pandemic. As such, all remaining travel related costs including Airfare, Lodging, Per Diem and Other Travel Expenses that were anticipated for the second half of the fiscal year were eliminated. The remaining budget resources will be used offset costs from FY 2019-20 that were applied to the FY 2020-21 budget due to submission delays. The net result is a decrease of \$286,195 to Travel Expenses.
- Professional Development – This category includes Training Materials & Supplies, Internal Training, Leadership Programs, Conference Registrations and External Education/Training. Downward adjustments were made to Internal Training, Conference Registrations, and External Education/Training. These line items were adjusted to align with incurred expenditures and projected need for the remainder of the fiscal year as the ongoing pandemic has impacted the

previously anticipated professional development opportunities. The adjustments to these line items resulted in a net decrease of \$28,500.

Administrative Cost:

Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization's administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is because administrative costs are generally not as fluid as other types of costs and cannot adapt quickly to respond to changes in actual spending levels.

The administrative cost limit approved in July 2020 as part of the FY 2020-21 Budget was \$14.3 million, or roughly 11.47% of annual spending. Based on the mid-year budget revisions discussed above and detailed in *Attachment 2*, the total revised administrative cost decreased to approximately \$13.8 million, as did the percentage – relative to annual program spending – to 11.18%. It should be noted that although the administrative cost percentage will fluctuate throughout the year, as it is dependent on incurred programmatic expenditures, the administrative spending for the fiscal year will not exceed the approved amount.

Revenue:

During FY 2020-21, First 5 LA received \$2.99 million in supplemental non-Proposition 10 revenue, approved by the Board of Commissioners, to support the organization's goals and offset an additional \$2.99 million in revised expenditures at mid-year. Funding includes pass-through resources from First 5 California (F5CA) to advance and support strategies related to the Dual Language Learners initiative, Quality Counts California (QCC) and the Quality Start Los Angeles (QSLA) efforts. F5CA is also providing funding to implement the Home Visiting Coordination (HVC) project. Additional funds from Aurrera Health Group, LLC (ACEs funding) will enhance First 5 LA's capacity to implement provider adverse childhood experiences (ACEs) engagement activities.

Tobacco tax revenue is projected to be roughly \$72.0 million in FY 2020-21 per the most recent estimate from the California Department of Tax and Fee Administration (CDTFA) released in June 2020. The comparison of projected revenues is consistent with the average annual forecasted rate of decline of approximately 3-4% in tobacco tax revenue. The increase to FY 2019-20 revenues is due to an increase in Proposition 56 backfill payments which are issued in arrears and are distributed irregularly and delayed, making monthly or quarterly analysis challenging. The projected Proposition 56 backfill for FY 2020-21 is estimated to be approximately \$18.2 which is at the same level as the prior year. Recent conversations with the CDTFA and other key stakeholders suggest possible backfill methodology irregularities which may impact future payouts. Staff will continue to work with and engage other County Commissions, the State First 5 Association, and the CDTFA to monitor, evaluate and discuss any potential revenue impacts.

Interest earnings are projected to yield approximately \$4.1 million in revenue for FY 2020-21. The lease agreement with La Petite Academy, which occupied the first floor of the Commission building, ended in FY 2019-20 and will not be renewed—this results in an approximately \$145,000 decrease in revenue.

Projected Revenue	FY 2020-21		Variance
	LTFP Projected Estimates	Revised Mid-Year Estimates	
Proposition 10/Proposition 56 Allocations*	\$ 67,885,883	\$ 70,909,108	\$ 3,023,225
Other Revenue	4,150,000	4,150,000	-
First 5 CA	-	2,765,000	2,765,000
Aurrera Health Group, LLC (ACEs)	-	225,000	225,000
Interest Earnings	4,050,792	4,050,792	-
Total Projected Revenue	\$ 76,086,675	\$ 82,099,900	\$ 6,013,225

*Includes a 2% downward internal adjustment in response to Proposition 56 trends

CONCLUSION:

First 5 LA's budget is largely built upon estimates and reflects projected expenditures for FY 2020-21. As we transition into a new Strategic Plan amidst a global pandemic, these approximations result in the need for a mid-year adjustment process to align the current year budget to revised cost estimates in response to new information and actual spending and revenues for the first half of FY 2020-21. Although historical spending is utilized in the development of proposed cost estimates, the addition of new and/or emerging investments make historical trends less applicable. Other factors that contribute to changing estimates include:

- **Contract negotiations:** Preliminary grantee/vendor contract estimates are used during the budget development process as contracts are regularly finalized after the Board has approved the budget. In many cases, providers do not have the level of detail necessary to inform future spending until the contract is being developed (negotiated) with First 5 LA. Frequently, the final contracts are lower than originally estimated.
- **New funding opportunities:** First 5 LA's work requires us to be adaptable to changing circumstances and new opportunities. The continued decline of Proposition 10 revenues means that the organization must pursue additional funding and/or partnerships to leverage resources and maximize impact. New revenues are received throughout the fiscal year, with corresponding costs and budgetary implications.
- **Real experience:** An additional year of experience and data has yielded significant information about actual project cost for many of our ongoing investments. This program implementation spending experience allows First 5 LA to use more data to inform better future estimates.

The mid-year shifts and adjustments proposed for FY 2020-21 are reflective of increased experience and adaptability. The mid-year process has allowed the organization to go back to the Board to propose refined estimates, informed by final negotiated contracts, actual expenditures, a continued transition to alignment with a revised strategic plan, implications of a global pandemic and any new information impacting First 5 LA investments. As always, we will continue to strive toward optimizing our effectiveness while adjusting to the organization's fiscal reality.

NEXT STEPS:

First 5 LA's approach to budgeting has evolved in recent years and will continue to evolve – informed by experience - to achieve greater clarity and transparency. The analysis of spending trends and project status that was conducted as part of the mid-year budget adjustment process this year will be used to inform the FY 2021-22 Budget development process. This analysis will also inform the reaffirmation process that takes place in conjunction with the approval of the FY 2021-22 Budget, through which all levels of fund balance are evaluated for appropriateness and potential modifications. The proposed FY 2021-22 Budget is expected to be presented to the Board of Commissioners on May 13, 2021 for discussion as an informational item.

BUDGET COMPONENT	FY 2020-21 APPROVED	PROPOSED ADJUSTMENT	FY 2020-21 REVISED BUDGET	% CHANGE
2020-2028 STRATEGIC PLAN				
1 Families	\$ 37,631,000	\$ 587,000	\$ 38,218,000	1.6%
2 Communities	20,200,000	205,000	20,405,000	1.0%
3 Early Care & Education Systems	18,791,000	2,497,000	21,288,000	13.3%
4 Health-Related Systems	5,768,000	(193,000)	5,575,000	-3.3%
Sub-total: 2020-2028 Strategic Plan	\$ 82,390,000	\$ 3,096,000	\$ 85,486,000	3.8%
Policy & Strategy Support				
5 Policy Agenda/Advocacy	\$ 1,515,000	\$ 110,000	\$ 1,625,000	7.3%
6 Communications & Marketing	5,748,000	(385,000)	5,363,000	-6.7%
7 County Partnerships	315,000	-	315,000	0.0%
8 Strategic Partnership-Cross-Cutting Funder Partnership	692,000	-	692,000	0.0%
9 Strategic Partnership-Grantmaking Memberships	41,000	-	41,000	0.0%
10 Community Engagement and Advocacy	207,000	-	207,000	0.0%
Sub-total: Policy & Strategy Support	\$ 8,518,000	\$ (275,000)	\$ 8,243,000	-3.2%
Integration & Learning				
11 Communities of Practice	\$ 114,000	\$ (75,000)	\$ 39,000	-65.8%
12 Data Development and Integration	752,000	(25,000)	727,000	-3.3%
13 Data Partnership with Funders	850,000	-	850,000	0.0%
14 Dissemination	20,000	-	20,000	0.0%
15 Impact Framework	325,000	(200,000)	125,000	-61.5%
16 Knowledge Management	80,000	(55,000)	25,000	-68.8%
17 Learning Plan Development	100,000	-	100,000	0.0%
18 Program Evaluation	2,082,000	284,000	2,366,000	13.6%
19 Staff Capacity Building	75,000	-	75,000	0.0%
Sub-total Integration & Learning	\$ 4,398,000	\$ (71,000)	\$ 4,327,000	-1.6%
TOTAL 2020-2028 STRATEGIC PLAN	\$ 95,306,000	\$ 2,750,000	\$ 98,056,000	2.9%
LEGACY INVESTMENTS				
20 Baby Friendly Hospitals	\$ 48,000	\$ 80,200	\$ 128,200	167.1%
21 Little by Little/One Step Ahead	3,105,000	-	3,105,000	0.0%
TOTAL LEGACY INVESTMENTS	\$ 3,153,000	\$ 80,200	\$ 3,233,200	2.5%
22 Emerging Opportunities Fund	\$ 3,000,000	\$ (2,785,000)	\$ 215,000	-92.8%
TOTAL PROGRAM COSTS	\$ 101,459,000	\$ 45,200	\$ 101,504,200	0.0%
TOTAL FIRST 5 LA BUDGET	\$ 101,459,000	\$ 45,200	\$ 101,504,200	0.0%

