

# AGENDA

## MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Wednesday, November 10, 2021

1:30 PM Please click [HERE](#) for Public Zoom, YouTube and Dial-In 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 - Thursday, October 14, 2021 3
  - B. Approve the Monthly Financial Statements Months Ending September 30, 2021 87
  - C. Contracts: Approve One New Agreement and One Renewal and Authorize First 5 LA 93 Staff to Complete Final Contract Execution Upon Approval from the Board
  - D. AB 361: Reconsideration of Findings 96
  - E. Award of Contract for Legal Services to Richards, Watson & Gershon and Appointment of Serita Young as General Counsel to First 5 LA 97
3. **INFORMATION**  
Remarks by the Commission Chair of the Board
4. **INFORMATION**  
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. **ACTION** **106**  
 2022 Policy Agenda Approval and Advocacy Roadmap  
**Presenters: Charna Widby, Chief Government Affairs Officer, Office of Government Affairs and Public Policy; Ofelia Medina, Senior Policy Strategist, Office of Government Affairs and Public Policy; Andrew Olenick, Senior Policy Analyst, Office of Government Affairs and Public Policy; Jamie Zamora, Senior Government Affairs Strategist, Office of Government Affairs and Public Policy**
- 6. **Break**
- 7. **ACTION** **124**  
 Approve Proposed Amendments to Bylaws to Align with Board Approved Procurement Policies
- 8. **INFORMATION** **138**  
 Board Calendar 2022
- 9. **INFORMATION** **144**  
 Update on Capital Improvement Project (**WRITTEN ONLY**)
- 10. **INFORMATION**  
 Public Comment (for items not on the agenda)
- 11. **ACTION**  
 Adjournment



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## SUMMARY ACTION MINUTES

**FIRST 5 LA**  
**October 14, 2021**  
**Meeting of the Board of Commissioners (VIRTUAL)**  
**1:30-3:30 pm**

### **COMMISSIONER PRESENT**

#### **Commissioners:**

Judy Abdo (Vice Chair)  
Linda Aragon (Alternate)  
Robert Byrd (Alternate)  
Astrid Heger  
Sheila Kuehl (Chair)  
Yvette Martinez  
Frank Ramos  
Romalis Taylor  
Marlene Zepeda

#### **Ex-Officio Commissioners:**

Jacquelyn McCroskey  
Karla Pleitez Howell (Joined at 2:03 pm)  
Deanne Tilton  
Keesha Woods

### **COMMISSIONERS ABSENT:**

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

### **STAFF PRESENT:**

Peter Barth, Chief of Staff  
Kim Belshé, Executive Director  
Linda Vo, Board Relations Manager  
John Wagner, Executive Vice President, Center for Child and Family Impact

### **LEGAL COUNSEL:**

Craig Steele, Attorney-at-Law

### **CALL TO ORDER / ROLL CALL: (Item 1)**

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

### **COMMISSION: (Items 2– 10)**

#### **2. Consent**

- A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, September 9, 2021
- B. Approve the Monthly Financial Statements Months Ending July 31, 2021 and August 31, 2021
- C. Contracts: Approve One New Agreement, One Renewal, and One Amendment and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board
- D. Approve Amendment of the Strategic Partnership with Resources Legacy Fund in the amount of \$150,000 for a total of \$750,000 through October 29, 2022 to Manage the Pooled Fund for Link Advocates Governments Families and Parks (LINK), a Parks and Open Space Advocacy Program in the Best Start Communities, and Authorize First 5 LA Staff to Execute an Agreement in the Amount of \$150,000
- E. Approve a Strategic Partnership with Communities Lifting Communities, Fiscal Sponsor for Cherished Futures for Black Moms & Babies, in the Amount of \$500,000 to Provide a Hospital Quality Improvement Initiative to Reduce Birth Disparities for the Period of 24 Months and Authorize First 5 LA Staff to Execute an Agreement for the First Year in the Amount of \$250,000
- F. Authorize First 5 LA to Receive Funds from Los Angeles County Department of Public Health (LACDPH) for African American Infant and Maternal Mortality (AAIMM) Strategic Communications, Approve Resolution # 2021-07, and Authorize First 5 LA Staff to Execute a Memorandum of Understanding (MOU) in the Amount of \$385,000

## SUMMARY ACTION MINUTES

### M/S (Astrid Heger/Judy Abdo)

Roll Call:

Judy Abdo – Aye  
Robert Byrd – Aye  
Astrid Heger – Aye  
Sheila Kuehl – Aye  
Yvette Martinez – Aye  
Frank Ramos – Aye  
Romalis Taylor – Aye  
Marlene Zepeda – Aye

### THE ITEMS WERE APPROVED

3. **Remarks by the Commission Chair**
4. **Executive Director’s Report**
5. Emergency Ratification Actions Due to the COVID-19 Pandemic (**Written Only**)
  - Approve Board Resolution #2021-08

### M/S (Romalis Taylor/Judy Abdo)

Roll Call:

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

### THE ITEM WAS APPROVED

6. **AB 361: Reconsideration of Findings**

Craig S. reminded the Board that they have been meeting remotely throughout the pandemic to protect the health and safety of the public, staff and Commissioners. Remote meetings under relaxed Brown Act rules were permitted by Governor Newsom’s executive Order N-29-20, which expired on September 30, 2021. In its place, the Legislature passed AB 361, which became effective October 1, 2021. AB 361 continues to permit remote meetings during a proclaimed local emergency, if social distancing measures are required or recommended. New Government Code Section 54953(e) requires that the Board review these requirements every 30 days, to determine whether in person meetings of the Board and Committees would present imminent risks to the health and safety of attendees. If the Board continues to meet remotely, AB 361 requires that the public have real time opportunities to participate.

The Board was asked to review and determine that the Board and Committees will continue to Conduct Public Meetings by Teleconference Pursuant to Government Code Section 54953(e). In addition, they were asked to Waive Governance Guideline Number 1, which required a separate information item before the full Board prior to it going action at a separate full Board meeting.

## SUMMARY ACTION MINUTES

### M/S (Judy Abdo/Romalis Taylor)

Roll Call:

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

### THE ITEM WAS APPROVED

#### 7. Approval to Submit First 5 LA Annual Report to First 5 CA

Neszka R. presented First 5 LA Annual Report for Fiscal Year 2020-2021 (July 1, 2020 – June 30, 2021) to the full Board for action which is due to First 5 California by October 29, 2021. She reminded the Board that this is an annual process and each year, staff prepares a report to the State Commission that provides fiscal, demographic, and programmatic information in the format of a State Commission-designated template. First 5 LA will submit the entire report via the web-based forms provided by the State Commission. This request was brought as information at the September 23, 2021, Special Meeting of the Board of Commissioners/Program and Planning Committee.

### M/S (Marlene Zepeda/Frank Ramos)

Roll Call:

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

### THE ITEM WAS APPROVED

#### 8. Approve Draft of the Annual Comprehensive Financial Report including the Independent Auditor's Report for the Fiscal Year Ending June 30, 2021

Raoul O. presented for action the Annual Comprehensive Financial Report including the Independent Auditor's Report for the Fiscal Year Ending June 30, 2021. This item was previously presented at the September 23, Special Board/Program & Planning Committee meeting as information.

Highlights on the annual audit included:

## SUMMARY ACTION MINUTES

- Clean audition - The CPA firm of Eide Bailly LLP, noted that the financial statements are presented fairly
- Unmodified opinion
- No findings or adjustments

**M/S (Astrid Heger/Robert Byrd)**

Roll Call:

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

### THE ITEM WAS APPROVED

**9. Break**

**10. Legal Services Solicitation Update**

Peter B. provided an update regarding re-procurement of Legal Services for First 5 LA. He informed the Board that First 5 LA last issued a competitive solicitation for legal services in 2015. In accordance with the contract terms approved by the Board, First 5 LA executed the initial contract with Richards, Watson, and Gershon (RWG) in 2016, renewed the contract in 2019, and as of March 1, 2021, continues to work with RWG for legal services on a month-to-month basis.

In response to the solicitation, a total of three (3) organizations submitted proposals. The review process consisted of three levels of review.

Following the Level 2 Internal Review and Level 3 Interview, one firm was recommended for contracting: Richards, Watson, and Gershon (RWG). At the October Board meeting, Staff are formally recommending that RWG serve as First 5 LA's legal counsel. If there aren't any objections from the Board, the Board will formally take action on this item at the November Board.

There was no further discussion on this item.

**11. Living First 5 LA Values: Progress Towards Greater Diversity, Equity, and Inclusion**

Antoinette A. shared an overview of the preliminary due diligence findings, which include the following high-level observations:

- Like many organizations taking up DEI, First 5 LA's organizational culture is already pivoting towards greater DEI.

## SUMMARY ACTION MINUTES

- DEI understanding is varied; findings reflect a desire to meet needs and cultivate greater belonging.
- There is work to be done on aligning policies and practices with organizational values.
- DEI well positioned within First 5 LA's reporting structure.
- There are opportunities to better infuse DEI within First 5 LA's strategic plan.
- The process First 5 LA is undertaking to integrate DEI into its work and internal operations is consistent with best practices and lessons from field experts.

Preliminary findings associated with these observations were discussed during the meeting.

Antoinette informed the Board that next steps include:

- DEI Assessment Report with early implementation priorities
- Board and staff learning opportunities to strengthen knowledge and competencies that enable successful implementation of DEI strategies
- DEI Roadmap and Action Plan to support First 5 LA's continued DEI journey beyond the contract with the Seed Collaborative

There was no further discussion on this item.

### **12. Proposed Amendments to Bylaws to Align with Board Approved Procurement Policies (WRITTEN ONLY)**

This item was a written only item and scheduled for action on Consent at the November Board meeting.

### **13. Public Comment (for items not on the agenda)**

There were no public comments.

### **ADJOURNMENT:**

The Commission adjourned at 3:27 pm.

### **NEXT MEETING:**

The next Commission meeting will take place on Wednesday, November 10, 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, October 14, 2021  
Los Angeles, California

STENOGRAPHICALLY REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 Thursday, October 14, 2021; Los Angeles, California

2 1:31 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: All right. Well, I will, for  
5 all its worth given the fact that order is a relative  
6 term, call this meeting to order. So I wonder if Ms. Vo  
7 would do the roll call.

8 THE SECRETARY: Will do.

9 Judy Abdo?

10 COMMISSIONER ABDO: Here.

11 THE SECRETARY: Robert Byrd?

12 COMMISSIONER BYRD: Here.

13 THE SECRETARY: Linda Aragon?

14 Astrid Heger?

15 COMMISSIONER HEGER: Here.

16 THE SECRETARY: Yvette Martinez?

17 Frank Ramos?

18 COMMISSIONER RAMOS: Here.

19 THE SECRETARY: Romalis Taylor?

20 COMMISSIONER TAYLOR: Here.

21 THE SECRETARY: Marlene Zepeda?

22 Karla Pleitez Howell?

23 Jacquelyn McCroskey?

24 Deanne Tilton?

25 COMMISSIONER TILTON: I'm here.

1 THE SECRETARY: Keesha Woods?

2 COMMISSIONER WOODS: Here.

3 THE SECRETARY: Sheila Kuehl.

4 SUPERVISOR KUEHL: Here.

5 COMMISSIONER MARTINEZ: Did you get me?

6 MS. BELSHE: Yvette's here.

7 THE SECRETARY: Thank you.

8 SUPERVISOR KUEHL: I'm sorry. Who was the last  
9 person who said here?

10 THE SECRETARY: Yvette Martinez.

11 COMMISSIONER ABDO: I was first.

12 SUPERVISOR KUEHL: Judy's always the first. When  
13 your last name starts with A-b, there might be an Aardvark  
14 somewhere.

15 Hello, everybody. I think we should start with  
16 the ground rules for the meeting. Would you let us all  
17 know what they are, please?

18 THE SECRETARY: Yes. Thank you so much,  
19 Supervisor. Welcome to the members of the board and  
20 public. I'm Linda Vo, with First 5 LA and before we --

21 SUPERVISOR KUEHL: Everybody -- everybody has to  
22 mute, please, except for Linda. We're hearing too many  
23 conversations.

24 Sorry, Linda, please start over.

25 THE SECRETARY: Thank you so much.

1 I'm going to be going over some important updated  
2 information today. And under AB361, members of the First  
3 5 LA Board of Commissions or staff may continue conducting  
4 this meeting via teleconference during declared  
5 emergencies through January 1st, 2024.

6 And in the interest of maintaining appropriate  
7 social distancing, members of the public may observe this  
8 meeting telephonically or otherwise electronically as  
9 posted on our website and this agenda.

10 Regarding public comments, there are two ways to  
11 submit public comment. The first way is written public  
12 comments must be submitted in advance of the meeting via  
13 e-mail to LVO@First5LA.org by 1:30 p.m. the day of the  
14 meeting in order for them to be read allowed during the  
15 meeting. As a reminder, public comments e-mailed should  
16 communicate the item number the comment corresponds with.  
17 Any correspondence received after 1:30 p.m. via e-mail  
18 will become part of public records.

19 During the meeting the second approach is public  
20 members can use the Q and A chat box to express an  
21 interest in speaking to an item. It is important that  
22 these requests to speak be submitted via the Q and A  
23 chat box before the item being commented on is presented.  
24 When submitting requests to speak, public members are  
25 asked to only provide his or her name and the item number

1 in the Q and A chat box. All public comments received  
2 during the meeting via the Q and A chat box will be  
3 addressed in the order they are received. When you hear  
4 your name called to provide public comments, you'll be  
5 given the ability to speak during the meeting. If we do  
6 not hear you begin your comments upon your name being  
7 called we will call your name one more time before moving  
8 on to the next public comment.

9 Two minutes will be allotted for each real time  
10 public comment. And once the two minutes have passed for  
11 each comment, we will move on to the next public comment.  
12 And before we begin today's meeting, please do note the  
13 following: Today's meeting will include video and audio  
14 allowing all meeting participants and public members to  
15 view presentations via shared screen.

16 And to minimize background disruptions, all board  
17 members and staff should place their lines on mute until  
18 called upon to speak. And to minimize multiple people  
19 speaking at the same time, to ensure for a coherent  
20 dialogue, the board members who would like to speak to an  
21 item or have a question, please, text our board chair  
22 directly to indicate an interest in speaking. A reminder  
23 to always include your name when texting. Or you can also  
24 alternatively use the hand-raise function on Zoom or  
25 message me directly via the chat box function, which is

1 separate from the Q and A chat box, and I will coordinate  
2 with Supervisor Kuehl to indicate your interest in  
3 speaking.

4 Outside of adjournment which will be called for  
5 by the chair, a roll call will be done for all action  
6 items. And a reminder to all board members to take  
7 yourselves off mute prior to speaking.

8 If there is technical assistance required during  
9 the meeting, please call me at 213-276-9389 and I will  
10 connect you with IT.

11 And with that, I will now hand this meeting back  
12 to our Honorable Chair.

13 SUPERVISOR KUEHL: Thank you very, very much.  
14 Let us move then to the consent agenda.

15 As you know, we do not present the consent agenda  
16 anymore. But first, I want to know whether any board  
17 members have any comments -- first of all, if you want to  
18 take anything off the consent agenda. Any board members  
19 present wish to, please let me know. All right.

20 Do I have any comments on any of the agenda items  
21 or questions from any commissioners? All right.

22 The consent agenda includes items A through F.  
23 Reminding our representative from the Department of Public  
24 Health that they must abstain on Item F.

25 Is there any public comment on the consent

1 agenda?