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2020-21 APPROVED BUDGET	PROPOSED ADJUSTMENTS	FY 2020-21 REVISED BUDGET	CHANGE
					%
2020-2028 STRATEGIC PLAN					
Home Visiting	Welcome Baby Hospitals	\$ 21,730,000		\$ 21,730,000	0%
	Select Home Visiting Programs	10,170,000	630,000	10,800,000	6%
	Deb Daro Consultation	-	35,000	35,000	100%
	Family Strengthening Oversight Entity	3,650,000	(50,000)	3,600,000	-1%
	F5CA Home Visiting Coordination Project	-	100,000	100,000	
	Funding to Support Home Visiting Health Plan Partnerships	50,000		50,000	0%
	Home Visiting Sustainability Support in Health Systems	120,000		120,000	0%
	Home Visiting Sustainability Support in Mental Health Systems	75,000		75,000	0%
	Infrastructure Support for Health Plan Reimbursement	25,000		25,000	0%
	LAC Perinatal and Early Childhood Home Visiting Consortium	50,000		50,000	0%
	MAMA's Visits Home Visiting Program Training and T.A. Support	265,000		265,000	0%
	Stronger Families Database	667,000		667,000	0%
	Medi-Cal Administrative Activities Implementation Support	277,000	(67,000)	210,000	-24%
Family Engagement	Abriendo Puertas	230,000		230,000	0%
	Project Dulce	282,000	(61,000)	221,000	-22%
	Family Engagement Learning Community Support	40,000		40,000	0%
Sub-total Families		\$ 37,631,000	\$ 587,000	\$ 38,218,000	1.6%
Best Start Networks	Neighborhood Action Councils	\$ 450,000		\$ 450,000	0%
	Region 1 Central-East Regional Network	4,392,000		4,392,000	0%
	Region 2 SLA Regional Network	5,014,000		5,014,000	0%
	Region 3 SFV Regional Network	2,315,000		2,315,000	0%
	Region 4 Port Cities Regional Network	2,644,000		2,644,000	0%
	Region 5 AV Regional Network	2,180,000		2,180,000	0%
	Network Capacity Building	575,000	150,000	725,000	26%
Public Infrastructure	Built Environment Policy Advocacy Fund (BPAF)	875,000	125,000	1,000,000	14%
	Food Security	105,000		105,000	0%
	Link Advocates Government Family and Parks (Link)	300,000		300,000	0%
Field Building	Capacity Building Learning Consortium	400,000		400,000	0%
	Data Analysis, Learning and Dissemination	650,000	50,000	700,000	8%
	Stakeholder Engagement and Leveraging	300,000	(120,000)	180,000	-40%
Sub-total Communities		\$ 20,200,000	\$ 205,000	\$ 20,405,000	1.0%
County Systems Building	County Liaison Consultant	\$ 75,000		75,000	0%
	Early Childhood Education Credential Advocacy Project	362,000		362,000	0%
	ECE Policy Advocacy Fund	3,350,000		3,350,000	0%
	Educare Policy and Advocacy	300,000		300,000	0%
	FCC Strategy	200,000		200,000	0%
	Kindergarten Readiness Assessment	6,309,000	(168,000)	6,141,000	-3%

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2020-21 APPROVED BUDGET	PROPOSED ADJUSTMENTS	FY 2020-21 REVISED BUDGET	CHANGE
					%
Quality Improvement System	VIVA Social Impact Partners	400,000		400,000	0%
	QRIS Continuous Site Engagement	1,300,000	777,000	2,077,000	60%
	Dual Language Learner	-	1,888,000	1,888,000	100%
	QRIS Database	600,000		600,000	0%
	FFN Landscape	200,000		200,000	0%
	IMPACT 2020	2,760,000		2,760,000	0%
	QSLA Expansion	2,100,000		2,100,000	0%
	Shared Services Support	3,000		3,000	0%
	Early Childhood Educator Competencies Curriculum Project	182,000		182,000	0%
	ECE Workforce Registry	650,000		650,000	0%
Sub-total ECE		\$ 18,791,000	\$ 2,497,000	\$ 21,288,000	13.3%
Early Identification and Intervention	Help Me Grow	\$ 3,496,000	\$ (418,000)	\$ 3,078,000	-12%
	First Connections	583,000		583,000	0%
Trauma-Informed Approaches	Trauma-Informed Approaches	289,000	225,000	514,000	78%
AAIMM Birth Outcomes and Disparities – Policy and Systems Change	AAIMM Birth Outcomes and Disparities – Policy and Systems Change	1,400,000		1,400,000	0%
Sub-total Health		\$ 5,768,000	\$ (193,000)	\$ 5,575,000	-3.3%
Sub-Total		\$ 82,390,000	\$ 3,096,000	\$ 85,486,000	3.8%
Policy & Strategy Support					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 100,000	\$ 75,000	\$ 175,000	75%
	State Policy and Sustainability Advocate	440,000		440,000	0%
	Strategic Plan Advocacy Strategies	975,000	35,000	1,010,000	4%
Communications & Marketing	Strategic Communications	2,700,000	(200,000)	2,500,000	-7%
	Strategic Communications Partnerships	800,000		800,000	0%
	Strategic Marketing	2,248,000	(185,000)	2,063,000	-8%
County Partnerships	Bold Vision	150,000		150,000	0%
	County Partnership Fund	165,000		165,000	0%
Strategic Partnership - Cross-Cutting Funder Partnership	LA Funders Collaborative	25,000		25,000	0%
	LA-N-Sync	25,000		25,000	0%
	Los Angeles Area Chamber of Commerce	30,000		30,000	0%
	Los Angeles Partnership for Early Childhood Investment	30,000		30,000	0%
	Sector Partnership Development	470,000		470,000	0%
	Southern California Grantmakers (SCG)	112,000		112,000	0%
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	41,000		41,000	0%
Community Engagement and Advocacy	Municipalities Engagement	130,000		130,000	0%
	Parent Advocacy and Engagement	77,000		77,000	0%
Sub-Total: Policy & Strategy Support		\$ 8,518,000	\$ (275,000)	\$ 8,243,000	-3.2%
INTEGRATION & LEARNING					
Communities of Practice	Family and Community Engagement Best Practices	\$ 100,000	\$ (75,000)	\$ 25,000	-75%
	Organization-wide Learning	14,000		14,000	0%
Data Development and Integration	Data Policies & Practices	25,000		25,000	0%
	Data Requests	5,000		5,000	0%
	Annual Reporting	25,000	(25,000)	-	-100%
	Indicator Development	150,000		150,000	0%
	WIC Data Mining Research Partnership	547,000		547,000	0%

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2020-21 APPROVED BUDGET	PROPOSED ADJUSTMENTS	FY 2020-21 REVISED BUDGET	CHANGE
					%
Data Partnership with Funders	Children's Data Network (CDN)	850,000		850,000	0%
Dissemination	Dissemination	20,000		20,000	0%
Impact Framework	Impact Framework	325,000	(200,000)	125,000	-62%
Knowledge Management	Knowledge Management	80,000	(55,000)	25,000	-69%
Learning Plan Development	First 5 LA Data Strategy	100,000		100,000	0%
Program Evaluation	Best Start Learning Agenda	540,000		540,000	0%
	Early Identification and Intervention Evaluation	150,000		150,000	0%
	Quality Rating and Improvement System Evaluation	522,000		522,000	0%
	Welcome Baby Impact Study	870,000	284,000	1,154,000	33%
Staff Capacity Building	Capacity Building and Technical Assistance	75,000		75,000	0%
Sub-total Integration & Learning		\$ 4,398,000	\$ (71,000)	\$ 4,327,000	-1.6%
TOTAL 2020-2028 STRATEGIC PLAN		\$ 95,306,000	\$ 2,750,000	\$ 98,056,000	2.9%
LEGACY INVESTMENTS					
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 4	\$ 48,000	\$ 80,200	\$ 128,200	167%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,105,000		3,105,000	0%
TOTAL LEGACY INVESTMENTS		\$ 3,153,000	\$ 80,200	\$ 3,233,200	2.5%
Emerging Opportunities Fund	Emerging Opportunities Fund*	\$ 3,000,000	\$ (2,785,000)	215,000	-93%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 101,459,000	\$ 45,200	\$ 101,504,200	0.0%

* Emerging Opportunities/Threats resources were included throughout the programs budgets in FY 2019-20 and centralized in FY 20-21.

* Emerging Opportunities Fund also includes resources to support the COVID-19 response needs.

BUDGET SUMMARY FY 2020-21 Mid-Year Adjustments

	Approved FY 2020-21 Budget	Estimated FY 2020-21 Expenditures	Projected Savings/ (Shortfalls)	Mid-Year Adjustments	Revised FY 2020-21 Budget
OPERATING EXPENSES					
Personnel Related Expenses					
Salaries & Wages	13,722,800	10,402,581	3,320,219	-	13,722,800
Fringe Benefits	4,081,895	3,568,314	513,581	-	4,081,895
Total Personnel Related Expenses	17,804,695	13,970,895	3,833,800	-	17,804,695
Operating Services					
ADP-Payroll	40,000	26,846	13,154	-	40,000
Worker's Compensation Insurance	75,000	63,139	11,861	(14,000)	61,000
Utilities	145,000	108,009	36,991	-	145,000
Corporate Insurance	90,000	31,000	59,000	11,000	101,000
Mileage, Parking and Other Transportation	43,370	3,246	40,124	(8,700)	34,670
Telephone	70,000	29,379	40,621	-	70,000
Cell Phone & Mobile Devices	116,100	86,650	29,450	51,300	167,400
Outside Printing & Publishing	3,600	5,100	(1,500)	-	3,600
Other Supplies	10,250	-	10,250	-	10,250
Postage & Delivery	13,200	5,961	7,239	-	13,200
Educational Supplies	2,900	771	2,129	-	2,900
Office Supplies	77,870	17,169	60,701	(300)	77,570
Subscriptions & Publications	25,440	3,156	22,284	2,800	28,240
Capital Outlay	147,000	849	146,151	(2,500)	144,500
Equipment-Rents & Leases	27,000	17,481	9,519	-	27,000
Building Repair & Maintenance	150,000	86,463	63,537	-	150,000
Equipment Repairs & Maintenance	12,000	-	12,000	-	12,000
Offsite Storage	25,000	25,125	(125)	4,550	29,550
Hardware & Software Maintenance	470,730	61,578	409,152	-	470,730
Miscellaneous/Contingency	259,000	-	259,000	(164,000)	95,000
Stipend/Honorarium	-	-	-	-	-
Internal Meetings	125,800	19,190	106,610	(30,800)	95,000
Divisional Capacity Building	75,000	-	-	-	75,000
Total Operating Services	2,004,260	591,113	1,338,147	(150,650)	1,853,610
Consultant Services					
Consultant Fees	1,435,725	553,823	881,902	(17,000)	1,418,725
Other Professional Fees	350,500	251,007	99,493	-	350,500
External Reviewers	3,000	-	3,000	-	3,000
Total Consultant Services	1,789,225	804,830	984,395	(17,000)	1,772,225
Professional Services					
Audit	90,000	61,000	29,000	-	90,000
Legal Fees	150,000	114,906	35,094	-	150,000
Professional Dues	126,718	78,277	48,441	(6,900)	119,818
Staff Recruitment	10,000	396	9,604	-	10,000
Commissioners Stipends	25,000	21,600	3,400	-	25,000
Web-Based Services	48,000	16,776	31,224	-	48,000
Bank & Other Service Charges	35,000	32,000	3,000	-	35,000
Total Professional Services	484,718	324,955	159,763	(6,900)	477,818
Travel Expenses					
Airfare	127,350	-	127,350	(116,850)	10,500
Lodging	114,225	-	114,225	(108,225)	6,000
Per Diem	59,745	-	59,745	(55,620)	4,125
Other Travel Expense	25,425	-	25,425	(5,500)	19,925
Total Travel Expenses	326,745	-	326,745	(286,195)	40,550
Depreciation Expense					
Depreciation Expense	-	-	-	-	-
Total Depreciation Expense	-	-	-	-	-
Professional Development					
Training Materials & Supplies	11,300	-	11,300	-	11,300
Internal Training	92,000	10,000	84,400	(1,000)	91,000
Leadership Programs	48,500	14,850	33,650	-	48,500
Conference Registrations	158,750	19,384	139,366	(16,100)	142,650
External Education/Training	77,300	1,803	75,497	(11,400)	65,900
Total Professional Development	387,850	46,037	344,213	(28,500)	359,350
Marketing					
Advertising-Print	-	-	-	-	-
Advertising-Radio	-	-	-	-	-
Advertising-Digital	-	-	-	-	-
Advertising-Out Of Home	-	-	-	-	-
Sponsorship	-	-	-	-	-
Total	-	-	-	-	-
Total OPERATING EXPENSES	22,797,493	15,737,830	6,987,064	(489,245)	22,308,248

Memo

To: Board of Commissioners
From: Kim Belshé, Executive Director
Date: March 11, 2021
Subject: EXECUTIVE DIRECTOR'S REPORT

EXECUTIVE DIRECTOR'S HIGHLIGHTS

Last year's March Board meeting fell on the last day the First 5 LA team was fully on site. Informed by public health guidance, the science, and our overarching priority of employee safety, we pivoted to a fully remote operation within days. As the pandemic endures, so too does the remote context for our work at home. And, as the pandemic endures, it provides the context for the work itself.

COVID is not the work the work of First 5 LA. Rather, COVID – and systemic racial inequities that contribute to deep economic, social and educational disparities – represent the context for our work. Where First 5 LA focuses its valuable human and financial resources, how we coordinate and align such investments, and what steps we take to live fully into our diversity, equity and inclusion (DEI) value and investment guideline are fundamental strategic issues with implications for our impact.

Last month, I shared with Commissioners three priority drivers for First 5 LA's strategic plan implementation efforts: focus and priority-setting; alignment and integration; and DEI. These three drivers are critical to First 5 LA advancing our work and making progress towards the outcomes we seek for children and families. They are fundamental for the team's work together and with you, our Commissioners.

At the Board's March 11 meeting, Commissioners will have an opportunity to hear from team members regarding our efforts to approach our work in a more focused, integrated, and DEI-grounded manner.

First, Antoinette and Kaya, from the Office of Equity, Strategy and Learning, will provide the Board with reflections on Year 1 progress in implementing our Strategic Plan. The Board will hear about the more integrated approach to implementation we're taking and the learning that is emerging through this work across First 5 LA's four strategic priorities. This represents a new, challenging and somewhat messy process for us; and, it's one that is yielding greater clarity regarding what First 5 LA will do to advance its intended goals – including what we will say no to so we can more fully focus on the work that helps us make significant progress towards results

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Next, we'll turn to diversity, equity and inclusion (DEI), where we will hear from Antoinette and TaMesha regarding our early work aligned to First 5 LA's DEI commitment. The Board will also have an opportunity to meet Evan Holland of Seed Collaborative, First 5 LA' DEI contractor. We're eager to share the DEI work ahead and solicit the Board's insights on integrating DEI into organizational policies and practices, informed by your own experiences and roles as LA County leaders.

We'll then wrap up by sharing with the Board important progress on a top priority for optimizing our operational effectiveness: our Capital Improvement Plan (CIP). John and Carl will provide an update on the CIP, which will enable First 5 LA to renovate our physical space to promote staff safety, maintain this valuable First 5 LA asset, facilitate collaboration across the organization, and reflect updated space planning best practices. Improving the physical space in which we work is critical to the team's ability to work safely, collaboratively and effectively; we look forward to sharing the progress underway and preview what the Board can expect this spring and summer.

The evolving context within which First 5 LA undertakes its important work brings urgency to our efforts; the children, families and communities and those who serve them face real and immediate needs. This dynamic context also requires First 5 LA bring an adaptive mindset and approach. I'm proud of how the team is "holding tight" to our North Star, results for children and families, strategic priorities, and underlying values and "holding more loosely" the tactics we employ in response to our changing context.

I hope the Board sees how the team is navigating these challenging times in service of the results we seek for young children and their families, what we are learning from our efforts and how emergent insights are informing our work going forward. And, I hope that Board will see how we're leaning into the strategic imperatives of focus and prioritization, integration and alignment, and diversity, equity and inclusion to maximize the outcomes we seek. We're eager for the Board's thoughts and insights as we carefully and strategically navigate First 5 LA's pathway to impact in a turbulent and dynamic time.

ADVANCING PROGRESS TOWARD OUR RESULTS FOR CHILDREN AND FAMILIES

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

Home Visiting System Building Efforts

In February, First 5 LA through the **Family Supports** team and local home visiting partners participated in the "Big Think" convening hosted by the National Home Visiting Network (Network). The convening gathered home visiting stakeholders, home visitors and families for in-depth small group discussions to garner input and ideas on how home visiting can be more responsive to families. The event highlighted two national examples of efforts that successfully incorporated parent voice to achieve community impact. The Network will continue facilitating conversations that will help identify needed structural changes - in practice, policy, finance, administration, and evaluation – to better inform and guide national efforts. First 5 LA will continue to engage in convenings which provide inclusive opportunities to advance equity by incorporating the voice of families and communities in efforts to strengthen existing public systems to be child and family centered.