2 THE SECRETARY: There are no public comments on  
3 the consent agenda.

4 SUPERVISOR KUEHL: All right. Then may I have a  
5 motion to adopt this consent agenda?

6 SPEAKER: So moved.

7 SUPERVISOR KUEHL: Is there a second?

8 COMMISSIONER ABDO: Second. All right.

9 Please, call the roll on the consent agenda.

10 THE SECRETARY: Judy Abdo?

11 COMMISSIONER ABDO: Yes.

12 THE SECRETARY: Robert Byrd?

13 COMMISSIONER BYRD: Yes.

14 THE SECRETARY: Linda Aragon?

15 Astrid Heger?

16 COMMISSIONER HEGER: Yes.

17 THE SECRETARY: Yvette Martinez?

18 COMMISSIONER MARTINEZ: Yes.

19 THE SECRETARY: Frank Ramos?

20 COMMISSIONER RAMOS: Yes.

21 THE SECRETARY: Romalis Taylor?

22 COMMISSIONER TAYLOR: Yes.

23 THE SECRETARY: Marlene Zepeda?

24 And Sheila Kuehl.

25 SUPERVISOR KUEHL: Yes.

1 THE SECRETARY: Motion is passed.

2 SUPERVISOR KUEHL: All right. Thank you very  
3 much.

4 The next item on the agenda are my remarks.

5 And I -- I have to say when I was watching  
6 Bill Shatner -- not watching, but reading about him going  
7 into space, and his comments about the, sort of, circle of  
8 life kind of thing, it was reminding me at Los Angeles  
9 County we have -- we're in the midst of dividing up the  
10 responsibilities of one of our departments which had  
11 workforce development, community services, senior  
12 services, different things in it so that there will be a  
13 new Department of Aging. And thinking about the issues  
14 that affect people at -- you know, at the senior end of  
15 the life span, it -- it was -- it struck me how similar it  
16 is to the kind of care that we need to think about and  
17 provide to people who are at the beginning of their life  
18 span. That is our -- those who are in our care and for  
19 whom we exist.

20 The question of isolation, for instance, where  
21 our kids need contact, they need care and concern, they  
22 need to have help in meeting their basic needs --  
23 emotional and, you know, corporeal. Which made me think  
24 about our home-visitation program which is the kind of  
25 thing that we also think about establishing for our

1 seniors for very different reasons. Of course, they're  
2 much more independent and care for themselves more, but  
3 still the issues are very similar. And home visitation,  
4 really over the last five years that we've been paying  
5 most attention to it, has become even more vital during  
6 the pandemic, and now, of course, beyond.

7 Our home visitors, like our childcare providers,  
8 kept working through the whole pandemic. And we are  
9 grateful to them. I want to say that every time I talk  
10 about it.

11 As you know, when we look at Item 5, we're going  
12 to see that Kim used her emergency authority to buy basic  
13 goods and services that were needed during the pandemic,  
14 and other areas that meant our families were not getting  
15 just the basic things that they needed. So we made some  
16 purchases for Welcome Baby, some of our home visitation  
17 grantees.

18 And Kim also has indicated in that item that our  
19 families continue to experience a lot of challenges  
20 meeting basic needs. So we are wanting to help our  
21 providers figure out how to meet those needs.

22 But it just struck me that there is, you know --  
23 when -- when -- as the poet said, no man is an island, how  
24 incredibly important our connections have become. And I  
25 know that there's a long discussion about when we can

1 safely get together and meet again. And I look forward to  
2 that, although safety is much on my mind this year as  
3 well.

4 And I -- I don't know really what the profound  
5 piece of it is, but I know that it's a deep, emotional  
6 part of our work with our kids zero to five and their  
7 families, and how important that is in development.

8 I also want to acknowledge our LACOE  
9 Superintendent, Deborah Duardo, making her ongoing efforts  
10 through LACOE to align the County services going to our  
11 children as well. Last week at -- there was a conference  
12 held by DCFS and Dr. Duardo said that she wanted even more  
13 coordination in home visitation and data integration. So  
14 we're not alone either. We're not isolated either. And  
15 I'm feeling very grateful for all of the interconnecting  
16 work that we're trying to keep up in order to make sure  
17 that our children and their families continue to not only  
18 survive but to thrive.

19 So with that, Linda, are there any public  
20 comments signed up for my comments?

21 THE SECRETARY: There are no public comments  
22 signed up for your comments.

23 SUPERVISOR KUEHL: All right. Thank you. Let's  
24 turn the mike over, as it were, to Kim to see what she  
25 might wish to say to us today.

1 Over to you, Kim.

2 MS. BELSHE: Thank you Supervisor, Madam Chair.  
3 I love the reflection on the quote, no man is an island,  
4 and it's also true no organization is an island. And we  
5 talk a lot about that theme in the context of First 5 LA's  
6 strategic direction and focus on systems change. We talk  
7 about, you know, in some respects, there's a paradox there  
8 between the change we seek and the reality that none of  
9 that change can occur on our own but must be done in  
10 concert with others.

11 So it's a good reminder of both the connectivity  
12 that we all have in terms of life continuing as well as  
13 the connectivity we have as an organizational level. And  
14 I'm super proud of the bridging role I see First 5 LA  
15 increasingly playing across the various (unintelligible).

16 But what I wanted to touch on relates to a major  
17 focus of today's meeting, which relates to our values  
18 broadly and specifically diversity, equity, and inclusion.  
19 Now, I've talked to the board this past year about our  
20 work related to values, our recognition that our values  
21 are really foundational to our impact. And last month in  
22 my ED report, I provided a little bit of insight to some  
23 of the early work that we've been undertaking in recent  
24 months this year to really strengthen first 5 LA's  
25 capacity to embody diversity, equity, and inclusion, which

1 is, as we all know, an invaluable investment guideline,  
2 but also a really, really important aspect of who we are  
3 and what we do and how we show up in the work both within  
4 First 5 as well as the broader community.

5 I want to acknowledge Antoinette Andrews Bush,  
6 our Chief Transformation Officer, in our Office of Equity,  
7 Strategy who's been leading and helping coordinate and  
8 move this important work forward.

9 I also want to acknowledge the staff-led  
10 diversity, equity, and inclusion board which will we'll  
11 talk about more in the coming months, but it's a staff-led  
12 team that's really wrestling with some important issues as  
13 well as the organization broadly. Pretty near every  
14 member of our organization has been giving voice and  
15 participating in a number of efforts that you're going to  
16 be hearing about shortly.

17 Today we're really wanting to share with you all  
18 kind of where we are in this journey. So we have invited  
19 and you see having join us Evan Holland from SEED  
20 Collaborative, who is our principle partner in this work.  
21 Evan's going to share some of the early learning from the  
22 due diligence work they have been facilitating,  
23 coordinating over the course of the past three months, and  
24 shared at a high level some of the critical findings  
25 emerging from that work. Findings that are important,

1 findings that are powerful, and findings that absolutely  
2 have my full attention.

3 The diversity, equity, and inclusion board --  
4 governance board is really now taking that -- that  
5 learning from this initial assessment and digging in and  
6 really probing more wholly and robustly the findings  
7 considering our lived experience, data from First 5 LA's  
8 experience, as well as best practices. And we'll be  
9 looking to the staff to come up with recommendations as to  
10 how do we better infuse DEI into our policies, our  
11 practices, our culture.

12 I have been so struck by Evan's wisdom in a lot  
13 of different ways. But one of the things I'm reminded of  
14 is that we are not alone in this DEI journey, in our  
15 efforts to learn, and in our organizational efforts to  
16 grow. She said, you know, First 5 LA -- we are  
17 effectively swimming in the American soup with many other  
18 organizations, and that's also absolutely true.

19 But as I like to remind us, we may be in a lot of  
20 good company relative to this DEI soup and these  
21 conversations and issues, but the issue thing lifted up by  
22 the assessment are our issues, and it's our responsibility  
23 to bring forward meaningful institutional response to this  
24 feedback.

25 One of the steps we took this past summer as part

1 of our staff-learning journey related to DEI is we invited  
2 a terrific speaker, Dr. Nury Robbins (phonetic) to come  
3 and share with us some of her experience and wisdom in  
4 working with individuals and organizations that are  
5 endeavoring to close this gap -- that recognize and close  
6 the gap between who they say they are and what they  
7 actually do.

8           And one of the things that she mentioned that has  
9 stuck with me is the importance of naming -- within the  
10 organization, naming the disconnect, naming the tensions  
11 as well as the strengths and the assets. And, you know, a  
12 comment about how tensions and disconnects within  
13 organizations are normal. But what's problematic, the  
14 issues arise is when we ignore and pretend those issues  
15 don't exist. And we are not pretending at First 5 LA. We  
16 are leaning into this work and we are lifting up questions  
17 and learning together.

18           And, you know, I think we are a good example of  
19 an organization whose story is one of intentional learning  
20 and trying to do better. And to live up to our values to  
21 achieve our aspirations for young children.

22           I've said to the First 5 LA team a time or two, I  
23 really do believe there's a certain humanness and grace,  
24 if you will, that can be found in the knowledge that you  
25 are part of a community of colleagues, a community of

1 human being. And a community that recognizes we can do  
2 better and we must do better and we will do better. And  
3 today's session with the board is in recognition that our  
4 work around diversity, equity, and inclusion is all of our  
5 responsibility. And we all have a role to play, including  
6 our board. So we're eager to share with you what we're  
7 learning, and we're eager to hear from you relative to  
8 your own wisdom and experience and thoughts as we move  
9 this important body of work forward and continue to do  
10 even more robustly in the new year.

11 Back to you, Madam Chair.

12 SUPERVISOR KUEHL: All right. Thank you very  
13 much, Kim. I really, really appreciate your comments and  
14 look forward to the conversation. I've known Dr. Nury  
15 Robbins -- gosh, it probably goes back 30 or so years that  
16 we've been having these conversations, but never so  
17 presently, I think, as our society is having them today.

18 So thank you for your remarks.

19 Are there any public comments, Linda, on Kim's  
20 remarks?

21 THE SECRETARY: We don't have any public  
22 comments, but I do see Commissioner Taylor's hand raised  
23 for his remarks.

24 SUPERVISOR KUEHL: Okay. Did you say Romalis?

25 THE SECRETARY: Yes.

1 SUPERVISOR KUEHL: All right. Romalis, please go  
2 ahead.

3 COMMISSIONER TAYLOR: Yeah. My question is I'd  
4 like to get a copy of this report done by SEED just to see  
5 where we stand, what they found out, what the evaluation  
6 of the organization is as it relates to internal as well  
7 as external -- to the organization.

8 The other thing I would like to put on the  
9 agenda, too, for not only the board but for all of us is  
10 to make sure we're talking about the same thing when we  
11 talk about diversity, equity, and inclusion. Because  
12 different people, depending on where they come from and  
13 what they're doing, define that differently. And not  
14 everyone understands that when you deal with diversity,  
15 equity, and inclusion as it relates to external issues is  
16 different versus how it's internalized in an organization.  
17 So I just want to make sure we get the right definition  
18 for internal and external as we view it and as it relates  
19 to what we're trying to do.

20 And some training for the commission. We should  
21 talk about that as well.

22 MS. BELSHE: Yup. Thank you. We will be hearing  
23 from Antoinette as well as Evan about our time line and  
24 when there are certain deliverables that will be -- you  
25 know, reflect that the body of work that currently is very

1 much in process. This is like an early preview well  
2 before the completion of the report.

3 And then we'll also talk about some of our  
4 learning about the latter issues, Romalis, in terms of the  
5 importance of there being clear and consistent  
6 understanding of what we mean by DEI, as well as  
7 opportunities and issues associated with board learning  
8 and engagement. So those are points well taken, and we'll  
9 be following up on both of them.

10 COMMISSIONER TAYLOR: What about the access to  
11 the report?

12 MS. BELSHE: The report, as I said, Antoinette  
13 will be sharing a time line in terms of where we are and  
14 when there will be deliverables that reflect the full body  
15 of work. So we'll absolutely have that available fully  
16 with the board and the broader public once it's finalized.

17 So again, we're still in the early stages. And  
18 consistent with our interests and in keeping the board  
19 apprised of our work around values broadly and DEI  
20 specifically as well as to solicit your feedback, this is  
21 an early preview. There's not yet a report.

22 SUPERVISOR KUEHL: Okay. I don't see any other  
23 requests from commissioners to speak. Is that correct?

24 THE SECRETARY: That is correct.

25 SUPERVISOR KUEHL: Are there any public comments?

1 THE SECRETARY: There are no public comments on  
2 this either.

3 SUPERVISOR KUEHL: All right. Then thank you  
4 very much, Kim, and all commissioners who participated in  
5 this piece of looking forward to the presentation.

6 But first we'll go to Item 5, which is an action  
7 item and requires a vote. And that is related to the  
8 emergency ratification and the resolution that goes with  
9 it for any actions that Kim took independent of the board.

10 I think you've all seen the description. It was  
11 really to purchase necessary goods and services, as I  
12 spoke about in my -- in my comments. And then also the  
13 item on paid time off in terms of our holidays.

14 Do I have any questions from commissioners on  
15 these emergency ratification actions? I don't see any  
16 requests or questions.

17 Is there any public comment on this item?

18 THE SECRETARY: There are no public comments on  
19 this item.

20 SUPERVISOR KUEHL: All right. Then may I have a  
21 motion for -- to approve board resolution 2021-08?

22 COMMISSIONER TAYLOR: I move -- this is  
23 Commissioner Taylor -- that we approve this.

24 SUPERVISOR KUEHL: All right. Do I have a  
25 second, please?

1 COMMISSIONER ABDO: Second.  
2 SUPERVISOR KUEHL: All right. Please, call the  
3 roll.  
4 THE SECRETARY: Judy Abdo?  
5 COMMISSIONER ABDO: Yes.  
6 THE SECRETARY: Robert Byrd?  
7 COMMISSIONER BYRD: Yes.  
8 THE SECRETARY: Linda Aragon?  
9 COMMISSIONER ARAGON: Yes. Thank you.  
10 THE SECRETARY: Astrid Heger?  
11 COMMISSIONER HEGER: Here. Yes.  
12 THE SECRETARY: Yvette Martinez?  
13 COMMISSIONER MARTINEZ: Yes.  
14 THE SECRETARY: Frank Ramos?  
15 COMMISSIONER RAMOS: Yes.  
16 THE SECRETARY: Romalis Taylor?  
17 COMMISSIONER TAYLOR: Yes.  
18 THE SECRETARY: Marlene Zepeda?  
19 COMMISSIONER ZEPEDA: Yes.  
20 THE SECRETARY: Sheila Kuehl?  
21 SUPERVISOR KUEHL: Yes.  
22 THE SECRETARY: Motion is passed.  
23 SUPERVISOR KUEHL: All right. Thank you very  
24 much.  
25 That then brings us to item Number 6, which

1 relates to what was spoken about -- that Linda talked  
2 about earlier in the meeting in terms of our findings and  
3 our continuing to conduct public meetings by  
4 teleconference.

5 Craig, do you wish to present this item?

6 MR. STEELE: Yes, thank you, Chair, members of  
7 the commission.

8 As Linda said earlier, we are now operating a  
9 remote context under the authority of AB361 which took  
10 effect on the first day of the month. And that allows  
11 this kind of remote meeting of a Brown Act body during --  
12 during a declared emergency where there's a need to  
13 protect the attendees and members of the board and staff  
14 from a risk of a public health threat.

15 So for the time being, our Executive Director and  
16 staff are recommending, while there's a declared emergency  
17 and social distancing measures are still recommended, that  
18 the board continue to meet in this remote context for the  
19 near future at least.

20 AB 361 now requires that the board do two things.  
21 One is allow real time public participation in the  
22 meetings, which -- the procedures for which Linda outlined  
23 earlier in the meeting. The second, review every 30 days  
24 the need to continue to meet remotely and make a  
25 determination about that. So this will be the first

1 review and the first determination under AB361. That's  
2 why it's a discussion item now. In the future, we  
3 anticipate this will just be a consent calendar item until  
4 we determine that there's grounds for coming back to  
5 in-person meetings.