First 5 LA is also collaborating closely with the LA County Department of Public Health (DPH) in efforts to ensure participation in California's Department of Social Services (CDSS) CalWORKs Home Visiting Program (HVP) evaluation. To assess the effectiveness of the CalWORKs HVP, CDSS partnered with the University of California, San Francisco, Department of Family and Community Medicine and the Institute for Health Policy Studies to conduct an evaluation of the CalWORKs HVP across all 44 participating counties. The effort has highlighted the need to address the accessibility of and ability to

share client-level data across funding streams, leading to collaborative efforts between First 5 LA, DPH, and the Los Angeles Best Babies Network (LABBN) to identify short and long-term solutions, including development of a common data authorization form across funding streams. Improving accessibility to data will support the CDSS evaluation as well as facilitate future county-wide system planning efforts.

Capacity Building in the Best Start Geographies

A key component of First 5 LA's work in the 14 Best Start Geographies is to strengthen the capacity of non-profits in those areas to work with families and, secondly, connect agencies with public agencies, foundations, and other organizations working in the Best Start Regions to align system change efforts and strengthen networks. Updates are provided on these two efforts:

- 1. *Strengthening Capacity of Nonprofits in Best Start Networks During COVID 19:*** First 5 LA awarded \$150,000 to the Center for Nonprofit Management and The Nonprofit Partnership to provide technical assistance, coaching and training for interested nonprofits that work in the Best Start Communities. The program was launched in November 2020. Between November 2020 and February 2021, CNM and TNP helped a total of 39 nonprofits and 60 nonprofit leaders consulting, coaching, and training sessions on topics like board development, strategic planning, and fund development. The training is intended to support diverse organizational needs, and provide an opportunity for organizations to invest in developing and expanding their ability to address and sustain core functions. Through the technical assistance, organizations are building their capacity to not only survive the pandemic but become more sustainable in the long-term and build their capacity to continue to support their communities.
- 2. *Strengthening Networks through the Learning Consortium:*** The Capacity Strengthening Learning Consortium (Consortium) was launched in February 2020 to support the connections and strengthen relationships across the various sectors working in the Best Start geographies. Participating partners include representatives from County system agencies, foundations, and community-based organizations. The learning sessions are intended to identify existing capacity building efforts, opportunities for collaboration, and elevate First 5 LA and community partners expertise in engaging families ensuring family voice and perspectives are embedded and prioritized. As the Consortium moves to Year 2, there will be an ongoing focus on better alignment capacity strengthening efforts through the implementation of intimate, cross-sector learning pods focused on action and experimentation. Due to COVID-19, the space pivoted quickly from in-person session to virtual sessions and utilized art and visual multi-modal techniques to maximize engagement and discussion (see images in Attachment "A").

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

First 5 LA ACEs Aware Update

As mentioned in the February Report to the Board, First 5 LA was awarded \$225,000 in grant funds to support implementation of the California ACEs Aware initiative (<http://www.acesaware.org>), a statewide effort to educate Medi-Cal providers on the importance of screening for Adverse Childhood Experiences (ACEs) and responding with trauma-informed care. As part of the ACEs Aware grant, the **Health Systems** team is working closely with the American Academy of Pediatrics – California Chapter 2 (AAP-CA2) ACEs Committee to co-develop and implement Peer-to-Peer Learning Sessions (aapca2.org/aces-aware). The second learning session took place on February 11 and featured a presentation titled "Childhood Adversity and Health Systems Change" by AAP-CA2 ACEs Committee Chair, Adam Schickedanz, MD, PhD, FAAP. There were 54 participants in attendance that included a variety of providers (pediatricians, family practitioners and nurse practitioners) across different clinical settings. A clinical case was presented at the end of the presentation with breakouts to discuss routine practice changes to facilitate identification of ACEs, potential barriers to identifying ACEs, and system and policy-level changes to facilitate practice improvements. The next session will take place this month on March 18. Carlo DeAntonio, MD, FAAP, will present on "After Screening: Building ACEs Response Interventions and Overcoming Barriers to Referrals." Information collected from these

sessions will be used to inform a practice paper to inform large scale systems change for screening alignment, treatment and referrals/care coordination.

California Home Visiting Funds to Support Local Birth Disparities Prevention Efforts

In 2018, First 5 LA through the **Health Systems** team joined efforts with the LA County Department of Public Health (DPH) to support countywide strategies to reduce African-American Infant and Maternal Mortality (AAIMM) disparities. The AAIMM Prevention Initiative designs, supports, and implements novel and evidence-based strategies and activities to improve pregnancy, birth, and infant outcomes and improve family wellbeing to close the racial gap in birth disparities. AAIMM's primary, evidence-based direct service interventions are implemented by DPH. As DPH's co-lead on the AAIMM Initiative, First 5 LA's unique contribution, grounded in policy and systems change, focuses on supporting systems innovation and optimization, sustainability and stakeholder engagement/will building. Recently state funding of \$1 million from the California Department of Public Health via their California Home Visiting Program was awarded to DPH to sustain the AAIMM Doula Program. This funding will provide free, culturally congruent doula support to 500 Black/African American pregnant people countywide through June 2023. Priority will be given to Service Planning Areas (SPAs) 1,6, and 8 (Antelope Valley, South LA, and the South Bay) where Black infant mortality rates are highest. Prior to the award, the AAIMM Doula program was being funded by LA County Department of Health Services, Whole Person Care grant. Almost 300 families were served by the previous program, launched by DPH. This funding maintains critical services for Black/African American pregnant people while DPH and First 5 LA continue to engage in long-term funding discussions with key systems leaders such as local Medi-Cal Managed Care Plans.

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

Advocating to Increase Investment in ECE

In coordination with the state Early Care and Education (ECE) Coalition, First 5 LA through the Office of **Government Affairs and Public Policy** actively lobbied all Los Angeles County based Assemblymembers to sign-on to a letter circulated by Assembly Majority Leader Eloise Gomez-Reyes (AD-47), urging Governor Newsom to release \$300 million in federal COVID-19 relief funds for that were appropriated to California in December 2020 to support ECE services. This funding would alleviate some of the strain on the early learning system by increasing support for child care spaces, provider protections, and waiving family fees. Staff and First 5 LA's state advocate, California Strategies, also met with the Offices of Assemblymember Cristina Garcia and then-Assemblymember and now Senator-elect Sydney Kamlager-Dove.

In addition, First 5 LA held several introductory meetings with Los Angeles City Council offices to discuss our policy agenda with a focus on early learning and equity. Government Affairs staff held meetings with the offices of newly elected LA city councilmembers Nithya Raman (CD-4), Mark Ridley-Thomas (CD-10), and with City Council President Nury Martinez (CD-6). Offices expressed interest in supporting policies that increase access to child care opportunities in the city, and also support for those experiencing housing insecurity as a result of COVID-19.

Vaccine Distribution for ECE Providers

Education and Childcare fall under Tier 1B in California's COVID-19 vaccine priority list which, in Los Angeles County, opened in early March. The Los Angeles County Department of Public Health (DPH) estimates the childcare workforce includes over 100,000 individuals. Those eligible to be vaccinated in this tier include all center-based ECE staff, Family Child Care (FCC) Home operators and staff, those providing Family Friend and Neighbor (FFN) care, and Resource and Referral, Alternative Payment, and Child Care Licensing Division staff. Family members living in FCCs and FFN homes will also be eligible.

The LA County ECE COVID-19 Response Team, of which First 5 LA staff through the **Early Care and Education** team is a member, has elevated to DPH a number of identified challenges in vaccinating

the ECE workforce. Many providers, for example are open and operating with strict adult to child ratios, and may not have flexibility to sign up for available appointments. Childcare providers face similar challenges to many communities, including lack of transportation to points of distribution (PODs), vaccine hesitancy, language barriers, and the digital divide. Access to technology is critical as the County is using MyTurn, a website set up by the State of California as the centralized hub for appointment scheduling.

In response to these challenges, DPH is working with Children's Hospital Los Angeles with the support from the Response Team to set up weekend and evening vaccination clinics reserved for ECE providers. This approach was piloted with providers over 65 at two clinics on February 13 and 27 and will open to the full range of providers on March 5 and 6. The County is also planning to reserve appointments at the Mega PODs specifically for childcare workers as vaccine supply allows. These efforts will offer providers more options, but they can still get vaccinated at any site in the County that has availability. Additionally, the Response Team is working on a communications strategy to promote vaccination in general. This includes messaging on social media with targeted promotion, information pages on www.childcareheroes.org, and creating videos and graphics aimed specifically to childcare providers. Dr. Nava Yageneh from DPH and Dr. Susan Wu from Children's Hospital Los Angeles also presented on a Response Team Community Call on February 19 to discuss vaccine effectiveness and safety as well as previewing the distribution plan for ECE with over 700 attendees. The Response Team continues to meet weekly to coordinate efforts and First 5 LA staff remain active participants.

CONTRACTS AND SPONSORSHIPS EXECUTED LEVERAGING EXECUTIVE DIRECTOR DELEGATION AUTHORITY

Contracts Executed Between \$25k-\$75k

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

The following contract was executed between January 24, 2021 and February 25, 2021. Copies of the executed contracts can be found here: <http://www.first5la.org/march-21-ed-report-agreements/>

#10278 HARDER+COMPANY COMMUNITY RESEARCH – Contract Amount: \$74,445 Contract Period: 1/25/2021 – 6/29/2021

The ACEs Aware initiative seeks to change and save lives by helping Medi-Cal providers understand the importance of screening for Adverse Childhood Experiences and training them to respond with trauma-informed care. First 5 LA received a grant from Aurrera Health Group to engage in provider engagement activities. First 5 LA conducted a Request for Qualifications and selected Harder+Co to support this initiative via report research and development (e.g., conduct literature review, coordinate and conduct interviews with subject matter experts, and draft proceedings reports and practice paper). To accomplish deliverables, Harder+Co will coordinate with First 5 LA, partners and the meeting facilitation consultant.

Sponsorships

Title: Future of Equitable Health: A Time of Crisis and Transformation (Virtual Conference)

Date: February 22-24, 2021

Sponsorship Amount: \$5,000

Description: The Insure the Uninsured Project (ITUP) hosted their 25th Annual Conference— Future of Equitable Health: A Time of Crisis and Transformation. The signature statewide health policy conference virtually brought together diverse stakeholders ranging from policymakers, policy experts and researchers to advocates, providers and health plans to advance health reform in California. Pre-conference sessions included care coordination in Medi-Cal is especially relevant to the Health Systems Team given our evolving work in trauma, early identification and intervention, and health plans (L.A. Care, Health Net, Promise, Anthem, etc.).

Title: AAIMM Grantsmanship 2020 Summit

Date: March 5, 2021

Sponsorship Amount: \$10,000

Description: Black Women for Wellness (BWW) and The Grantsmanship Center hosted the African American Infant and Maternal Mortality Grantsmanship Summit, co-sponsored by The Fineshireber Family Foundation and First 5 LA. The AAIMM Grantsmanship Virtual Summit brought together AAIMM members from the Los Angeles County Health Department, AAIMM Community Action Teams, key partners, and academic collaborators from across Los Angeles who are dedicated to the reducing birth disparities through the sharing of best practices and developing strategies for sustainable funding and collaboration.

Title: Child Watch 2021

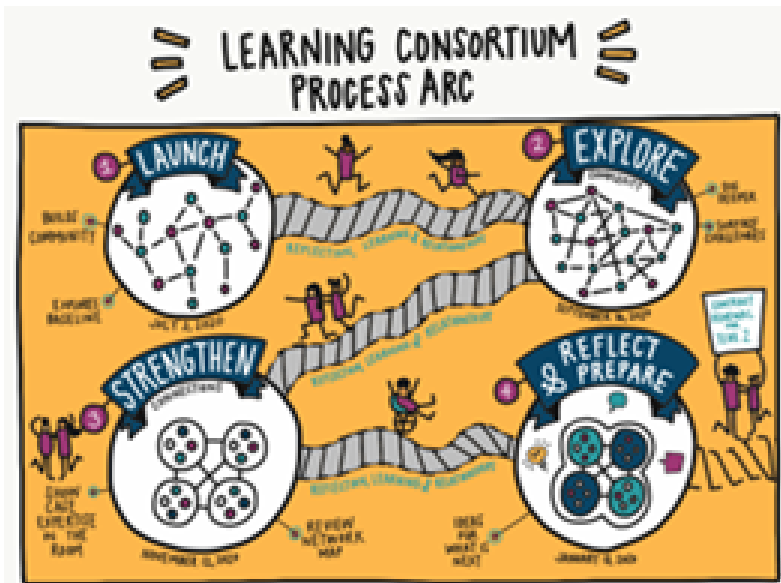
Date: March 5, 2021

Sponsorship Amount: \$2,500

Description: The Children's Defense Fund-California (CDF-CA) hosted their inaugural policy and advocacy virtual symposium, Child Watch 2021: The State of California's Children and Youth in the COVID Era. The event provided immediate support for our on-going COVID-response and relief work, will highlight the current state of California's children, and explore opportunities to urgently combat the effects of COVID-19, while also rebuilding communities of color with social justice, racial equity and the lives of young children as the drivers of policy, decision-making and action.

Learning Consortium March ED Report

Attachment "A"



FIRST 5 LA POLICY AGENDA



The First 5 LA Policy Agenda guides policy efforts at the local, state and federal advocacy. Supporting achievement of the adopted 2020-2028 Strategic Plan's Results for Children and Families, Long-Term Systems Outcomes and Results Indicators, the agenda is grounded in First 5 LA's unique experiences and expertise, rooted in learnings from local investments, and informed by community- and family-voice. Foundational to the agenda is an understanding that children ages prenatal to 5-years old represent a special population, because the brain develops more rapidly during the earliest years of life than at any other time. Concurrently, the impacts of structural racism powerfully disrupt optimal development and health, as well as broader family stability. As such, all priorities within the Policy Agenda will:

- **Work to close race-based disparities in health, well-being and opportunity;**
- **Utilize the best available data and advocate for the availability of full and complete data; and**
- **Promote a holistic system of supports that is language- and culturally- appropriate.**



First 5 LA, in partnership with others, helps to strengthen families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life. To achieve this, First 5 LA advances the following community-informed priority areas:

Promote a comprehensive system of family supports to advance positive outcomes for the whole child and whole family.



- Build systems that strategically layer effective evidence-based, innovative and community-responsive resources of family strengthening supports, prioritizing home visiting and early intervention services.
- Promote and protect family supports to ensure families with young children and pregnant women are economically secure.
- Improve capacity and coordination across early identification, early intervention and family strengthening systems.

Improve systems to promote the optimal development of children through early identification and supports that are family-responsive.



- Ensure children receive early and periodic validated developmental and behavioral screenings, and coordination to appropriate interventions
- Strengthen child and family serving systems to prevent, anticipate, and respond appropriately to adverse experiences, trauma, and toxic stress.
- Incentivize preventative care to close maternal and pediatric health disparities through disaggregated data.

Expand access to affordable, quality early care and education.



- Increase public investment in early care and education systems prioritizing mixed delivery and family choice.
- Align an equitable and responsive early care and education quality support structure.
- Increase compensation and funded professional supports for the early care and education workforce.

Ensure communities have the resources and environment to optimize their child's development.



- Increase opportunities for community voices to shape resources, services and other critical issues affecting young children and families.
- Promote local flexibility in policies and systems that directly impact families and neighborhoods.
- Elevate and utilize disaggregated population level and integrated service data for effective system delivery and improvement.

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

FIRST 5 LA

SUBJECT:

2020-2028 Strategic Plan: Reflections on Year 1 Progress

BACKGROUND:

When the Board approved the 2020-2028 Strategic Plan in November 2019, the world was a very different place. The COVID-19 pandemic and racial justice uprisings continue to reveal, with painful clarity, the cracks and chasms that are holding inequities in place for children and families. For First 5 LA staff, making sense of all that is unfolding in Los Angeles County – as well as in our state and nation – recontextualizes our work and amplifies the need to stay disciplined to the 2020-2028 Strategic Plan as our guide for responding to rapidly changing contexts.

The first eight months of strategic plan implementation has required First 5 LA to be flexible, innovative, and to more fully embrace its role as a catalyst for systems change. Implementation in shifting contexts has also triggered deeper reflection on First 5 LA's organizational transformation to achieve results for children – prenatal to age five – their families and communities. This has meant re-examining our work for greater impact; adapting the organizational structure to more tightly align with our strategic direction and intended impact; embracing greater focus and prioritization, alignment and integration of our work; and embodying an explicit commitment to diversity, equity, and inclusion as well as a renewed commitment to live our other core values of collaboration, learning, and integrity.

In these ways, staff has been leaning into an adaptive mindset, engaging with the 2020-2028 Strategic Plan as a living document. Staff regularly reflects on First 5 LA's highest aspirations for children and families, regards the strategic plan as the frame for navigating complex, dynamic issues and solutions, and embraces learning from implementation as an ongoing practice. Likewise, the First 5 LA Board of Commissioners continues to be an important thought partner, providing insights and reflections on key implementation issues, such as:

- Insights on the findings of Impact Framework Indicator Report to inform our work (September 2020 Special Board/Program and Planning Committee meeting)
- Considerations for building a sustainable system of home visiting (October 2020 Special Board/Program and Planning Committee meeting)
- Questions to be prioritized/explored as part of the landscape assessment to understand the home-based child care sector (November 2020 Board of Commissioners meeting)
- Considerations for advancing digital equity across First 5 LA investments (January 2021 Special Board/Program and Planning Committee meeting)
- Increasing understanding of the interdependencies across systems to address food insecurity (February 2021 Special Board/ Program and Planning Committee meeting).