6 But also for this first review, since we're  
7 bringing it to you and asking you to act on it at the same  
8 meeting, we'd require a waiver of Governance Guideline 1,  
9 which is the governance guideline which requires a first  
10 presentation and a later vote at a subsequent meeting. So  
11 that waiver would acquire the affirmative vote of seven  
12 commissioners.

13 So staff recommends that the board first in the  
14 same motion waive Governance Guideline Number 1 and also  
15 the board review the existing state of emergency and need  
16 to promote social distancing measures as recommended by  
17 Cal/OSHA and some of the other authorities, and determine  
18 that an in-person meeting of the board would present a  
19 risk to the health and safety of attendees, staff, and the  
20 board, and for that reason continue to conduct both board  
21 and committees meeting in this remote format.

22 Again, that would take a seven of nine vote on  
23 that measure. And with that I'd be happy to take any  
24 questions.

25 COMMISSIONER ABDO: I would move that

1 recommendation.

2 SUPERVISOR KUEHL: Thank you. Do I have a  
3 second?

4 COMMISSIONER TAYLOR: I second it. This is  
5 Romalis.

6 SUPERVISOR KUEHL: Thank you. Thank you,  
7 Romalis. Any questions from commissioners? Any questions  
8 from commissioners about what Craig has presented? And  
9 any public comments?

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

12 SUPERVISOR KUEHL: All right. Then I believe we  
13 can call the roll on Item 6.

14 THE SECRETARY: Judy Abdo?

15 COMMISSIONER ABDO: Yes.

16 THE SECRETARY: Robert Byrd?

17 COMMISSIONER BYRD: Yes.

18 THE SECRETARY: Linda Aragon?

19 COMMISSIONER ARAGON: Yes.

20 THE SECRETARY: Astrid Heger?

21 COMMISSIONER HEGER: Yes.

22 THE SECRETARY: Yvette Martinez?

23 COMMISSIONER MARTINEZ: Yes.

24 THE SECRETARY: Frank Ramos?

25 COMMISSIONER RAMOS: Yes.

1 THE SECRETARY: Romalis Taylor?

2 COMMISSIONER TAYLOR? Yes.

3 THE SECRETARY: Marlene Zepeda?

4 COMMISSIONER ZEPEDA: Yes.

5 THE SECRETARY: Sheila Kuehl?

6 SUPERVISOR KUEHL: Yes.

7 THE SECRETARY: Motion is passed with nine votes.

8 SUPERVISOR KUEHL: All right. Thank you very  
9 much. And thank you, Craig, for putting that together for  
10 us. It's still -- as they say, we're just not out of the  
11 woods, but we're watching it very carefully. We're very  
12 grateful for all the people who have gotten vaccinated,  
13 the numbers have gone down. But still a little worrisome  
14 in many of our areas. So thank you for this.

15 And we'll go to Item 7, which has to do with our  
16 First 5 LA and your report to First 5 California. I  
17 believe we have a brief presentation on that from  
18 Agnieszka Rykaczewska.

19 MS. RYKACZEWSKA: Oh, perfect.

20 SUPERVISOR KUEHL: Really?

21 MS. RYKACZEWSKA: Yes, that was fantastic. I  
22 don't think anybody's got my name that well.

23 SUPERVISOR KUEHL: Kim coached me.

24 MS. RYKACZEWSKA: Well, let me share the  
25 presentation here. Just checking, you can see the

1 presentation now?

2 THE SECRETARY: Yes.

3 MS. RYKACZEWSKA: Thank you.

4 Good afternoon, Commissioners.

5 On an annual basis, First 5 LA submits a report  
6 to First 5 California in order to fulfill requirements of  
7 Prop 10 funding. I shared preliminary report findings at  
8 the September 23rd Program and Planning Committee meeting.  
9 Today, I'll provide an update and request authorization  
10 from the board to submit the report to First 5 California.

11 We will begin with a review of key report  
12 findings and then transition into a in-depth review of the  
13 financial findings. From there, we will revisit insights  
14 we heard from board members at the September Program and  
15 Planning Committee meeting, and how that's informing our  
16 next steps.

17 This slide provides a summary of key findings for  
18 each of the three sections of the report. We will be  
19 covering the findings in Section 1 in the next few slides;  
20 so in the interest of time I will hold off on these.

21 In September, we shared findings from Section 2  
22 that the number of children and providers reached through  
23 First 5 LA investments doubled in fiscal year 2021  
24 compared to fiscal year '19-'20, while demographics of  
25 children and families reached remained consistent with

1 previous years.

2 Finally, in a memo accompanying today's  
3 presentation, we summarized key County highlights related  
4 to First 5 LA's support of professional development and  
5 capacity building, how grantees have partnered with  
6 families, professional networks, and other agencies to  
7 improve family service systems. We also highlighted  
8 learnings from two of First 5 LA's evaluations completed  
9 in fiscal year '20-'21.

10 Now let's explore the financial findings. Report  
11 findings indicate that First 5 LA's revenues decreased  
12 \$18.9 million from fiscal year '19-'20. Expenditures also  
13 decreased by \$10.2 million from fiscal year '19-'20, and  
14 this resulted in a net change in fund balance decreasing  
15 by \$22.3 million.

16 When looking at how programmatic expenditures  
17 were spent, we see that there's an increase in spending on  
18 system of care investments up from \$37.9 million in fiscal  
19 year '19-'20 to \$44.2 million in fiscal year '20-'21.

20 With that overview of financial findings, let's  
21 discuss insights we heard from board members in September  
22 and how that's informing our next steps. One insight  
23 shared by board members was that the demographic findings  
24 were surprising. This year, we have the opportunity to  
25 conduct additional analysis into these findings through

1 the LA County Data Brief. As part of this work, we'll  
2 make use of the annual report data for the purpose of  
3 developing the data brief. For example, we will conduct  
4 comparisons to demographics not just in LA County overall,  
5 but also the specific geographies where families are being  
6 reached.

7 Board members also noted the limitations of the  
8 annual report in terms of the story it tells around  
9 prevention. For example, the annual report doesn't  
10 reflect the extent of services provided and whether these  
11 are adequate to support families in optimizing their  
12 child's development.

13 Additionally, the annual report provides limited  
14 insights into the extent to which First 5 LA's investments  
15 and evidence-based family strengthening programs, such as  
16 home visiting, are reducing the number of vulnerable  
17 children and families, such as fewer children entering  
18 into or at risk of entering into the child welfare system.

19 Recognizing these limitations, First 5 LA  
20 complements annual report data with evaluations and other  
21 measurement efforts which provide greater insights into  
22 how our investment improve systems and support families.  
23 The summary of key findings of two such evaluations  
24 completed in fiscal year '20-'21 are included in Section 3  
25 of our annual report.

1           For example, the First Connections evaluation  
2 found that parents who participated in First Connections  
3 reported improved knowledge of child development, of the  
4 importance of early identification and intervention  
5 services, and of how to be advocates for their children.  
6 We also have several ongoing evaluation efforts including  
7 the AIM evaluation, the ECE Path evaluation, and the  
8 Welcome Baby Virtual Visits study.

9           Finally, we heard that we should highlight First  
10 5 LA's Covid-19 efforts. To this end, we included  
11 illustrative examples as part of our section for County  
12 highlights.

13           Our immediate next step is to receive submission  
14 approval and submit the report through First 5  
15 California's data system. Then we will transition our  
16 focus to the development of the LA County Data Brief. To  
17 this end, we will be bringing additional findings to the  
18 board at the January program and planning committee  
19 meeting. Finally, we plan to release the LA County Data  
20 Brief in spring of next year.

21           With that, I'd like to open it up for any  
22 questions or reactions.

23           SUPERVISOR KUEHL: All right. Do we have any  
24 questions or comments from our commissioners?

25           COMMISSIONER TAYLOR: This is Romalis. And --

1 SUPERVISOR KUEHL: Yes, Romalis?

2 COMMISSIONER TAYLOR: -- I would just like us to  
3 add, in the future when we start capturing data, Help Me  
4 Grow and what we're trying to achieve in that areas well,  
5 in the future, if possible.

6 MS. RYKACZEWSKA: Absolutely.

7 SUPERVISOR KUEHL: Okay. That sounds very  
8 positive. And that was a yes.

9 Anyone else? I don't see any other requests.  
10 Go ahead.

11 COMMISSIONER ZEPEDA: I have a comment, Sheila.  
12 This is Marlene.

13 I am very happy to see there's more of a focus on  
14 process instead of outcome, because that's what I've been  
15 talking about for a long time, that the outcome data  
16 doesn't necessarily tell us how we can improve our  
17 process. I also like the fact that you're trying to cross  
18 tab it with other data systems. I think that's really the  
19 direction we're all moving towards, is more integration of  
20 data across -- and be less siloed about the information;  
21 so I'm very happy to see this.

22 SUPERVISOR KUEHL: All right. Thank you.

23 Anyone else? Okay.

24 Any public comments on Item 7?

25 THE SECRETARY: There are no public comments on

1 Item 7.

2 SUPERVISOR KUEHL: Okay. May I have a motion to  
3 approve the First 5 LA Annual Report?

4 COMMISSIONER ZEPEDA: This is Marlene. I move  
5 the motion.

6 COMMISSIONER RAMOS: This is Frank. I second.

7 SUPERVISOR KUEHL: All right I have a motion and  
8 second.

9 Please, call the roll on Item 7.

10 THE SECRETARY: Judy Abdo?

11 COMMISSIONER ABDO: Yes.

12 THE SECRETARY: Linda Aragon?

13 COMMISSIONER ARAGON: Yes.

14 THE SECRETARY: Robert Byrd?

15 COMMISSIONER BYRD: Yes.

16 THE SECRETARY Astrid Heger?

17 COMMISSIONER HEGER: Yes.

18 THE SECRETARY: Yvette Martinez?

19 COMMISSIONER MARTINEZ: Yes.

20 THE SECRETARY: Frank Ramos?

21 COMMISSIONER RAMOS: Yes.

22 THE SECRETARY: Romalis Taylor?

23 COMMISSIONER TAYLOR: Yes.

24 THE SECRETARY: Marlene Zepeda?

25 COMMISSIONER ZEPEDA: Yes.

1 THE SECRETARY: Sheila Kuehl?

2 SUPERVISOR KUEHL: Yes.

3 THE SECRETARY: Motion is passed.

4 SUPERVISOR KUEHL: All right. Thank you. Thank  
5 you very much for the presentation.

6 That brings us then to Item 8, which is also an  
7 action item to a -- this is our mandatory Annual  
8 Comprehensive Financial Report, including the Independent  
9 Auditor's Report. And we will be called upon to approve  
10 it, if we wish to, at the end of the presentation.

11 So I'm going to turn this over to Raoul Ortega, I  
12 believe.

13 Raoul?

14 MR. ORTEGA: Thank you, Madam Chair. And good  
15 afternoon, Commissioners.

16 Can you see the presentation before you?

17 THE SECRETARY: Yes.

18 MR. ORTEGA: Great. So let's start today's  
19 presentation by some opening remarks.

20 I just want to remind commissioners that back in  
21 September, 23rd, the staff within the finance department,  
22 along with our partner from Eide, Bailly presented the  
23 fiscal year 2020-'21 Annual Comprehensive Financial  
24 Report. And in that presentation, we did go into further  
25 detail that we do plan on going through today.

1 All right. So for today, we're going to narrow  
2 our focus. And we're really going to focus on  
3 highlighting our fiscal year 2019-'20 GFOA Award. We're  
4 also going to spend some time on the actual independent  
5 auditor's report and their findings. And also highlight  
6 some fiscal highlights for fiscal year '20-'21 covering  
7 the revenues and the expenditures including fund balance.

8 And then at the end, we will ask the board to  
9 take action. And I will remind the commissioners and  
10 staff of what are the next steps moving forward from once  
11 we pass or take action on the item.

12 The Government Finance Officer's Association of  
13 the United States of America and Canada, also known as  
14 GFOA has awarded the Certificate of Achievement for  
15 Excellence in Financial Reporting to First 5 LA for its  
16 annual comprehensive financial report for the fiscal year  
17 ending June 30th, 2020. Previously, we have received  
18 these awards in the one year after the board takes action;  
19 so we are proud to announce that we did receive this  
20 Certificate of Achievement and the recognition -- in the  
21 Area of Government Accounting and Financial Reporting.  
22 This is a significant accomplishment not only because the  
23 Comprehensive Fund Financial Report has a lot more --  
24 there's a lot more involvement in the actual report than  
25 just an actual audit report that we do on an annual basis.

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Just move the screen forward.

The Annual Financial Report is above, like I said, the normal reporting requirements set forth by the California Health and Safety Code and the First 5 California Management Guides.

The financial report goes beyond the scope of basic financials, as I stated, and states compliance as well as it reflects a detailed view of the commission's financial position as of June 30th, 2021, which includes the balance sheet and income statements found on Pages 15 and 16 in reference to the management and analysis section that highlights our financial activities that the board approved back in their budget process in fiscal year 2021.

I'm happy to report that our auditors, Eide Bailley, noted that the financial statements are presented fairly in accordance with generally accepted accounting principles, with unmodified data. There were no audit findings and adjustments made; so in other words, this year's audit is a clean audit.

And I just want to take a second to go off script and to highlight what it means for this fiscal year. This fiscal year was the first fiscal year that the organization functioned in their remote -- in a remote environment. And we had to put into place several

1 policies and several processes in place in order to  
2 advance our work in the teleworking environment. And it  
3 is because of our nimbleness of the organization that I'm  
4 really proud that we created specific policies and  
5 internal controls in order for us to not only  
6 operationalize in this environment, but to do it in an  
7 environment where our auditors have found that, not only  
8 can we receive a clean audit, but there was no findings  
9 and/or adjustments. So I think that is a significant  
10 level of success, not only for the finance department but  
11 for the organization as a whole. And I just really wanted  
12 to emphasize how proud I am of my staff and the  
13 organization of their work and the effort for this past  
14 fiscal year.

15 So moving into some highlights around our  
16 revenue, our total revenue was \$81.9 million. The  
17 significant revenue comes from Proposition 10, the \$60.6  
18 million from the tobacco tax. And then once Prop 56 came  
19 into play in 2016, there was a backfill equation. And  
20 with the combination of those two things, that's where  
21 most of our significant resources comes from.

22 We also did receive some other revenue abruptly  
23 -- 3.1 million -- and those are primarily from grant  
24 awards that we received from First 5 California, from our  
25 MAA activities, and also activities from LACOE and also

1 ACES.

2 At this time, I want to highlight some  
3 expenditures. The total expenditures was roughly \$104.3  
4 million, which roughly 88 percent of those expenditures  
5 went to support a combination of a program expenditure and  
6 the program operating cost. Operating cost, we relate  
7 those to our personnel cost that supports program and  
8 those S and S costs that support the program.

9 In addition to that, we also expended in our  
10 administrative area of roughly \$12.6 million, which is  
11 well within the board-approved action that they made back  
12 when they approved the budget process.

13 So with that, in all, when you look at your total  
14 revenue and your total expenditures and going back to what  
15 Nieszka highlighted in her presentation, the board did --  
16 I mean the organization did draw down from its fund  
17 balance -- its existing fund balance of roughly \$22.3  
18 million. And this draw from the fund balance is -- was  
19 planned and was expected and we forecast that not only  
20 throughout the budget process, but also throughout our  
21 long-term financial plan process.