The Board of Commissioners and Special Board/Program and Planning Committee meetings are important touchpoints with the Board to share progress and learning from strategies, investments, and approaches that reflect strategic plan implementation. The March 2021 Board of Commissioners meeting presents another opportunity for the Board to engage in dialogue with each other and staff to reflect on implementation progress and what we have learned so far during Year 1 of the 2020-2028 Strategic Plan.

DISCUSSION:

During the September 2020 Board of Commissioners meeting, staff shared two key learnings: 1) the importance of leaning into an adaptive mindset that holds "tight" to strategic direction while recognizing our dynamic environment and changing community conditions; and 2) the significance of applying an equity lens and setting specific targets to address inequities effectively. Building upon these early implementation lessons,

staff has been reflecting on our progress to date and uplifting key learning that has application to our work moving forward.

During this first year of the strategic plan, First 5 LA, its grantees/contractors and partners, and communities have been navigating organizational realities and uncertainties in the external environment as we collectively seek to achieve the results to which we are committed. The intertwining nature of the challenges resulting from the pandemic – including racial injustice and working remotely – has meant that solutions cannot come from a single public agency, nonprofit organization, grant/contract, strategy or approach. Across First 5 LA's four strategic priorities, staff learned that new policies, practices and collective will within systems can emerge when intentions, resources, and processes across stakeholders align. During the March 2021 Board of Commissioners meeting, staff will highlight examples of the learnings outlined below.

Strategic Priority #1: Strengthen Public and Community Systems

- When public agencies work in collaboration with nonprofit organizations and communities as partners, new insights shape the design and implementation of responsive solutions to complex challenges.
- When First 5 LA, as a public agency, leverages our experience in community engagement and builds upon momentum within communities, new connections and relationships between county public agencies and communities emerge, grounded in mutual interest and commitment to improve systems for families.

Strategic Priority #2: Advance and Build on Community Experience

- When passion to “do something” meets creativity, new ways of engaging families, communities, and other partners emerge (e.g. using virtual tools to connect with resources and each other)
- When trusting relationships with partners are built over time, new opportunities for coordinated action can be seized upon quickly in response to emerging and/or rapidly evolving contexts.
- When the lived experiences of families, communities, organizational partners, and staff converge to guide the work, new strategies and resources can be mobilized and serve as proof of concept for countywide systems improvement.

Strategic Priority #3: Expand Influence and Impact with Data

- When local experience is used as critical data informing our work, new voices make real what is most relevant for families and communities and help connect the dots between local, state and federal advocacy opportunities.
- When disaggregated data is available and used to understand community experiences, new understanding helps direct strategies and resources to populations most adversely affected by inequities.

Strategic Priority #4: Optimize our Effectiveness

- When staff across functions and content areas align and integrate their work, new possibilities for greater impact emerge.
- When organizational values are identified as core to how work gets done, there is new discourse and behaviors to ensure alignment between intention and practice.
- When listening is intentional and responsive, new mindsets and flexibility enable progress on improving organizational effectiveness and impact beyond what might have been previously thought possible.

NEXT STEPS:

Upcoming Board presentations and discussions through June 2021 will continue to focus on Year 1 implementation progress. A sample of topics includes: living into our DEI value; Best Start regional highlights; learnings from the pandemic and implications for work moving forward; organizational structure aligned with the impact we seek; procurement policy reform; approval of contractor for the capital improvement plan; and the annual budget development and approval process to approve work for Year 2 of the 2020-2028 Strategic Plan (fiscal year 2021-22). Each of these discussions are opportunities for the First 5 LA Board of Commissioners to share insights and reflections on the work given Board members' experience and leadership in the County.



2020-2028 Strategic Plan: Reflections on Year 1 Progress

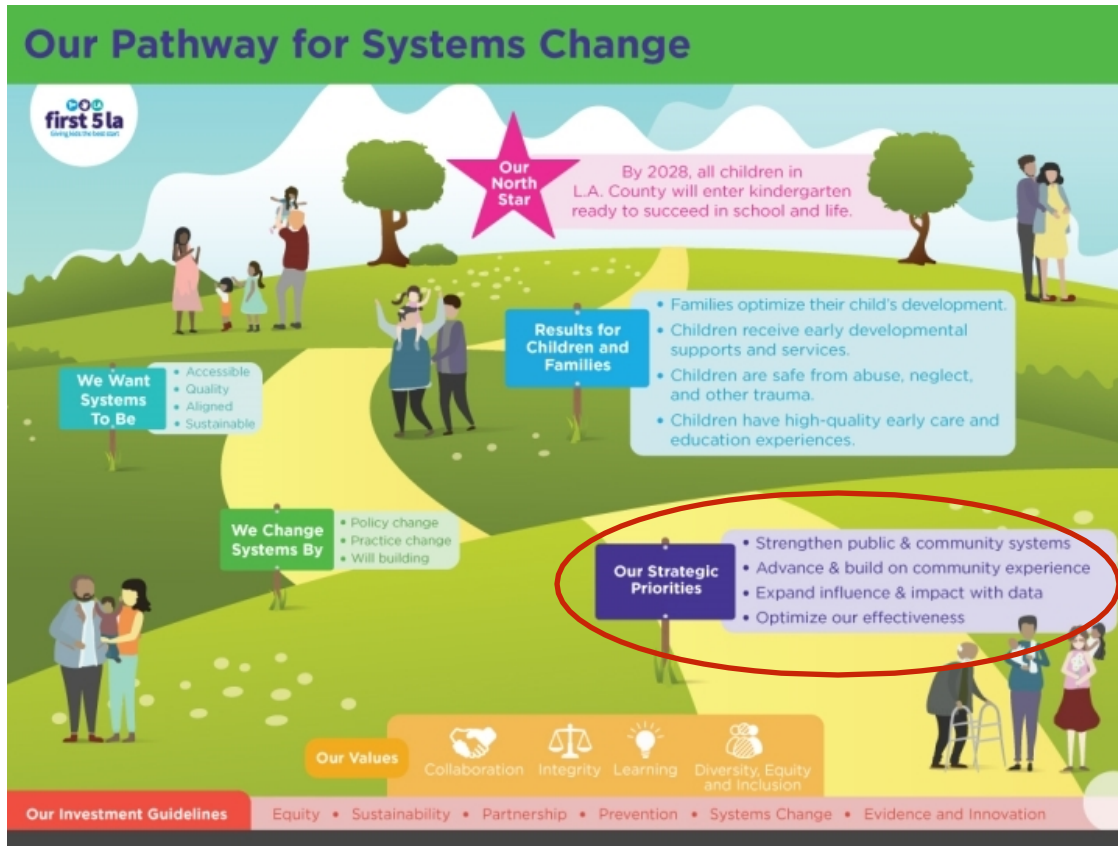
Antoinette Andrews Bush, Chief Learning Officer,
Office of Equity, Strategy & Learning

Kaya Tith, Portfolio Manager, Office of Equity,
Strategy & Learning



Share reflections on implementation progress during Year 1 of the 2020-2028 Strategic Plan

- Learning across First 5 LA'S four strategic priorities
- Application to our work moving forward



Key Drivers for Implementation

- Focus and Prioritization
- Alignment and Integration
- Diversity, Equity and Inclusion

New policies, practices and collective will within systems can emerge when intentions, resources, and processes across stakeholders align.



Examples of Our Work

- Help Me Grow Pathways
- Fresh Ideas for CalFresh (partnership with DPSS, and LA Food Policy Council)
- Consultant/contracting support for County partners for continuity of planning and implementation efforts
- Vaccination for child care/ECE providers (collaboration between DPH and Resource & Referral agencies on COVID Response Team)
- 2021 Policy Agenda: Whole Child, Whole Family framework for systems design

When public agencies work in collaboration with nonprofit organizations and communities as partners...



New Insights

When First 5 LA, as a public agency, leverages our experience in community engagement and builds upon momentum within communities...



New Connections and Relationships

Examples of Our Work

- Welcome Baby virtual outcomes and implementation study
- Technology to support home visiting participation (Collaboration with DPH)
- Home-based providers landscape analysis
- Mobility on Demand Pilot (collaboration with LA Metro and Best Start Regional Network Grantees)

When the passion for achieving positive results meets creativity...



New Ways of Engaging

When trusting relationships with partners are built over time...



New Opportunities for Coordinated Action

When the lived experiences of families, communities, organizational partners, and staff converge to guide the work...