22 Now moving to our fund balance. Our total fund  
23 balance at the end of the year represents \$316.4 million.  
24 The fund balance -- this breakdown is based on the  
25 accounting operations and our GASB requirements. Pretty

1 much, what the fund balance represents is the total amount  
2 of resources that we have on hand to invest in our  
3 programs and for our initiatives and into our work. The  
4 fund balance is broken down in different restrictions.  
5 And pretty much those restrictions are -- represents  
6 different actions that the board has taken.

7 So the main take-away on this -- on this slide is  
8 really to focus on that 175- towards the bottom which that  
9 represents the total amount that the board has moving  
10 forward to invest outside of fiscal year '21-'22. The top  
11 part, where you see the nonspendable, the committed, and  
12 unassigned, those are resources that the board has taken  
13 action, either through our budget process and/or through  
14 legal requirements such as contracts.

15 And next slide, please.

16 And then for next steps, the board -- we do --  
17 the organization does have requirements. We do need to  
18 submit the report to the State Controller's Office by  
19 November 1st, after the board takes action. And then in  
20 addition, there's a requirement for us to submit it to  
21 First 5 California along as submitted to the Los Angeles  
22 LA County Auditor's Controller's Office, since we are a  
23 component unit of the County, our audit does reflect as  
24 part of their audit -- their year-end audit.

25 In addition, we will use this information as

1 baseline information not only to update our long-term  
2 financial plan, but also to use as our baseline as we  
3 start working on our next project deliverable from the  
4 finance department, which is the development of the fiscal  
5 year '22-'23 annual budget.

6 And from there, I'm more than happy to take any  
7 questions.

8 SUPERVISOR KUEHL: Okay. I don't see any  
9 requests.

10 Linda, do we have any requests from commissioners  
11 to ask questions or make comments?

12 THE SECRETARY: I don't see any commissioner  
13 requests or any comments.

14 SUPERVISOR KUEHL: Okay. All right. Well,  
15 Mr. Ortega, congratulations to you and the entire finance  
16 team.

17 You know, it's a small sentence to say we get a  
18 clean audit, but it's a big lot of good work. And not to  
19 mention our recognition in terms of the excellence of our  
20 work in the financial arena.

21 So thank you so much for all of this good work.  
22 We are -- you know, we are very proud of how this turned  
23 out and looking forward to continuing to interact and  
24 report in such a, you know, positive fashion.

25 Are there any public comments on Item 8?

1 THE SECRETARY: There are no public comments on  
2 Item 8.

3 SUPERVISOR KUEHL: All right. Then I -- I  
4 believe that we need a motion to adopt this -- to approve  
5 the draft of the Annual Comprehensive Financial Report  
6 including the Independent Auditor's Report for fiscal year  
7 ending June 30th, 2021.

8 Do I have a motion?

9 COMMISSIONER HEGER: I'll move it.

10 SUPERVISOR KUEHL: And the second?

11 COMMISSIONER BYRD: I'll second.

12 SUPERVISOR KUEHL: Thank you. Please call the  
13 roll on Item 8.

14 THE SECRETARY: Judy Abdo?

15 COMMISSIONER ABDO: Yes.

16 THE SECRETARY: Linda Aragon?

17 COMMISSIONER ARAGON: Yes.

18 THE SECRETARY: Robert Byrd?

19 COMMISSIONER BYRD: Yes.

20 THE SECRETARY: Astrid Heger?

21 COMMISSIONER HEGER: Yes.

22 THE SECRETARY: Yvette Martinez?

23 COMMISSIONER MARTINEZ: Yes.

24 THE SECRETARY: Frank Ramos?

25 COMMISSIONER RAMOS: Yes.

1 THE SECRETARY: Romalis Taylor?

2 COMMISSIONER TAYLOR: Yes.

3 THE SECRETARY: Marlene Zepeda?

4 COMMISSIONER ZEPEDA: Yes.

5 THE SECRETARY: Sheila Kuehl?

6 SUPERVISOR KUEHL: Yes.

7 THE SECRETARY: Motion has passed.

8 SUPERVISOR KUEHL: All right. Thank you so much.  
9 So far so good.

10 We generally need to take a ten-minute break for  
11 all of those who are not only participating but making all  
12 of the technology work. So let us take a break and return  
13 at 2:30.

14 We're on break. Thank you.

15 (A brief break.)

16 SUPERVISOR KUEHL: Okay. The hour of 2:30 having  
17 arrived, I'd like to call us back into session. And  
18 hopefully everybody is on board to move on to --

19 (Technical interruption.)

20 SUPERVISOR KUEHL: Sorry. I can't hear. Who was  
21 that?

22 THE SECRETARY: I think someone was just off  
23 mute, Supervisor.

24 SUPERVISOR KUEHL: Oh, okay. Good. So everybody  
25 mute. We're going back into session, and we'll take up

1 Item 10.

2 Craig, you need to be offline for this item. And  
3 so if I don't hear you say yes, I'll know that you're  
4 offline.

5 ATTORNEY STEELE: Yes. I will recuse myself for  
6 conflict of interest.

7 SUPERVISOR KUEHL: All right. Thank you.

8 So Commissioners, I know that you know that we  
9 contract for legal services, and that is an information  
10 item. We're not voting on it yet. But it's just to  
11 understand the process of solicitation and the choice for  
12 legal services over the next years.

13 And I believe Peter Barth is going to present  
14 this item.

15 Is that correct?

16 MR. BARTH: That is correct. Thank you.

17 SUPERVISOR KUEHL: Over to you.

18 MR. BARTH: Great. Thanks so much. And good  
19 afternoon, everyone.

20 I'll be brief in my remarks, which relate to the  
21 memo that you have for this item. As Kim outlined in her  
22 report to the board last month, during the May Executive  
23 Committee Meeting, I shared a plan to reprocur First 5  
24 LA's contract for legal services.

25 So commissioners will recall that earlier this

1 year in the March Executive Director's report, we reported  
2 that the legal services contract moved to a month-to-month  
3 agreement in accordance with the board-approved contract.

4 So aligned with what we shared in May with the  
5 Executive Committee and most recently in the September  
6 30th Executive Committee meeting, over the summer the  
7 board Relations and Contracts Teams issued a solicitation  
8 for legal services. And through that process, we reached  
9 out to dozens of potential legal services firms and  
10 organizations who work closely with legal services firms.  
11 And for those who responded to this solicitation at the  
12 end of August, we undertook a three-step internal review  
13 process, which the outline -- which the memo outlines.

14 So as the memo shares, the outcome of the review  
15 process yielded staff's recommendation that First 5 LA  
16 contract with Richards, Watson, Gershon -- RWG.  
17 Commissioners will note he is our existing counsel, and  
18 the recommendation is to contract with RWG for an initial  
19 contract period of five years with the option to renew for  
20 an additional five years. Of course, the contracts will  
21 include the option for First 5 LA and the board to end the  
22 contract at any point in our discretion, if necessary.

23 With that recommendation in mind, we intend to  
24 return to the board for action on this item at our next  
25 full board meeting on November 10th. Finally, I want to

1 draw your attention to the legal staffing transition that  
2 will occur if the board approves the contract with RWG.  
3 RWG intends to transition Serita Young, who has  
4 long-served as a member of RWG's First 5 LA legal services  
5 team to lead counsel, with Craig Steele moving to a senior  
6 counsel role supporting the First 5 LA's legal services  
7 work.

8 So if the contract is approved, Craig won't go  
9 anywhere. He'll continue to support the First 5 LA legal  
10 services needs, but Serita Young will transition into the  
11 lead counsel role.

12 And if this contract is approved by the board,  
13 staff will work with RWG, the leadership team internally,  
14 and the board to assure a smooth transition in the  
15 lead-counsel role.

16 And with that, I'll open it to any questions or  
17 comments.

18 SUPERVISOR KUEHL: Any questions or comments?  
19 This is an information item with the vote to occur at the  
20 November 10th board meeting.

21 I see no requests for comments. Are there any  
22 public comments on this item?

23 THE SECRETARY: There are no public comments on  
24 this item.

25 SUPERVISOR KUEHL: All right. Then as I said,

1 it's an information item. Thank you very much for that.

2 Someone let Craig know that he can come back into  
3 the meeting, please. And we will then move to, I think,  
4 what may prove to be our largest item on the board, one  
5 that was referred to earlier by our esteemed Executive  
6 Director. The way we live our First 5 LA values, and a  
7 report on diversity, equity, and inclusion.

8 So let's move to that item. Antoinette, I know  
9 that you'll introduce Evan to us. And I'm going to turn  
10 it over to you.

11 MS. ANDREWS BUSH: Thank you, Madam Chair.

12 Can everyone see the screen? I was having a few  
13 issues this week with my technology; so I just want to  
14 make sure everyone can see the screen.

15 THE SECRETARY: Yes.

16 MS. ANDREWS BUSH: Thank you. So good afternoon  
17 Madam Chair, commissioners, colleagues and members of the  
18 public. I am Antoinette Andrews Bush, and I'm the Chief  
19 Transformation Officer for First 5 LA.

20 Today I am joined by Evan Holland who is the  
21 cofounder of Seed Collaborative, LLC. The SEED team has  
22 been working with First 5 LA for nearly a year, helping us  
23 to integrate diversity, equity, and inclusion into our  
24 policies and practices. Please, note that the board  
25 packet includes additional information that will not be

1 covered during the presentation; however, Evan and I are  
2 happy to answer questions commissioners may have about any  
3 of the information included in the board packet.

4 We'd also like to ensure that the board has ample  
5 time for dialogue, given the density of the presentation;  
6 so the first two slides will be covered fairly quickly.

7 So we have three objectives for today's  
8 presentation. The first is to briefly reintroduce the  
9 board to the SEED Collaborative. We know we have new  
10 board members who have joined since our last presentation  
11 of March of this year. So we want to make sure that all  
12 board members are aware of the work we have been  
13 undertaking.

14 Our second objective is to share some preliminary  
15 findings from SEED's due diligence research, which was  
16 completed in June.

17 And third, we'll share some initial thinking  
18 about the board learning and engagement.

19 Presented in this photo is the full SEED team  
20 that has been working with First 5 LA. Since January, we  
21 have been working with SEED to conduct a baseline  
22 assessment of our current practices and DEI competencies,  
23 and to identify best practices in this field. This work  
24 is leading us in the development of an organization-wide  
25 DEI road map and action plan.

1           To here is an overview of the time line for our  
2 work with SEED. So three key things to point out here.  
3 The first is that we anticipate that the work with SEED  
4 will conclude in December of 2022, although we remain  
5 flexible to meet the needs of the organization.

6           Second, we will include a series of board and  
7 staff learning opportunities to build common understanding  
8 of DEI concepts, terms, and language.

9           And the third thing we just want to point out is  
10 that we are going to be developing a long term DEI roadmap  
11 and action plan that will guide First 5 LA's DEI journey  
12 beyond our work with SEED. But we're not waiting for our  
13 plan to act. In fact, we have already started  
14 implementing priorities that were elevated prior to and  
15 during our work with SEED.

16           Today's presentation will focus on where we are  
17 today as indicated by the yellow star. Evan will describe  
18 SEED's due diligence approach, review preliminary  
19 findings, and provide an overview of the internal work  
20 currently underway.

21           And with that I'll turn it over to Evan.

22           MS. HOLLAND: Thank you so much, Antoinette. And  
23 good afternoon, Commissioners. I'm really happy to be  
24 with you again today to talk about this important work.

25           As Antoinette indicated, we're going to be

1 sharing some high-level preliminary analysis, and want you  
2 to know that I'm deeply interested in engaging in  
3 conversation and answering questions along with Antoinette  
4 about the full presentation, including the detail in the  
5 appendix. So please don't hesitate at the close of our  
6 presentation. Really looking forward to engaging.

7 So since March, between March and June of this  
8 year, the SEED Collaborative team has been collecting  
9 qualitative and quantitative analysis from staff, from  
10 handful of board members, grantees, and sort of outside  
11 consultants and stake holders. And these are the five  
12 data sets that we've looked at and analyzed.

13 So we've conducted an all-staff survey which  
14 allowed, sort of, multiple choice and one open-comment  
15 response earlier this year, in March. We closed that in  
16 early April. We then allowed that information to inform  
17 our conversations with staff and other stake holders,  
18 including commissioners, through interviews and a set of  
19 staff focus groups.

20 In addition, we took a dive into organizational  
21 documents including policies and procedures, and we  
22 engaged in best-practice research to really pull  
23 information from the field about promising practices that  
24 we're seeing coming out of a -- of a variety of sectors,  
25 as well as some field notes from leaders -- DEI leaders in

1 the field, to really get some cutting-edge perspective.

2 I think it's important for you to know that we  
3 conducted quite a bit of analysis to uplift these high  
4 level findings. And really engage with First 5 staff  
5 around clarifying, answering questions, and that's led to  
6 the presentation here today.

7 Next slide.

8 And so before we get into some of the details of  
9 analysis, I want to offer some high-level findings. There  
10 are six here. The top three are really the ones that will  
11 be focused on today in today's presentation. And you'll  
12 see information about the balance and the appendix.

13 So like many organizations, and Kim Belshe  
14 alluded to this earlier in the presentation, that, you  
15 know, lots of organizations are really grappling with  
16 these issues, particularly since the movement for Black  
17 Lives and uprisings that happened last year.

18 And so like many organizations, staffs, boards,  
19 and stake holders have varied understandings of what DEI  
20 is and how to live with it. And that's the case here at  
21 First 5.

22 And the understanding that, you know,  
23 participants in interviews and focus groups in the  
24 analysis, what really came to light from those  
25 conversations was that the understanding that folks did

1 have was really around looking at equity as meeting needs  
2 and thinking about how best to cultivate belonging within  
3 First 5. I think that's a really deep staff desire to  
4 cultivate belonging.

5 In addition, we learned that there's, you know,  
6 work being done to align -- there's work that needs to be  
7 done to align policies and practices to organizational  
8 values. Like many organizations, expressed values are  
9 stated, and then there's work needed to be done to bring  
10 those values concretely through policy, through practice,  
11 through organizational culture. And that work clearly  
12 needs to be done at First 5 to ensure that expressed  
13 values are really playing out in terms of the every day  
14 experiences of staff.

15 The process that First 5 is undertaking to  
16 integrate DEI and to work in internal operations is  
17 consistent with best practices. And so that includes  
18 engagement of leadership, engagement through this type of  
19 presentational work with commissioners, et cetera, and  
20 we'll talk a little bit about what that looks like.

21 Some additional observations: Like many  
22 organizations taking up DEI, First 5 LA's organizational  
23 culture is already pivoting towards greater DEI. There's  
24 clearly a culture shift, and you'll hear a conversation  
25 about this later in our presentation. There's clearly a

1 culture shift happening internally at First 5. And I  
2 think it's promising. And there's more work to do. And  
3 we'll talk about what that looks like.

4 There are opportunities to better infuse DEI  
5 within First 5's strategic plan; so this really gets to  
6 opportunity -- please forgive my neighbor's dog. And any  
7 other environmental noises that we may hear through this  
8 presentation, because it's the afternoon and the kids are  
9 coming home from school; so there may be noise; so please  
10 forgive that.

11 So there's lots of opportunity to infuse DEI more  
12 deeply into the strategic plan and SEED can make some  
13 suggestions about how do that, but ultimately we're really  
14 encouraging the staff process that Kim referred to earlier  
15 to really think about how best to do that.

16 There are opportunities -- excuse me. We -- we  
17 really looked at, from a structural standpoint, how DEI's  
18 position within organizations -- and we found that it's  
19 well positioned. So the office -- the OESL office, the  
20 office of Equity, Strategy, and Learning is really well  
21 positioned in terms of Antoinette's reporting structure  
22 and positionality of the work; so --

23 I also want to provide a friendly reminder.  
24 Commissioner Taylor's question really sparked this for me.  
25 A reminder that this assessment was intended as an

1 internal look at DEI as it relates to First 5 from an  
2 organizational culture, policy, and practice standpoint.  
3 So we really focus our analysis on what's happening  
4 internally within the organization. So just wanted to  
5 provide that reminder.