New Strategies and Resources

Examples of Our Work

- Impact Framework Indicator Report
- Advancement Project CA Best Start Data Narrative
- Findings from Fresh Ideas for CalFresh Community Listening Sessions
- We Must Count Coalition

When local experience is used as critical data informing our work...



New Voices

When disaggregated data is available and used to understand community experiences...



New Understanding

Examples of Our Work

- Flexibility for existing grantees
- First 5 LA COVID Response Fund
- Digital equity within First 5 LA investments
- DEI organizational assessment
- 2021-22 Budget Development Process
- Procurement Policy Reform

When staff across functions and content areas align and integrate their work...



New Possibilities

When organizational values are identified as core to how work gets done...



New Discourse and Behaviors

When listening is intentional and responsive...



New Mindsets and Flexibility

Implementation learnings have prompted deeper reflection on First 5 LA's own transformation to achieve the results to which we are committed.



Focus and Prioritization

- Practicing greater discipline in work we do to make the most significant progress towards results

Alignment and Integration

- Cultivating relationships, practicing deep listening, and learning internally – and with grantees/contractors, communities and other partners – to improve our organizational effectiveness and maximize impact
- Seeing the whole of our work and interdependencies between Strategic Plan implementation, Impact Framework, DEI, business processes, and organizational structure

Diversity, Equity and Inclusion

- Embodying our commitment to diversity, equity, and inclusion in our planning and implementation of internal policies, practices and external work

March – June 2021

- Living into DEI as an Organizational Value
- Learnings from COVID and Implications for our Work
- Organizational Structure Enabling First 5 LA's Work
- Best Start Regional Highlights
- Home-based Provider Landscape Analysis (progress and learning)
- Procurement Policy Reform
- Approval of Contract for Capital Improvement Plan
- FY 2021-22 Budget Review and Approval

- What are your reflections on Year 1 progress to date?
- What insights do you have for staff as we apply the key implementation drivers (i.e. focus and prioritize, align and integrate, and DEI) to our internal and external work?

FIRST 5 LA

SUBJECT:

Living First 5 LA Values: Diversity, Equity & Inclusion

BACKGROUND:

Diversity, Equity, and Inclusion (DEI) represents an organizational focus that is fundamental to First 5 LA's bold vision of its North Star – that *by 2028, all children in Los Angeles County will enter kindergarten ready to succeed in school and life*. Yet, nearly every indicator across key child development areas shows an outcome gap, particularly by race and ethnicity. Children of color experience significant gaps and fare worse on key indicators of well-being than their counterparts, gaps that take hold early and persist, having long lasting effects on children and their future success.

To achieve the North Star for *every* child in Los Angeles County, the Board-approved 2020-2028 Strategic Plan articulates *what* First 5 LA's priorities are to address systemic inequities and improve results for children and families and uplifts important considerations for *how* First 5 LA does its work to optimize organizational effectiveness – our norms, practices, and behaviors that shape our culture and, consequently, the systems change impact we seek.

Grounded in its equity investment guideline, First 5 LA's work is increasingly evolving to address the systemic issues that continue to cement and exacerbate inequities. The most recent examples shared with the Board include: Digital Equity & Inclusion (January 2021 Special Board/Program and Planning Committee meeting); First 5 LA Policy Agenda (February 2021 Board of Commissioners meeting); Fresh Ideas for CalFresh (February 2021 Special Board/Program and Planning Committee meeting); and Best Start Region 1 Presentation (February 2021 Special Board/Program and Planning Committee meeting).

As an agent of systems change, First 5 LA acknowledges that its approach, philosophy, design and implementation of its external work is influenced by internal policies, practices, norms, and behaviors. It is with this realization that First 5 LA embraced DEI as its newest organizational value and committed to aligning its values with internal policies and practices to strengthen organizational culture, optimize our effectiveness, and achieve the systems changes we seek within Los Angeles County.

DISCUSSION:

First 5 LA began its internal DEI journey in earnest in 2019 with implicit bias training for all staff. Recognizing that training is necessary but insufficient, staff began to explore additional opportunities for First 5 LA to live its DEI value. Acknowledging that this is a long-term journey that supports organizational transformation, staff began to identify and seize opportunities for immediate action such as:

- Being more explicit in articulating our commitment to DEI in policies and practices such as the procurement policy, which is anticipated to be brought to the Board for consideration Spring 2021.
- Designing and implementing a staff-led DEI reflection process to assess and strengthen our current work and worked planned in FY2021-22.
- Selecting a consultant to assess First 5 LA's DEI competencies and work collaboratively with staff to develop a comprehensive action plan to inform how we can best advance DEI in our organizational culture, internal policies and practices.

In October 2020, the Board approved a contract with Seed Collaborative to walk alongside First 5 LA as it deepens its knowledge and commitments to DEI. In January 2021, the contract with the Seed Collaborative began and since then, the team has been conducting a due diligence process, which includes document review and key stakeholder interviews. The team has also provided support to First 5 LA staff working on updates to the procurement policy as well as the staff-led DEI reflection process. The March Board presentation is an opportunity to introduce the Seed Collaborative team to the Board, share the work envisioned over the next several months, and glean Board insights on perceptions and

assumptions about DEI (e.g. how DEI defined and operationalized), which is a critical aspect of the Seed team's due diligence.

NEXT STEPS:

The Seed Collaborative is continuing its due diligence process through May 2021, the findings of which are anticipated to be shared with the Board at the June 2021 Program and Planning Committee.



Living First 5 LA Values: Diversity, Equity & Inclusion

Antoinette Andrews Bush, Chief Learning Officer,
Office of Equity, Strategy & Learning

TaMesha Williamson, Operational Excellence
Manager, Workplace Management Team

Evan Holland, Co-Founder, Seed Collaborative



- Orient the Board to actions being implemented to demonstrate First 5 LA's commitment to diversity, equity, and inclusion (DEI).
- Introduce Seed Collaborative, the consultant team supporting First 5 LA's DEI journey
- Share the work envisioned over the next several months
- Glean Board insights as part of the Seed team's due diligence process



Beginning Reflections





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

- Diversity, Equity, and Inclusion (DEI) is fundamental to achieving the bold vision of our North Star.
- To achieve the North Star for every child, the 2020-2028 Strategic Plan articulates what First 5 LA's priorities are to address systemic inequities and uplifts important considerations for how First 5 LA does its work.
- As an agent of systems change, First 5 LA acknowledges that its approach, philosophy, design and implementation of its external work is influenced by internal policies, practices, norms, and behaviors.
- Living our value of DEI is a long-term journey that requires intentionality, learning, and commitment to improve.



The Seed Collaborative

- Conducting a baseline assessment of First 5 LA's current organizational practices and level of DEI awareness and competency.
- Integrating insights and knowledge on DEI best practices in the field with a particular focus on public agencies.
- Developing and supporting early implementation of an organization-wide equity plan.



- Seed was founded to work at the intersection of equity and organizational sustainability
- Seed supports visionary initiatives that advance a more equitable and sustainable world
- Seed's equity and belonging practice is focused on structural and culture change within institutions ready to widely imbed their DEI values in their infrastructure and operations



Paul Hudson



Co-Founder, Partner
Co-Lead, Thought Leadership
paul@seedcollab.com

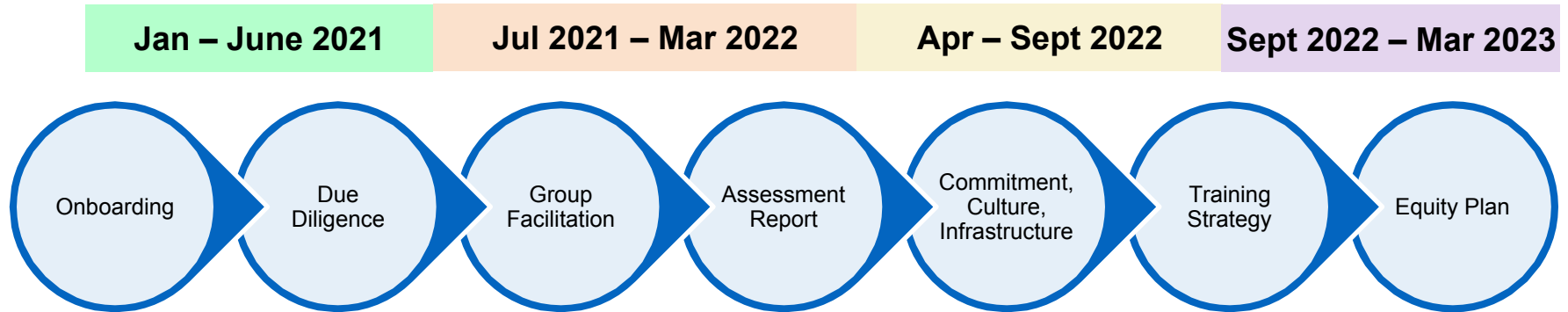
Evan Holland



149

Co-Founder, Senior Consultant
Co-Lead, Project Manager
evan@seedcollab.com

★ We are here



June 2021

June 24th PPC

- Update on due diligence analysis

October 2021

October 28th PPC

- Review preliminary findings & direction

November 2021

November 10th BOC

- Update on preliminary findings
- Present Phase 2 of Seed contract for consent

February 2022

February 24th PPC

- Preview recommendations for the Assessment Report

March 2022

March 10th BOC

- Review final recommendations

Board Insights

1ST  LA
first 5 la
Giving kids the best start



Given your experience and roles as key leaders in the County,

1. What have you learned from your own efforts to embrace and integrate DEI into organizational policies and practices? What advice to you have for First 5 LA staff?
2. Are there particular DEI opportunities and challenges that First 5 LA should consider given our public agency status?