6 So I want to go deeper into some of this  
7 information and so, Antoinette, when you get a chance,  
8 next slide.

9 So on that -- the piece about the varied  
10 understanding of DEI, the survey data suggested some  
11 confusion about First 5's definition of equity. Roughly  
12 half of staff said, yes, First 5 has a clear sort of  
13 definition of equity and/or an equity statement, and  
14 roughly half the staff said no. So there's clearly some  
15 internal confusion about that.

16 Interviews and focus group data suggest that  
17 organizational values -- the organization values DEI, but  
18 does not understand exactly how to implement it and wield  
19 it in sort of day-to-day work, and leverage it from a  
20 strategic standpoint. And First 5 is not alone in this  
21 sort of status of understanding and readiness to really  
22 engage with DEI. There's work to be done here and it's  
23 important to uplift. Several interviews and focus group  
24 participants suggested that DEI-specific staff  
25 development, including coaching and training and other

1 leadership development really be engaged in to ready staff  
2 for the implementation of the action -- the DEI action  
3 plan that Antoinette referenced earlier.

4 Next slide, please.

5 In terms of values alignment, SEED took a look at  
6 First 5's expressed values within the most recent  
7 strategic plan, and put those against some of the -- what  
8 we heard in interviews, focus groups, the survey, and what  
9 we learned through document review. And we found some  
10 misalignment and opportunities to better infuse the values  
11 into the work.

12 And so interview and focus group participants  
13 described organizational culture; so we asked about  
14 culture. Described organizational culture as  
15 perfectionist and drives over-preparation and overwork and  
16 over-think. And it creates a risk-averse rigid and an  
17 environment that's not very nimble.

18 And reflecting on the findings and why staff are  
19 really noting this, staff noted that the level of  
20 preparation required for board presentations and the fear  
21 to make mistakes in such a public setting is part of what  
22 drives some of that perfectionism; right? So not wanting  
23 to be tripped up and be asked a question that folks don't  
24 know how to answer, be caught misspeaking -- and this is  
25 really counterintuitive to your expressed learning value;

1 so we see a misalignment there.

2 We finally suggest room for improvement and  
3 practices that reflect this learning value. So really  
4 interested to engage around this with staff as we continue  
5 through our consensus building process which we'll talk  
6 about in a bit.

7 Interviewees and focus-group participants  
8 describe organizational culture as hierarchical, siloed,  
9 and with layers of decision-making that provide some lack  
10 of clarity on where authority lies among some staff  
11 levels. But we see this changing. It was expressed that  
12 it was changing and we have observed this shift.

13 So finding the point for need for greater  
14 alignment and integration of work across teams from a  
15 collaborative place in alignment with your collaboration  
16 value as well as greater intentionality around pulling  
17 back the curtain and being transparent around processes to  
18 involve diverse staff perspectives and perspectives of  
19 staff at all level, and really thinking about shared  
20 leadership as a strategy to really live out the  
21 organization's DEI val- -- specifically collaboration  
22 value.

23 Next slide.

24 Continuing on values alignment, as you know, SEED  
25 reviewed quite a few organizational documents. And

1 through that, interviews, focus groups revealed some  
2 misalignment between policies and organizational values.  
3 And so we saw this starkly in human resource policies and  
4 practices; so as it says here, policies related to  
5 recruitment, hiring, retention, and succession, et cetera.  
6 And we see that with policy and practices our consis- --  
7 there needs to be a consistency with priorities and being  
8 updated; so that policies and practices are updated to  
9 best reflect the current values of the organization. And  
10 there's lots of opportunities to do this.

11 And you know, SEED has uplifted some suggestions  
12 for staff consideration. Board-adopted policies are  
13 opportunities for greater integration of the DEI values  
14 and really thinking about that. And the updated  
15 procurement policy, specifically, that you may remember  
16 that came before the board in September is -- is sort of  
17 taking those steps to bring DEI value more into alignment  
18 with procurement policy. And as staff continue their work  
19 around grappling with data and thinking about  
20 recommendations, there might be additional recommendations  
21 around this policy and others.

22 Findings suggest that metrics and monitoring  
23 methods are needed to ensure policy to practice alignment  
24 with organizational values and addressing misalignment.  
25 And so this is really a comment on how DEI is not a

1 destination but a process and journey that requires  
2 continual engagement, continual reflection, continual  
3 evaluation of progress. So updating policies on a  
4 one-time basis is important, but really important as well  
5 is creating processes that ensure an ongoing reflection of  
6 how our values are being lived-out through our operational  
7 documents.

8 Next slide.

9 So as we share, we took a look at best practices  
10 in the field. We looked at four sectors in really looking  
11 at, from an internal perspective, what are these sectors  
12 doing around DEI and what are the promising practices. So  
13 we looked philanthropy, the nonprofit sector, government  
14 sector, and corporate. And so you'll see in this chart  
15 here, it really notes the type of change that is being  
16 considered and engaged in across sectors based on best  
17 practice research.

18 So we found that all sectors are making changes  
19 as it relates to the internal functions of programs, grant  
20 making, products and services delivery, and work with  
21 communities. And so the internal pieces of those external  
22 pieces of work -- which makes quite of bit of sense,  
23 because that is often where organizations start with their  
24 internal work, is the external -- the internalized part of  
25 their external work; so that's consistent with groups

1 across the field. The philanthropic, nonprofit, and  
2 government sectors also made changes and are making  
3 changes in the areas of vision, mission, and purpose, and  
4 really thinking at a high, long-range, strategic level  
5 where DEI comes and sits and fits within that. And DEI  
6 monitoring, evaluation, and accountability.

7 I think we've had so many conversations at First  
8 5 since the analysis has come out about accountability,  
9 where this work will sit, how we'll ensure we're living up  
10 to our values. So it's no surprise that various sectors  
11 -- like I said, nonprofit, government, philanthropic are  
12 really looking at accountability as well.

13 And finally, all of the government sector are  
14 really looking at governance policies and evaluations as  
15 it relates to DEI, which is critical, I think, to really  
16 ensure that values are aligning up from governance to  
17 staff levels internally and externally.

18 Next slide.

19 So in addition to looking at sort of secondary  
20 research, including, sort of, published, peer-reviewed  
21 research, gray literature, et cetera, we did a handful of  
22 key interviews with DEI experts in the field, and  
23 including a group of experts who spoke with John Powell  
24 who's a SEED team member, and who also runs the Center for  
25 Othering and Belonging at UC Berkeley, and does quite a

1 wit of work around DEI.

2 And so these are some of the high level findings  
3 that were shared by these experts on change, on profits,  
4 and on leadership.

5 So on change, nor surprise, change takes time.  
6 And this is really about culture change. So culture  
7 change is so critical to DEI, especially in terms of how  
8 DEI is taken up internally around how staff are treated,  
9 around how policies and practices are lived out  
10 internally.

11 And so it takes time for culture. The SEED team  
12 often thinks of culture change requiring three to five  
13 years to really start to root itself. The experts we  
14 spoke with highlighted five to seven years for culture  
15 change, particularly the time it takes for culture to  
16 really feel like it's always been that way within  
17 organizations. So culture change takes time.

18 On process, for successful DEI assessment and  
19 implementation processes; so to ensure that all of this  
20 work that we do around analysis and developing a plan  
21 actually sticks within an organization. It is critical  
22 for the team working on the -- doing this work,  
23 specifically the DEI consultants, or in this case, SEED,  
24 need to be spending time with leadership to help them  
25 understand and digest information and to support all

1 aspects of the project.

2 And so we've started doing this work and this  
3 speaks to how our process is in alignment with best  
4 practice. We've been meeting with leadership and working  
5 in collaboration with Antoinette and the Office for  
6 Equity, Strategy, and Learning to really think about best  
7 ways to engage leadership across the organization and  
8 staff.

9 And on leadership, it's important to understand  
10 that successful DEI change requires invested leadership,  
11 and that leadership must be really clear from a vision and  
12 mission perspective about how DEI directly relates to the  
13 organization's work, and can articulate that internally  
14 and can articulate that externally.

15 And so -- yeah. Those are some of the sort of  
16 high-level lessons from the field from experts.

17 Next slide.

18 So in terms of work underway. So we've conducted  
19 this analysis, we wrapped up due diligence in about June.  
20 It took us -- May or June. It took us about a month to  
21 complete analysis once we collected all of the data. And  
22 have been talking about it in a formal and informal way  
23 internally with First 5.

24 The next step in our process is to form a DEI  
25 governance board made up of staff across the organizations

1 ensuring that each team, each department within the  
2 organization is represented on this board, and that -- a  
3 variety of staff levels from leadership to sort of  
4 administrative staff and all kinds of staff in between so  
5 there's broad diversity of representation.

6 And so this body is formed and has been meeting  
7 and organizing its work. This process is being managed by  
8 SEED. We're facilitating it and supporting staff to  
9 engage in this work to grapple with the data and come up  
10 with recommendations. So we are early in the stages of  
11 that work, and that work will continue into the first part  
12 of next year. In terms of staff reviewing and support --  
13 with support from SEED, reviewing findings, gathering  
14 additional data if that's needed, establishing priorities,  
15 uplifting recommendations, that will ultimately inform the  
16 DEI action plan which you'll see come to light maybe late  
17 next year.

18 And with that, I think I'm turning it back over  
19 to Antoinette.

20 MS. ANDREWS BUSH: Yes.

21 So thank you. Thank you, Evan.

22 So Commissioners, there are -- in terms of next  
23 steps, there are two important next steps that I'd like to  
24 bring to your attention. The first is the Phase 2 SEED  
25 contract, which will be on consent for board approval

1 during the November board meeting.

2 And as you can see here, the focus of Phase 2 is  
3 the DEI assessment report, that will include some early  
4 implementation priorities outlined. That we would also  
5 focus on board and staff learning sessions and the  
6 development of a DEI roadmap and action.

7 So in this, we're nearing the end of time, but  
8 another important next step to call out is we really want  
9 to support the board and staff in building common  
10 understanding of DEI concepts, terms, and language, which  
11 are foundational to our work moving forward.

12 Now, we acknowledge that individual commissioners  
13 and staff fall into a continuum of DEI competency, and  
14 that's okay. We're all entering this space with different  
15 life and professional experiences, varied understanding,  
16 and different perspectives. And we all come to this work  
17 with a shared commitment to do better. And these are all  
18 strengths upon which we can build.

19 So by supporting our collective learning, we're  
20 inviting commissioners and staff to explore the ways in  
21 which we can more fully live our organizational values and  
22 cultivate belonging internally and through our external  
23 work.

24 Now, the SEED team has suggested some learning  
25 topics here. And Evan can provide more information about

1 these topics if commissioners have questions. But we  
2 really want to turn now to the board discussion. So in  
3 addition to overall reflections of what you've heard,  
4 we're eager to hear what learning topics you think will  
5 strengthen the board's knowledge and competencies in DEI.  
6 We're particularly interested in DEI learning topics that  
7 will support the board in fulfilling your governance role  
8 in this commission.

9 With that, we appreciate your attentiveness, and  
10 turn it to our Chair for board discussion.

11 SUPERVISOR KUEHL: Thank you very much. Thank  
12 you very much for the presentation and for all that we  
13 will be talking about.

14 So I don't see any commissioners having texted  
15 me. Linda, do you have -- I know there are people who  
16 want to talk but maybe don't want to be first. I'm not  
17 sure.

18 Linda, do you see anyone wishing to speak?

19 THE SECRETARY: I see Commissioner Taylor's hand  
20 is up and Commissioner Zepeda after that.

21 SUPERVISOR KUEHL: All right. Then Romalis, and  
22 then Marlene.

23 COMMISSIONER TAYLOR: Yeah. I -- one of the  
24 things I noticed is that you are -- the next step is to  
25 deal with the report next month. And I asked earlier did

1 we have an assessment report. Is that report not  
2 completed yet? Or what's going on with it?

3 MS. HOLLAND: Correct. So the intention here  
4 today was to share high-level preliminary findings. And  
5 the report will include some high-level recommendations  
6 and implementation priorities. And what we want to do is  
7 give staff some time to develop those. So the governance  
8 board has just started to meet to really engage with the  
9 data, and the report will include that information. And  
10 so just taking a beat to allow staff to have to kind of do  
11 that work so that the report can be complete with that  
12 information.

13 But analysis -- the work of analysis has been  
14 done. But no, there's no --

15 COMMISSIONER TAYLOR: Then let me ask this  
16 question: Who is on this governance board and what is the  
17 composition of that board, and is it reflective of the  
18 equity inclusion that we're looking for in the  
19 organization, as well as to represent the multiplicity of  
20 people that exist in our society? So I want to make sure  
21 that I understand that since I'm not involved in it, and  
22 somebody else may be involved in it, but I don't know  
23 anything about that.

24 That's the other thing. And the second thing is  
25 Executive Leadership and everyone else on board with what

1 DEI is, and are they committed and are they reflecting  
2 that commitment by their understanding so that there's a  
3 mutual understanding of both the staff, the executives,  
4 and our external partners so we're all talking the same  
5 thing, we're all reflecting the same issue.

6 You know what I'm saying? See, I don't know  
7 where this all is, I'm hearing it for the first time.  
8 I've been asking, and I keep getting put off.

9 So the bottom line is that I want to know what's  
10 going on. And if I don't see what's going on, there's  
11 going to be a problem. Because I just don't get it.

12 MS. HOLLAND: You have every right to know what's  
13 going on. So absolutely happy to answer all the  
14 questions. That's why we're here. Happy to get into  
15 this.

16 Antoinette, do you want to start?

17 MS. ANDREWS BUSH: Yeah. Let me just begin,  
18 there's no withholding of information from our board. So  
19 that's the first thing we want to make very clear. We are  
20 also thinking through what the staff needs to do and  
21 learn, and what the board has to do and learn, because we  
22 have -- we have different roles. The board has a  
23 governance role, and the staff has the internal  
24 operational role.

25 So we're not trying to withhold any information.

1 We're trying to create the space for staff to actually do  
2 the work. So this governance board -- it might sound like  
3 it's something that includes commissioners and external  
4 folk, but we're calling it an internal governance board  
5 that is made up of staff across every team and various  
6 levels within our organization, including our Executive  
7 Director, including our Executive Vice President, and  
8 other levels across the organization.

9 COMMISSIONER TAYLOR: Okay.

10 MS. ANDREWS BUSH: That team is starting -- is  
11 diving more deeply into the operational aspects of what  
12 was uplifted by the findings, and there will be  
13 opportunities for other staff across the organization to  
14 be involved. But we want to make sure that we are  
15 incorporating all of the varied perspectives and  
16 interests. And, you know, there are lots of ideas across  
17 staff and our organization. And so this DEI governance  
18 board is an opportunity -- it's a structure to support us  
19 really diving into the DEI findings and uplifting  
20 recommendations.

21 The reason why the board has not yet received the  
22 report is that the report is going to be a culmination of  
23 both the assessment and the recommendations. So what  
24 we're bringing to you -- as Evan said, we're bringing to  
25 you some preliminary findings. And, again, we've covered

1 some. And there are others in the appendix that -- that  
2 is included in the board packet. And we're happy to  
3 answer any questions.

4 But we're -- we're making sure that we're  
5 bringing everyone along. There are lots of stake holders,  
6 as you pointed out, Commissioner Taylor, there's -- the  
7 board is a stake holders, there is internal staff at  
8 various levels, and that's another stake holder group.  
9 And then we do have external partners that are also  
10 thinking about DEI and how that shows up in their work and  
11 how that actually connects to what First 5 LA is doing and  
12 funding and there are -- lots of conversations are  
13 happening about that.

14 But in terms of our particular focus, we're  
15 trying to figure out how can we do better as an  
16 organization. As I said, in common with various  
17 experiences, we call them various perspectives, but we  
18 also have a shared commitment to do this work. And we are  
19 committed to making sure that both staff and the board are  
20 come along side so that together we can make First 5 LA  
21 what we aspire it to be.

22 COMMISSIONER TAYLOR: My other question is are we  
23 making sure that we have appropriate training to develop  
24 and uplift the level of understanding of this  
25 sophisticated issue as it moves forward. And then we're

1 going there.

2 I want to also say that any organization worth  
3 its salt, the policy, procedure, and practice -- policy,  
4 procedure, and practice determines whether your  
5 organization does what you think. And so hopefully we're  
6 going to come back with a policy, procedure, and practice  
7 that's going to implement this concept internally and  
8 externally. And then I need to know in that who's going  
9 to be responsible for doing the monitoring, evaluation,  
10 and accountability so that we have consistent commitment  
11 to this effort. And so that when we go outside of this  
12 organization, people understand we really do -- are  
13 committed to it, and that we are trying to engage  
14 collaboratively with the partners outside to enhance that.  
15 And most of those nonprofit organizations are moving in  
16 that direction anyway.

17 But the key is accountability, monitoring, and  
18 evaluation. Not accountability for punishment but for  
19 learning. You know what I mean?

20 MS. HOLLAND: Absolutely.

21 COMMISSIONER TAYLOR: So I want to be clear about  
22 that so that we're learning and we're continuing to  
23 improve and continuing to do it so that that issue is  
24 really concrete within the community. Especially the  
25 community of color.

1 MS. ANDREWS BUSH: Yes. And --

2 COMMISSIONER TAYLOR: Because if we don't, when  
3 we get outside of ourselves, they're going to know us  
4 right away and call us on it.

5 So I'm just trying to be real about this. That's  
6 all.

7 Thank you.

8 MS. ANDREWS BUSH: Thank you. And definitely  
9 appreciate --

10 COMMISSIONER TAYLOR: By the way, thank you for  
11 the good work. I didn't mean -- I want to be clear, I'm  
12 not knocking the work. I just want to make sure that we  
13 are actually dealing with it on the real and not passing  
14 it by and have everybody from top to bottom, left to right  
15 is on board with where we're going.

16 And then whatever you need us to do to support  
17 you, let us know. Okay?

18 MS. ANDREWS BUSH: Yes.

19 SUPERVISOR KUEHL: Thank you, Romalis.

20 Next, Marlene.

21 COMMISSIONER ZEPEDA: Thank you, Supervisor.

22 Thank you Evan and Antoinette for the  
23 presentation. I really wanted to reiterate what  
24 Antoinette said about having a shared commitment and that  
25 we're all coming at this very extremely sensitive topic

1 from different places and different life experiences. And  
2 so we have to acknowledge that and make that explicit.

3 I also wanted to frame this issue -- and this was  
4 not brought up in the conversation, Evan. You know, First  
5 5 began as a more universal program. And so there's this  
6 tendency to not want to talk about differences and not  
7 want to talk about ethnic and racial differences because  
8 we want to be good for everybody -- all children. This  
9 kind of neutrality. And that has really -- kind of goes  
10 against the DEI definition of equity.

11 We do need to have a shared definition of equity.  
12 And -- and that has to be developed, I mean, among the  
13 staff and everybody has that shared understanding, what  
14 does this mean. I also appreciate the fact that this is a  
15 very -- it's a process that takes the development of trust  
16 among all the different players involved, because we have  
17 as a society -- we are a racist society. And so we have  
18 been socialized to think of certain groups as superior to  
19 other groups from -- from birth, we're taught that. So  
20 it's hard to overcome that.

21 And -- and sometimes I feel like my skepticism  
22 and my cynicism from my life experiences kind of says,  
23 okay. Is this sort of like a pendulum swinging in one  
24 direction? And we'll go back to the neutrality in a few  
25 years? I hope that -- I hope that that's not the case.

1           And -- and so I look forward to -- to this  
2 conversation. It's taking place in -- across all arenas.  
3 It's not just in First 5 LA. And so I think that we have  
4 to really think about equity the way that John Powell  
5 talks about it, with Universal -- Targeted Universalism.  
6 The Blue Ribbon Commission talked about Targeted  
7 Universalism. The Master Plan for Early Childhood  
8 Education mentions Targeted Universalism.

9           So I would really like to see that topic,  
10 Antoinette, explored in this conversation going forward.  
11 But thank you for that.

12           MS. HOLLAND: Thank you, Commissioner.

13           SUPERVISOR KUEHL: Thanks, Marlene.

14           I'm sorry. Did I cut you off? You could answer.

15           MS. ANDREWS BUSH: I was just saying thank you.  
16 But it is -- I appreciate that, because I do have that on  
17 the list. We have uplifted Targeted Universalism as a  
18 training that both board and staff should participate in.

19           And it goes back to Commissioner Taylor's  
20 question as well around what are we going to be learning.  
21 And so that's what we're very eager to hear more from the  
22 board about. One of the things I've heard so far, in  
23 addition to Targeted Universalism, we need to have some  
24 sessions that help us to develop that common language so  
25 we all know what it is we're talking about, and that our

1 work reflects the way in which First 5 LA is defining DEI.

2 So just thank you for that.

3 SUPERVISOR KUEHL: Thank you.

4 Linda, any other commissioners raise their hands?

5 THE SECRETARY: Commissioner Abdo.

6 SUPERVISOR KUEHL: Okay. Judy, over to you.

7 COMMISSIONER ABDO: Hi. I just wanted to say  
8 that the work that you're doing is fabulous. I -- I'm not  
9 involved in a lot of different organizations that are  
10 going through very similar processes, though. Not as  
11 in-depth as you are. And this is really, really quite  
12 instructive for me thinking about the other organizations.

13 I just want to raise the issues of gender and --  
14 I -- I don't even know how to gay, lesbian, bisexual  
15 whatever; however, we want to define that. We don't hear  
16 those words as often, and certainly many of us have  
17 experienced growing up in a -- in a very sexist  
18 organization, wherever we came from. There were, I guess,  
19 a lot of issues that were not even recognized as what --  
20 what differences women experienced and what differences  
21 men experienced in the same organizations. And the same  
22 thing with gay and lesbian, bisexual, transexual -- all of  
23 those things that are, I guess, less talked about when we  
24 talk about all of this.

25 But I want to make sure that we raise those

1 issues. But, again, I want to say I think you're doing a  
2 great job of looking at all of these issues.

3 MS. HOLLAND: Thank you, Commissioner Abdo. And  
4 I'll just -- I think I'll offer to your point that what  
5 really heartened me when speaking with staff and the  
6 process of interviewing a focus group, and you'll see this  
7 in the appendix for the presentation is that staff really  
8 are thinking about diversity from a definition standpoint  
9 and sort of a lay understanding of -- of diversity in a  
10 very broad way.

11 And so I -- I really -- I certainly want to be  
12 clear that in addition to race and ethnicity, LGBTQ-plus  
13 community was brought up, diversity in terms of geography,  
14 diversity in terms of positionality within the  
15 organization, and background perspective and lived  
16 experience are all some of the things that were brought up  
17 in thinking about diversity.

18 And so I'm really heartened by staff really are  
19 there with understanding -- a broader understanding of  
20 diversity and are really thinking that way and wielding  
21 that understanding at least in terms of the work we're  
22 doing with the governance portion. I've been really happy  
23 with how that's playing out.

24 So I completely agree with you. Thank you.

25 COMMISSIONER TAYLOR: Let me ask a question real

1 quick. Are they understanding the issue of implicit bias  
2 as well?

3 MS. HOLLAND: I mean, we didn't specifically  
4 assess all staff's understanding of implicit bias as a  
5 concept. Clearly, implicit bias is on staff's mind. And  
6 I know -- and perhaps Antoinette can speak to this more,  
7 that staff has been through implicit bias training and  
8 spoke about that training in the context of interviews and  
9 focus groups. So it's certainly on staff's mind, but it  
10 wasn't, for example, measured. But yes, it's being  
11 discussed and considered.

12 COMMISSIONER TAYLOR: Okay.

13 MS. HOLLAND: For sure.

14 SUPERVISOR KUEHL: Okay. Thank you.

15 Any other commissioners that raised their hands  
16 to speak, Linda?

17 THE SECRETARY: I don't see any other  
18 commissioners expressing an interest to speak.

19 SUPERVISOR KUEHL: Thank you.

20 So I want to take a couple minutes to follow up,  
21 really, on all the comments. I feel like so many of us  
22 have been engaged in this work under many different titles  
23 and eras, and the language is important. The commitment,  
24 of course, is even more important.

25 I want to follow-up a little bit on what Judy

1 brought up, but really in a kind of in a broader way.  
2 Just a set of thoughts to kind of incorporate.

3 One, is we have talked about trauma and the ways  
4 in which we deal with trauma and understand certain life  
5 experiences as having created the trauma. But I don't  
6 believe there's been as much attention paid, though I see  
7 it beginning, to the trauma of the "isms" and the ways in  
8 which people are treated, the ways in which the system has  
9 made certain that they cannot thrive or be treated -- I  
10 won't even use the word "equally." I mean, decently. And  
11 so in a way, this is one of the things that we're looking  
12 to recognize.

13 Along with that are kind of the real-life effects  
14 on people in our staff, people we serve, and the larger  
15 community in which we participate.

16 In the '90s or maybe even -- I think it was in  
17 the '80s, I was working with the courts on these issues.  
18 Primarily, my contribution had to do with gender and  
19 gender identity issues, but I worked in teams. And the  
20 courts were completely clueless that their neutral rules  
21 had a different impact on various people.

22 For instance, telling someone that when they come  
23 in to get a restraining order they may not bring their  
24 children into the court made it virtually impossible for  
25 mothers who were speaking help about domestic violence to

1 get their restraining orders, because they had to take  
2 their children when they went because the court only gave  
3 restraining orders, you know, two hours a day.

4 And we forced the court to look at these  
5 so-called "neutral" rules. And Romalis has brought this  
6 up, and we've talked about it -- not only the universalism  
7 aspect of our work, but any rules, workplace rules. We've  
8 seen it played out again. I'm looking at the issue of  
9 gender primarily in this, but where we don't have  
10 childcare or we don't -- we let people worry about their  
11 own childcare. We let people worry about family leave and  
12 who's taking care of -- of people; so even looking at  
13 benefits. And that goes to the organizations with whom we  
14 work.

15 It's also interesting, I think, as Judy  
16 indicated, that though gender is spoken of, it is -- and I  
17 think in the sense at the moment almost kind of  
18 appropriately, has taken a backseat to the issues of race  
19 and ethnicity until Texas. And then suddenly everybody's  
20 thinking again about the impact of policies and laws on  
21 women.

22 But when I was training people about these  
23 issues, I always reminded them that, in almost every  
24 community, the first question that's asked when a brand  
25 new baby is born is what did you have? And the issue --

1 the -- embedded in the question is what is the gender of  
2 that baby? Did you have a boy or a girl?

3 And then, of course, the duality of that is --  
4 becomes an issue as these boys and girls get older. So  
5 the -- you know, the attention that we pay -- I'll just  
6 give you -- you know, Judy was trying to cover all of the  
7 initials. But I just filed a motion about our jail  
8 population. And it's called Safely Reducing the Jail  
9 Population by Expanding the Community-Based System of Care  
10 for Cis Gender Women, Two Spirit, Lesbian, Gay, Bisexual,  
11 Questioning, and Transgender, Gender Nonconforming, and/or  
12 Intersex Individuals.

13 And you would say, oh, my God, that's just a  
14 mouthful. And yet, it speaks in the gender arena -- and  
15 the same is true as we know in our -- all of our racial  
16 arenas about the hierarchies that were created based on  
17 color, based on hair. I mean, we've all got these  
18 traumatic, really, life experiences that are so embedded.

19 In the County, with the initiatives that we've  
20 begun with the anti-racism, diversity, and inclusion  
21 initiative, as well as the women and girls initiative,  
22 we're looking internally at our staff, externally at our  
23 clients, and in the larger external arena at our impact in  
24 the larger community. One of the things that we found  
25 over the years is that although discrimination looks

1 different in different kinds of communities, we have found  
2 common ground in the ways in which people can be put down.  
3 For instance, the denial of marriage that happened to our  
4 black brothers and sisters, to our Asian brothers and  
5 sisters, to our queer brothers and sisters. It's kind of  
6 like, if you want to deny someone humanity, you don't  
7 allow them to marry or intermarry as it was in the old  
8 days.

9           There's a common ground there. The way our  
10 particular traumas of health impacts have been put on a  
11 back burner, which, of course, my community found during  
12 the Aids crisis, but it was nothing new to a community  
13 that was trying to get attention, for example, for sickle  
14 cell for decades. And, you know, no attention was paid.

15           So I am very excited about our joining this  
16 conversation and, frankly, joining this commitment and  
17 work. And thank you very much, Antoinette and Evan, and  
18 all the people working with you, who are working with us  
19 on this.

20           I think the aspect of trauma is also one that is  
21 ever present. I think of my Asian brothers and sisters  
22 who are frightened these days because of all the  
23 disinformation that began with the pandemic. And how, you  
24 know, they're so at-risk everywhere they go. And, you  
25 know, its kind of like thinking about a person shows up to

1 work, what have they already gone through? Or our  
2 community meetings, what are they already gone through?  
3 The women who made sure that they parked under a light so  
4 that when they leave our community meetings, they can  
5 maybe be safe. I mean, it is so personal and yet so  
6 shared.

7 So sorry to speak so long, but I think all of us  
8 have a lot of really personal feelings about this. And  
9 also a lot of hope.

10 So I thank you, again, very much for the work.  
11 This was an information-only, no vote on this item.

12 Any of my colleagues want to contribute some  
13 second thoughts or closing comments, or Evan or Antoinette  
14 if you want to as well, before we go to public comment?

15 MS. HOLLAND: I'll just say, Commissioner Kuehl,  
16 that -- briefly, on trauma, some of what we heard from  
17 conversations with DEI experts in the field is that there  
18 can be a healing effect on trauma around issues in DEI,  
19 simply by engaging in the work in a thoughtful, reflective  
20 way. And so I completely appreciate and hear you loud and  
21 clear on how personal this work is for so many of us. And  
22 I continue to encourage that reflection and allowing that  
23 personal reflection to inform the work that we all do  
24 together. And I just really appreciate your time. So  
25 thank you.

1 SUPERVISOR KUEHL: Yeah. I also -- I'm -- I'm  
2 sorry. Go ahead.

3 MS. HOLLAND: All done.

4 SUPERVISOR KUEHL: I also was thinking about the  
5 trauma that our families have all brought with them. You  
6 know, so many varied immigrant communities. But how -- I  
7 mean, in my family, for instance, how much I knew of the  
8 holocaust and I was never in it. You know what I mean?  
9 And there was real pain there. And each of the families  
10 all the way back to those who were brought here against  
11 their will has reflected it, and you just carry it with  
12 you. You don't even know sometimes that you do. And that  
13 has been extraordinary.

14 But, you know, America's kind of a very unique  
15 experiment. And it's -- you know, it can't even decide  
16 whether it wants to be a melting pot or a salad. Because  
17 we want to hang on to our true and authentic selves, but  
18 we also want to have some shared something.

19 So this is not easy work. And we thank you for  
20 engaging in it and with us. And I think if we have no  
21 other comments we will ask if there are any public  
22 comments on Item 11.