FIRST 5 LA

SUBJECT:

Capital Improvement Plan (CIP) Project update

BACKGROUND:

First 5 LA's mission is for all children in Los Angeles County to enter kindergarten ready to succeed in school and life. Our approach to the CIP Project is to strengthen First 5 LA's ability to effectively execute its 2020-2028 Strategic Plan by how we align the use of our space to our increased need to work in a collaborative and integrative way. This work will advance our Strategic Priority #4 which will optimize operational effectiveness by improving the physical space in which we work.

The purpose of our CIP is two-fold: (1) to renovate First 5 LA's physical space to align to the organization's new structure, facilitate collaboration across the organization, and reflect updated space planning best practices; and (2) to address immediate physical plant needs and plan longer term for the maintenance and support of our facility.

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, located on the Union Station campus. The building is three (3) stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicles for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a vacated space previously occupied by a childcare provider.

In June of 2017, the Board of Commissioners established a Capital Improvement Fund (CIF) to make improvements to our facility. The CIF was comprised of unspent FY 2015/16 Operating Budget funds in the amount of \$3,660,359 and unspent FY 2016/17 Operating Budget funds in the amount of \$3,299,317. The CIF was established as part of the FY2017/18 budget process, committing a total of \$6,959,676 in funding for capital improvements for the building.

In July 2018, First 5 LA's Board of Commissioners adopted a Capital Improvement Plan (CIP) to renovate the First 5 LA office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration and work. The CIP scope includes interior office improvements, replacement of existing roofing material, replacement of (3) rooftop air handling units, installation of new solar panels, building and site security and other site improvements including new perimeter fencing, monument signs and site light fixtures. The CIP work includes architectural, structural, mechanical, electrical, and plumbing (MEP) and limited civil engineering work for the parking lot area for lighting and general security improvements.

In March 2018, First 5 LA retained MARRS Services, Inc. (MARRS) as the Project Management/ Construction Management (PM/CM) consultant to oversee and manage the implementation of the CIP. First 5 LA also retained Klawiter & Associates (KA) to assess the inventory of existing furniture and develop a conceptual interior design on three floors of First 5 LA's occupied space. First 5 LA, also retained IMEG Corporation (IMEG) as the Architectural & Engineering (A&E) firm to perform preliminary architectural and engineering services which include engaging the necessary consultants, engineers and surveyors to assess the site conditions and provide pre-design, preparation of concept designs, schematic design, and prescriptive specification development, as well as preparation of other required documents as directed by First 5 LA.

Over several conversations with our Executive Committee, and in an effort to take advantage of the vacancy of our building necessitated by the COVID pandemic, in June 2020 the Executive Committee endorsed a phased approach to the CIP.

Phase 1 will cover the more immediate needs, including preparing the building for re-entry in a post-COVID environment, ensuring staff safety for when we can safely return staff to the office, likely next year. In addition, we will also be addressing some of the facility's foundational needs that were called out in our building assessment that are necessary to maintain this asset. This will include addressing some of our heating and boiler needs, replacing the roofing and adding solar with structural roof support, replacement of our heating, ventilation and air conditioning (HVAC) system, upgrades to the audio-visual systems in the Multi-purpose Room (MPR) and adjacent conference rooms on the first floor, etc.

The Capital Improvement Plan Phase 2 work will focus more on the internal design and space, informed by emerging facility management practices once more is known on how to best address building lay-out and management practices aligned to health and safety guidelines in a post-COVID environment.

DISCUSSION:

Since we have not provided a CIP update to the Board for over a year, the presentation for March 2021 will provide information on what has been accomplished thus far, the rationale for why we have chosen a phased approach, and a high-level timeline of the proposed work for phase I of the project.

Among the accomplishments, we will highlight our solicitation process which will result in the selection of a Design Build/General Contractor who will perform the construction work. We have been working closely with our consultants and First 5 LA legal counsel to ensure we are in compliance with all proper requirements to procure and execute the contract with the Design Builder as well as complying with all the Public Works requirements since this is a Public Works project. Related to the solicitation requirements of a Public Works project, this will also preview what we plan to bring to the Board in May and June of this year.

NEXT STEPS:

Our next step is to provide an update of the recommended Design Build contractor awarded through our competitive solicitation process to the Executive Committee in May 2021. Our current timeline projects our return to the Board for another update in May 2021 as an informational item on the selection of our Design Builder/General Contractor and returning for action in June 2021.

Board of Commissioners Meeting Capital Improvement Plan Update

John Wagner,
Executive Vice President

Carl Gayden,
Senior Director of Workplace Management



March 11, 2021

- The purpose of the Capital Improvement Project (CIP) is to update First 5 LA's physical plant, align space to organizational structure, and enhance collaboration and work.
- Capital Improvement Fund (CIF) was established by the Board in June 2017 for \$6,959,676
- CIP was board approved in July 2018 as the long-term capital improvement project plan
- On June 2020, the Executive Committee endorsed the phased CIP approach
- On September 2020, the Executive Committee endorsed the CIP phased budget of \$2,935,940

Our Pathway for Systems Change



Our North Star

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.

STMP #42: to improve the physical space that reflects updated space planning and building maintenance best practices that promotes greater team and organization-wide collaboration

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

- Quick Refresher/Context
- Phase 1 Scope Review
- Project Status
- Phase 1 Timeline
- Next Steps
- Questions



Phase 1: Reentry Needs

- Adding dividers/shields to our cubicles and spaces that have exposure
- Adding signage for our new pathways and markers to ensure safe physical distancing
- Automating frequently touched surfaces such as doors and restroom fixtures



Phase 1: Building Foundational Needs

- Addressing our infrastructure needs
- Adding solar and the structural roof support
- Replacing our HVAC
- Reroofing
- Redesigning our IT network
- Upgrading IT hardware
- Upgrading Audio/Visual components for the Multi-Purpose Room (MPR) and adjacent Commissioners Conference Room on the first floor

Phase 2 work will be more of an informed approach once more is known on how to best address our building layout and management practices to fit the expectation of a safe and healthy environment post-COVID.

Completed

- Procured Consultants to provide subject matter expertise for the CIP Project
- Finalized the Building Assessment
- With Legal's support, Initiated the Request for Qualifications (RFQ) process for the Design Build contractor

In Progress

- Finalizing the procurement document for acquiring the Design Build contractor
- Drafting the Request for Proposal (RFP) to release to prequalified Design Build contractors

Phase 1 Timeline

Phase	Milestone	Activities	Start	Completion
Preconstruction	Bridge Document Finalized	<ul style="list-style-type: none"> • Create, review and approve bridge document 	Q3 2020	Q1 2021
Preconstruction	RFQ for D/B Contractor Prequalification Complete	<ul style="list-style-type: none"> • Complete RFQ • Prequalify D/B contractors 	Q3 2020	Q1 2021
Preconstruction	RFP for D/B Contractor Complete	<ul style="list-style-type: none"> • Complete RFP • Select D/B contractor 	Q1 2021	Q2 2021
Preconstruction	Board Approval	<ul style="list-style-type: none"> • Info on D/B contract at Combined Meeting of Budget & Finance and E.C. • Info and Action on D/B contract at Board meeting 	Q2 2021	Q2 2021
Construction	Construction Document Complete	<ul style="list-style-type: none"> • Issue Notice to Proceed to D/B contractor • Finish drawings and permitting with City • Conduct Plan/Check 	Q2 2021	Q3 2021
Construction	Construction	<ul style="list-style-type: none"> • Complete construction 	Q3 2021	Q4 2021

**Phase 2 work will follow same process as above; timeline pending*

Project Next Steps

- Review RFQ submittals
- Create shortlist of Design Build (D/B) contractors for construction
- Issue RFP to prequalified D/B contractor
- Select D/B contractor

Upcoming Board Engagement

- May, Combined Meeting of Budget & Finance and Executive Committee Meeting
- May, Board of Commissioners Meeting (Information)
- June, Board of Commissioners Meeting (Action)



Any Questions?