23 THE SECRETARY: There are no public comments on  
24 Item 11.

25 SUPERVISOR KUEHL: Okay. Thank you all very

1 much. This was -- this was really good. I hope if anyone  
2 feels at all -- I don't know. Discomfited or anything,  
3 that they'll reach out to anybody else, because I think  
4 these are going to be hard for us to talk about, even as  
5 commissioners. And I -- you know, bring up stuff for us.  
6 And I -- I really appreciate this board very much and look  
7 forward to the day when we're all safe enough that I can  
8 give you each a hug, because that's what I feel like doing  
9 right now.

10 Okay. So that takes us to Item 12 which is a  
11 written-only information item. I don't believe we need to  
12 discuss it, unless anyone feels the need to ask any  
13 questions about it -- about amendments to the bylaws. But  
14 we're not voting on them today. This simply starts the  
15 21-day notice period for any proposed amendments to the  
16 members of this board.

17 So that takes us to public comment on items not  
18 on the agenda. Do we have any requests for public  
19 comments?

20 THE SECRETARY: I do have one public comment for  
21 items not on the agenda.

22 SUPERVISOR KUEHL: Okay. Let us take that public  
23 comment.

24 THE SECRETARY: This comment is from Jen Young  
25 (phonetic). She says, "Hello. I'm interested in what

1 First 5 LA thinks of the slow roll out of a new universal  
2 transitional kindergarten. My child is turning four in  
3 July and doesn't make the cut to be able to join her  
4 siblings at our local school in 2022 through 2023. Thank  
5 you."

6 And that concludes our general public comments  
7 for today's meeting.

8 SUPERVISOR KUEHL: Right. I'm not certain how to  
9 handle a question that comes in public comment, but I'll  
10 leave it to the staff to decide if there is any answer to  
11 be made or wish to be made.

12 So anybody else have any closing comments or  
13 thoughts? Because we've come to the end of our agenda.  
14 Amazingly enough, we generally allocate from 1:30 to 3:30  
15 for this meeting, and it's now 3:27; so it feels like  
16 we've been together for quite a while.

17 Anybody else? Seeing no one else, I will declare  
18 that this meeting is adjourned with my thanks. Thank you  
19 very much.

20 (At 3:27 p.m. the meeting was adjourned.)

21  
22  
23  
24  
25

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 7th day of November 2021.

DocuSigned by:  
*Heatherlynn Gonzalez*  
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CERTIFIED SHORTHAND REPORTER  
FOR THE STATE OF CALIFORNIA

**FIRST 5 LA**

**SUBJECT:**  
**Monthly Financial Reports**

**RECOMMENDATION:**  
**Approval of the monthly financial statements for the month ending September 30, 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:**

First 5 LA began the month of September with a cash balance of \$326.1 million. During the month of September 2021, we received \$104,910 in revenues. We had \$4.3 million in program expenditures, and \$1.5 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$320.4 million.

Tobacco tax revenues for the months of July and August have not been received as of September 30, 2021. This is due to a delay of the California Department of Tax Fee Administration's fiscal year-end closing of financial data. First 5 California, who distributes the tobacco tax revenues, has notified county commissions that the estimated time of receipt for the July and August tobacco tax allotments will be the first week of November 2021. Staff will continue to monitor this along with the First 5 Association.

This report includes detailed financial information for the month ending September 30, 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 September 30, 2021.
- Detailed operating and program expenditures: Shows expenses against the FY 2021-22 Budget approved on June 10, 2021, 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  
September 30, 2021, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of August 31, 2021</b>	<b>\$ 326,116,832</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ -	
Medi-Cal Administrative Activities (MAA)	33,084	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	71,826	
Investment Income - Other	-	
Rental Revenue - La Petite	-	
<b>Total Revenue</b>	<b>\$ 104,910</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2020-2028 Strategic Plan	\$ 4,342,495	
Legacy Investments	2,400	
<b>Total Initiative/Program Expenses</b>	<b>\$ 4,344,895</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,109,675	
General Operating	166,503	
Consultant Services	182,446	
Professional Services	23,655	
Travel Expenses	-	
Professional Development	6,367	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,488,647</b>	
<b>Total Expenses</b>	<b>\$ 5,833,542</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (5,728,632)</b>	
<b>Cash Balance as of September 30, 2021</b>	<b>\$ 320,388,200</b>	<b>(1)</b>

**NOTE:**

1) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
PROGRAM EXPENDITURES BY FY 2021-22 BUDGET  
SEPTEMBER 30, 2021, UNAUDITED**

<b>INITIATIVE/PROGRAM</b>	<b>FY 2021-22 BUDGET</b>	<b>SEPTEMBER EXPENDITURES</b>	<b>FISCAL YTD EXPENDITURES</b>	<b>BALANCE REMAINING</b>
<b>2020-2028 STRATEGIC PLAN</b>				
Center for Child and Family Impact				
Families	40,261,000	3,272,497	3,833,731	36,427,269
Communities	17,759,000	302,382	577,382	17,181,618
Early Care & Education Systems	12,964,000	552,264	573,112	12,390,888
Health-Related Systems	5,846,000	123,958	144,896	5,701,104
Center Support	695,000	-	150,000	545,000
Office of Government Affairs & Public Policy				
Policy Advocacy Fund Technical Assistance Provider	400,000	-	-	400,000
Conference Funding to Advance the Field of Early Childhood Development	150,000	-	-	150,000
Organizational-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas	200,000	-	-	200,000
Organizational Memberships and Stakeholder Engagement Efforts	508,000	-	-	
Federal Policy and Sustainability Advocate	100,000	-	-	100,000
State Policy and Sustainability Advocate	448,000	-	-	448,000
Strategic Plan Advocacy Strategies	1,263,000	3,994	8,794	1,254,206
Office of Communications				
Strategic Communications	2,500,000	87,400	378,722	2,121,278
Strategic Communications Partnerships	539,000	-	-	
Strategic Marketing	1,575,000	-	-	1,575,000
Office of Data for Action				
Annual Reporting	74,000	-	-	74,000
Data Policies & Practices	150,000	-	-	
Data Requests	5,000	-	-	5,000
Children's Data Network (CDN)	850,000	-	-	850,000
County Data Partnership	115,000	-	-	115,000
WIC Data Mining Research Partnership	384,000	-	-	384,000
Assisting and Supporting Staff with Information for Specialized Tasks	119,000	-	-	119,000
First 5 LA Data Strategy	250,000	-	-	
Impact Framework	430,000	-	-	430,000
<b>Subtotal 2020-2028 Strategic Plan</b>	<b>87,585,000</b>	<b>4,342,495</b>	<b>5,666,637</b>	<b>80,041,363</b>
<b>LEGACY INVESTMENTS</b>				
Baby Friendly Hospitals	40,000	2,400	2,400	37,600
Little by Little/One Step Ahead	3,179,000	-	-	3,179,000
<b>Subtotal Legacy Investments</b>	<b>3,219,000</b>	<b>2,400</b>	<b>2,400</b>	<b>3,216,600</b>
Emerging Opportunities Fund	1,500,000	-	-	1,500,000
<b>TOTAL</b>	<b>92,304,000</b>	<b>4,344,895</b>	<b>5,669,037</b>	<b>83,257,963</b>

The FY 2021-22 program budget was approved by the Board of Commissioners on June 10, 2021.

**NOTES:**

Journal entries for FY 2020-21 accrued expenses were reversed in July 2021. The amounts reported are the actual program expenditures for September 2021.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
 EXPENDITURES - PASS-THROUGH  
 SEPTEMBER 30, 2021, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
September 30, 2021, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	SEPTEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2021-22 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	811,213	2,389,691	13,151,967	10,762,276
Fringe Benefits	298,462	855,708	4,252,139	3,396,431
<b>Total Personnel Services</b>	<b>1,109,675</b>	<b>3,245,399</b>	<b>17,404,106</b>	<b>14,158,707</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	2,468	5,431	40,000	34,569
Workers Compensation Insurance	-	55,246	65,000	9,754
Utilities	22,907	22,907	135,000	112,093
Corporate Insurance	39,793	67,220	106,000	38,780
Mileage, Parking and Other Transportation	-	-	21,680	21,680
Telephones	14,866	14,866	70,000	55,134
Cell Phones & Mobile Devices	9,475	23,975	133,800	109,825
Outside Printing & Publishing	-	-	1,500	1,500
Other Supplies	-	-	5,250	5,250
Postage & Delivery	561	561	8,000	7,439
Educational Supplies	-	-	3,100	3,100
Office Supplies	1,745	2,653	59,700	57,047
Subscriptions & Publication	35,150	35,467	31,180	(4,287)
Equipment-Rents & Leases	4,064	5,797	27,000	21,203
Building Repair & Maintenance	19,840	19,840	150,000	130,161
Equipment Repair & Maintenance	-	-	11,500	11,500
Offsite Storage	859	4,600	27,000	22,400
Hardware & Software Maintenance	13,346	16,728	445,214	428,486
Miscellaneous/Contingency	-	-	244,000	244,000
Stipend/Honorarium	-	700	2,100	1,400
Internal Meeting	1,429	1,956	84,200	82,244
Divisional Capacity Building	-	-	35,000	35,000
<b>Total General Operating Expenses</b>	<b>166,503</b>	<b>277,946</b>	<b>1,706,224</b>	<b>1,428,278</b>
<b>Consultant Services</b>				
Consultant Fees	123,616	145,361	1,481,100	1,335,739
Other Professional Fees	58,831	58,831	320,000	261,169
External Reviewers	-	-	-	-
<b>Total Consultant Services</b>	<b>182,446</b>	<b>204,192</b>	<b>1,801,100</b>	<b>1,596,908</b>
<b>Professional Services</b>				
Audit	-	-	90,000	90,000
Legal Fees	6,072	6,072	225,000	218,928
Professional Dues	13,341	83,341	44,023	(39,318)
Staff Recruitment	646	2,596	10,000	7,404
Commission Stipends	2,100	2,850	23,000	20,150
Web-Based Services	1,495	3,700	56,600	52,901
Bank & Other Service Charges	-	-	20,000	20,000
<b>Total Professional Services</b>	<b>23,655</b>	<b>98,559</b>	<b>468,623</b>	<b>370,064</b>
<b>Travel Expenses</b>				
Airfare	-	-	31,850	31,850
Lodging	-	-	44,900	44,900
Per Diem	-	-	20,100	20,100
Other Travel Expense	-	-	16,750	16,750
<b>Total Travel Expenses</b>	<b>-</b>	<b>-</b>	<b>113,600</b>	<b>113,600</b>
<b>Professional Development</b>				
Training Material & Supplies	-	-	7,200	7,200
Internal Training	-	-	63,500	63,500
Leadership Programs	3,967	4,000	172,000	168,000
Conference Registrations	2,400	972	87,215	86,243
External Education/Training	-	-	34,600	34,600
<b>Total Professional Development</b>	<b>6,367</b>	<b>4,972</b>	<b>364,515</b>	<b>359,543</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	-	18	134,000	133,982
<b>Total Capital Improvements</b>	<b>-</b>	<b>18</b>	<b>134,000</b>	<b>133,982</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,488,647</b>	<b>3,831,086</b>	<b>21,992,168</b>	<b>18,161,082</b>

**NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:**

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

The FY 2021-22 operating budget was approved by the Board of Commissioners on June 10, 2021.

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
September 30, 2021 Unaudited**

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**Current Assets:**

Cash	\$	706,949
Cash- Morlin Mgmt Corp		213,437
Investment:		
Operating and Allocated funds		300,832,530
Advance - Regional Network (RN)		3,094,794
Advance - Various		3,802,007
Other Receivables		276,685
<b>Total Current Assets</b>	<b>\$</b>	<b><u>308,926,401</u></b>

**Fixed Assets:**

Land	\$	2,039,000
Building & Improvements		12,076,512
Furniture & Fixtures		627,671
Computer, Software & Accessories		2,115,729
Office Equipment		331,033
Accumulated Depreciation		(6,795,522)
<b>Total Fixed Assets</b>	<b>\$</b>	<b><u>10,394,423</u></b>

**Total Assets**

**\$ 319,320,825**

**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$	(28,761) <b>(1)</b>
<b>Total Current Liabilities</b>	<b>\$</b>	<b><u>(28,761)</u></b>

**Net Assets:**

Investment in capital assets	\$	10,394,423
Restricted		308,955,164
<b>Total Net Assets</b>	<b>\$</b>	<b><u>319,349,587</u></b>

**Total Liabilities and Net Assets**

**\$ 319,320,825**

**NOTES:**

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

**First 5 LA**

**SUBJECT:**

Contracts for approval

**RECOMMENDATION:**

Approve one new agreement and one contract renewal and authorize staff to complete final execution of the agreements upon approval from the Board.

**BACKGROUND:**

First 5 LA's proposed programmatic budget for FY 2021-22 totals \$92,304,000 and the approved operating budget totals \$21,992,168. Funding for the new agreement and amendment are included in the FY 21-22 budget which was approved at the June 10, 2021 meeting. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below, staff will complete final execution.

The November Table of Contracts in Attachment A and summarized below follows the Board approval thresholds of Procurement Policy A-2100 effective October 1, 2021. On September 9, 2021, the Board of Commissioners approved the revised Procurement Policy. The new threshold for board approval of contracts applies to any contracts and amendments greater than \$150,000.

There is **one agreement** for approval with Health Management Associates, Inc., in the amount of \$250,000 to support First 5 LA's Data Strategy, which will articulate the organization's data priorities and the plan to address them. In FY 21-22, the Data Strategy will inspire and enable a shared commitment to data priorities, coordinated efforts within F5LA and with partners, maximizing available resources and using data as a tool for systems change and decision-making. This project will support the development and early implementation of the First 5 LA Data Strategy.

There is **one renewal** for approval with California Strategies & Advocacy, LLC, in the amount of \$448,000 to support First 5 LA's priority policy and sustainability issues and the policy agenda in the state policy arena. The contractor will continue to employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as administrative advocacy and policy implementation support, policy issue identification and development; policy education and advocacy, meetings with key stakeholders and officials; and facilitating and participating in coalitions on the agency's behalf. During the past grant period, the contractor helped coordinate the First 5 Virtual Advocacy Day in Sacramento, helped with budget advocacy, and supported lobbying efforts around our four First 5 LA support bills. Goals for this new grant period, include continuing to support First 5 LA's lobbying efforts in support of its organization wide policy agenda; and researching to the American Rescue Plan Act local funding allocations.

**DISCUSSION:**

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

Attachment A  
November 2021

NEW										
DEPARTMENT	TEAM / INITIATIVE / STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	
1	Office of Data for Action	Office of Data for Action / Learning and Integration / First 5 LA Data Strategy	<p><b>HEALTH MANAGEMENT ASSOCIATES, INC.</b> The contractor will support First 5 LA's Data Strategy, which will articulate the organization's data priorities and the plan to address them. In FY 21-22, the Data Strategy will inspire and enable a shared commitment to data priorities, coordinated efforts within F5LA and with partners, maximizing available resources and using data as a tool for systems change and decision-making. This project will support the development and early implementation of the First 5 LA Data Strategy.</p> <p>Funding for this contract was included in the FY21-22 budget, which was approved at the June 10, 2021, Board of Commissioners meeting. FY 22-23 funding will be included in the budget at the June 2022 Board of Commissioners meeting.</p>	RFP	2 years, 1 Month	\$400,000	<p>\$250,000</p> <p>Estimated FY 21-22 Spending \$200,000 <i>Committed for FY 2021-22</i></p> <p>Impact to FY 22-23 Budget \$50,000 <i>Assigned for FY 2022-23</i></p>	11/15/2021	12/31/2022	12/31/23  94

Attachment A  
November 2021

RENEWALS											
	DEPARTMENT	TEAM/ INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATE D TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
2	Office of Government Affairs and Public Policy	Office of Government Affairs and Public Policy / Policy Agenda / Advocacy / State Policy and Sustainability Advocate	<p><b>CALIFORNIA STRATEGIES &amp; ADVOCACY, LLC (#10023)</b>                      The contractor supports First 5 LA's priority policy and sustainability issues and the policy agenda in the state policy arena. The contractor will continue to employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as administrative advocacy and policy implementation support, policy issue identification and development; policy education and advocacy, meetings with key stakeholders and officials; and facilitating and participating in coalitions on the agency's behalf. During the past grant period, the contractor helped coordinate the First 5 Virtual Advocacy Day in Sacramento, helped with budget advocacy, and supported lobbying efforts around our four First 5 LA support bills. Goals for this new grant period, include continuing to support First 5 LA's lobbying efforts in support of its organization wide policy agenda; and researching to the American Rescue Plan Act local funding allocations.</p> <p>Funding for this contract was included in the FY21-22 budget, which was approved at the June 10, 2021, Board of Commissioners Meeting. FY 22-23 funding will be included in the budget at the June 2022 Board of Commissioners meeting.</p>	RFQ	5 years	\$2,240,000	\$448,000  Estimated FY 21-22 Spending \$259,166 Committed for FY 2021-22  Impact to FY 22-23 Budget \$188,834 Assigned for FY 2022-23	12/01/2021	11/30/2022	11/30/2022	95  Yes

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

**FIRST 5 LA**

**SUBJECT:**

Review and Determine that the Board and Committees will Continue to Conduct Public Meetings by Teleconference Pursuant to Government Code Section 54953(e)

**RECOMMENDATION:**

That the Board review the current County and City states of emergency due to the COVID-19 pandemic, and social distancing measures that are required and recommended by state and local health authorities, and determine that in person meetings of the Board and Commission would present imminent risks to the health and safety of attendees.

**BACKGROUND:**

The Board and Committees of the Board have met remotely throughout the pandemic to protect the health and safety of the public, staff and Commissioners. Remote meetings under relaxed Brown Act rules were permitted by Governor Newsom's executive Order N-29-20, which expired on September 30, 2021. In its place, the Legislature passed AB 361, which became effective October 1, 2021. AB 361 continues to permit remote meetings during a proclaimed local emergency, if social distancing measures are required or recommended. New Government Code Section 54953(e) requires that the Board review these requirements every 30 days, to determine whether in person meetings of the Board and Committees would present imminent risks to the health and safety of attendees. If the Board continues to meet remotely, AB 361 requires that the public have real time opportunities to participate.

**DISCUSSION:**

State, County and City-declared states of emergency due to the COVID-19 pandemic remain in effect. While California and Los Angeles County residents have worked hard to reduce the spread of the virus, hospitalizations and deaths, transmission remains at substantial levels in the community. Authorities, including Cal OSHA, recommend that businesses and entities continue to practice social distancing as well as other measures to guard against the virus. Staff will provide the required real time public participation measures for remote meetings.

The Executive Director and legal counsel recommend that the Board make the determination to continue to meet remotely at least through January. As required by law, the Board will continue to review this matter every 30 days, or as soon thereafter as meeting schedules permit.

**RECOMMENDATION:**

Staff and legal counsel recommend that the Board determine that the Board and Committees will continue to conduct public meetings by teleconference pursuant to Government Code Section 54953(e), because in-person meetings would present imminent risks to the health and safety of attendees.

**First 5 LA**

**SUBJECT:**

Award of Contract for Legal Services to Richards, Watson & Gershon and Appointment of Serita Young as General Counsel to First 5 LA

**RECOMMENDATION:**

This memo was provided as information for the Board's consideration at the October 14, 2021 Board of Commissioners meeting. First 5 LA staff recommends that at the November 10, 2021 Board of Commissioners meeting, the Board approve Richards, Watson, and Gershon (RWG) to serve as First 5 LA's general counsel and seeks approval to negotiate a contract for an initial five-year term with the option to renew the contract for an additional five-year term, with the appointment of Serita Young as General Counsel to First 5 LA.

**BACKGROUND:**

Since early in the Commission's history, First 5 LA has contracted with outside counsel to provide legal services for the Board of Commissioners, Executive Director, and staff.

On February 11, 2016, the Board approved staff's recommendation to contract with Richards, Watson & Gershon (RWG) to provide legal services after completing a competitive solicitation. The Board-approved contract terms allowed staff to enter into a contract with RWG for three years and renew the contract for an additional two years beyond the initial term. The contract allowed First 5 LA to continue to work with RWG on a month-to-month basis until legal services are re-procured.

Staff reported an update to the Executive Committee on May 17, 2021 that First 5 LA last issued a competitive solicitation for legal services in 2015. In accordance with the contract terms approved by the Board, First 5 LA executed the initial contract with Richards, Watson, and Gershon (RWG) in 2016, renewed the contract in 2019, and as of March 1, 2021, continues to work with RWG for legal services on a month-to-month basis.

**UPDATE:**

On August 9, 2021, staff issued a Request for Qualifications (RFQ) to solicit proposals from legal services firms interested in serving as First 5 LA's general counsel. The selected firm would serve as the legal advisor to First 5 LA Board of Commissioners, Executive Director and staff. Staff reached out to potentially qualified legal services firms and organizations connected to the legal services industry, and hosted an information session for interested applicants on August 17. Final submissions were due to First 5 LA by August 27.

In response to the solicitation, a total of three (3) organizations submitted proposals. The review process consisted of three levels of review:

**Level 1 Minimum Requirement Review:**

First 5 LA's Contract Administration and Purchasing staff reviewed each proposal for completeness and minimum requirements. Basic requirements included: timely receipt of proposal, submission of all required documents, and adherence to eligibility requirements. First 5 LA staff also conducted a due diligence review which included a review of the firm's status with the State Bar, complaints filed, and conflict of interest.

**Level 2 Internal Review:**

Three proposals passed Level 1 Review and advanced to an internal review panel comprised of five staff with knowledge of First 5 LA's current legal counsel services and experience in any of the

following areas: Brown Act, Board Relations, Human Resources, Public Procurements and Contracts, Public Works projects, data privacy laws, lobbying and advocacy.

Level 3 Interview: (Conducted by members of First 5 LA's Leadership Team and staff from the Executive Director's Office and Center for Operational Excellence)

First 5 LA invited the highest scoring proposer from Level 2 Review to interview, which were scored by members of the Executive Director's Office, the Executive Vice President and the Director of Contract Administration and Purchasing. After the interview, one firm was recommended for contracting: Richards, Watson, and Gershon (RWG), with Serita Young elevated to primary Legal Counsel and Craig Steele serving as Senior Counsel (as proposed by RWG).

With directional endorsement from the Executive Committee, staff provided this update to the full Board at the October 14 Board meeting, recommending RWG as First 5 LA's general counsel.

**NEXT STEPS:**

Following approval of Richards, Watson, and Gershon (RWG) to serve as First 5 LA's general counsel, staff will work to develop an onboarding and transition plan for Serita Young to step into the role of primary Legal Counsel and Craig Steele serving as Senior Counsel. Upon approval, staff will negotiate and execute a contract with Richards, Watson and Gershon to provide Legal Services to First 5 LA. Expenditures will be based on costs incurred according to the negotiated hourly rates. The annualized costs of legal services are brought to the board through the annual budget and mid-year budget adjustment process for approval.

# Memo

**To:** Board of Commissioners  
**From:** Kim Belshé, Executive Director  
**Date:** November 10, 2021  
**Subject:** EXECUTIVE DIRECTOR'S REPORT

## I. EXECUTIVE DIRECTOR'S HIGHLIGHTS

We look forward to seeing the board at the Commission's last meeting of 2021. At this meeting, we will have an opportunity to share with the board a number of items important to our work together in the year ahead.

First, we will share First 5 LA's refined policy agenda for 2022. Guided by our Office of Government Affairs and Public Policy (OGAPP) Team, the refined agenda reflects First 5 LA's evolving approach to policy change; namely, a more comprehensive, robust, and integrated agenda aligned with and worthy of the bold goals we have set for ourselves. The team had the opportunity last month to engage the Program & Planning Committee (PPC) on the refined agenda; we appreciate the thoughtful insights and feedback to help further sharpen and focus this body of work. At our November 10<sup>th</sup> meeting, we will invite reflections and feedback from the full board and endorsement of the agenda to guide our work in the new year.

Second, we will present to the board the calendar for 2022. This calendar is the product of our Board Relations team's efforts to examine the use of board time. The modified 2022 calendar reflects changes informed by board feedback from the spring 2021 survey, discussions with the board's Executive Committee, the First 5 LA team's planning of critical work and milestones for the year ahead, and shared board/staff interest in engaging the board at a more strategic and less transactional level. The net effect of our planning is a 2022 calendar that includes eight full Board meetings and quarterly PPC meetings.

Looking ahead to the new year, I know it will be a year of further change. In particular, our anticipated return to in-person and on-site work – together and with community partners – represents an important transition for First 5 LA. Since March 2020, the dynamics of work have changed dramatically. Where we work, when we work, and how we work will continue to evolve and shift over time. In the new year, we have an opportunity to reset our approach to work in the office and remote work. It is going to take some time for us – like all organizations - to find our rhythm. I'm confident it'll be messy and that we won't get it right. And, I'm confident we will learn and iterate,

### COMMISSIONERS

Los Angeles County Supervisor  
 Sheila Kuehl  
*Chair*  
 Judy Abdo  
*Vice Chair*

Bobby Cagle  
 Barbara Ferrer, Ph.D.,  
 M.P.H., M.Ed.  
 Astrid Heger, M.D.  
 Yvette Martinez

Jonathan E. Sherin,  
 M.D., Ph.D.  
 Romalis J. Taylor  
 Marlene Zepeda, Ph.D.

### EX OFFICIO MEMBERS

Jacquelyn McCroskey, DSW  
 Karla Pleitéz Howell  
 Deanne Tilton  
 Keesha Woods

### EXECUTIVE DIRECTOR

Kim Belshé

### EXECUTIVE VICE PRESIDENT

John A. Wagner

### A PUBLIC ENTITY

qualities that the First 5 LA team has demonstrated so ably this past year and will carry us forward into the new year.

I approach 2022 with optimism about First 5 LA's contribution to greater impact for young children, their families and communities. My optimism reflects the deep bonds across the First 5 LA team and our eagerness to connect, collaborate and cohere more directly in the new year when it is safe to do so. My optimism is also born from the foundational work the team has undertaken this past year, a year that has been full of change and challenge.

Change, adaptation, iteration is inherent in our work. First 5 LA's strategic focus on systems change; our still new organizational structure; our intentional efforts to rethink how we do our work and test new, more integrated approaches; our culture-shaping efforts, particularly related to our diversity, equity and inclusion value; our work with and learning from and alongside community - all reflect intentional adaptations in service of greater impact. All contribute to the "messiness" of moving from past practices, policies and attitudes to new ways of work. And, all require that we be nimble and adaptive to change.

Board and staff alike acknowledge that change is necessary though hard. Together, we are shaping and supporting First 5 LA's evolution into an even higher-performing organization that makes significant progress towards results for children, prenatal to age 5, and their families and communities.

I am grateful to and proud of my First 5 LA colleagues and the board for leaning into change in service of greater and more equitable outcomes worthy of our children and families.

## **II. OPTIMIZING OUR ORGANIZATIONAL EFFECTIVENESS**

### **Annual Mid-Year Budget Review**

Following Board-approval of the annual audit during the October Board meeting, the Finance Team has pivoted their efforts to focus on the Mid-Year Budget Adjustment process. As Commissioners will recall, the Annual Mid-Year Budget Review provides an opportunity for First 5 LA to adjust its planned expenditures for the current fiscal year (July 1, 2021 – June 30, 2022) informed by implementation experience since the Board approved the budget in June 2021. In addition, the mid-year process helps inform longer-term planning for the annual budget. The Finance Team will present the draft mid-year adjustments to the Budget and Finance Committee in early February 2022, followed by a discussion with and action by the full Board. Following the mid-year process, the Finance Team will move to support the development of the proposed annual budget for Fiscal year 2022-23.

### **Capital Improvement Project (CIP) - Phase 1**

Following a year-long planning and competitive procurement process, in July the Board approved First 5 LA entering into contracts to launch Phase 1 of the Capital Improvement Project. As previously shared, the CIP includes facility renovations that will address mechanical, plumbing, and electrical upgrades; roofing replacement and addition of a solar photovoltaic system; modifications to technology and Audio-Visual systems in the MPR; and some architectural modifications such as installation of touch-free devices, partitions, and an upgraded air filtration system to protect

employee health and safety.

Since July, the CIP team focused on finalizing agreements with contractors, completing key design elements, and getting a head start on ordering equipment and materials that have the most potential for causing project delays. Given the widely-reported global supply chain challenges, equipment lead time remains volatile for several products and commodities required to complete Phase 1 of the CIP. The CIP team continues to work with contractors to mitigate potential delays as much as possible. In addition, the CIP team focused on pre-construction planning activities including plan checks and permitting with local authorities such as the City of Los Angeles and Department of Water and Power. As a result of the planning completed since July, construction was able to launch last week and is currently scheduled to be complete by the end of January. The schedule is subject to change, however, given the potential for supply chain-related delays and changes to permit and inspection review timelines.

### **Preparing to Transition to a Hybrid Work Transition Phase in 2022**

Since I announced the decision to implement a mandatory remote work policy in early March 2020 to protect employee health and safety, First 5 LA has been learning how to do our work in new and different ways. Over the past 20 months, we've continued to adapt our business processes and approaches to work informed by employee input and feedback, consultation with other employers, and research focused on best practices.

Aligned with what I shared in my opening remarks at the September Board meeting, during the November 3 All Team meeting I underscored that the future of work at First 5 LA will leverage a hybrid approach, meaning that work will be done in locations and ways which best advance First 5 LA's goals while also providing flexibility for employees to balance work and personal commitments. Our experience during the pandemic shows that we can take a more inclusive approach to our work, allowing work to be done in diverse settings.

In the All Team meeting I also acknowledged, however, that we are still confronting a pandemic and, driven by my priority focus on protecting employee health and safety, some of the work we want to do in person – our Board meetings included – cannot yet be done safely in person. We also know, however, that increased vaccination rates, the implementation of a mandatory COVID-19 vaccine policy at First 5 LA, and other health and safety measures encouraged by our national, state and county public health and occupational safety leadership allow us to plan for a time in 2022 when we can start to transition away from a mandatory remote work policy.

Toward this end, multiple teams within the organization, coordinated by the Executive Director's Office, are working to prepare for a time early in the new year when we can enter into a transition phase in which employees will be allowed to start conducting work in person. Pending multiple inputs, including the status of the pandemic, my aspiration is that First 5 LA will be able to open its building to employees following the completion of Phase 1 of the Capital Improvement Project. The goal of the transition phase is to allow employees the ability to start working again in person to inform what a "post-pandemic" hybrid approach to work at First 5 LA will look like in practice. As we prepare for the launch of a potential transition phase early in 2022, I've asked all employees at First 5 LA to continue having conversations with each other and their partners and grantees to inform what a transition phase will look like in practice for various Teams and Offices.

## II. ADVANCING PROGRESS TOWARD OUR RESULTS FOR CHILDREN AND FAMILIES

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

#### **First 5 LA and Consortium Workgroup Develop Hiring Guide to Promote a More Diverse Home Visitation Workforce**

Through the leadership of the Family Supports Team, First 5 LA is supporting the development of a universal home visiting system, a critical component of the Strategic Plan's focus on strengthening public and community systems (Strategic Priority #1). In support of that goal and aligned with First 5 LA's value of diversity, equity, and inclusion (DEI), First 5 LA is engaging in a workgroup focused on equity within home visitation. In Fall 2018, Los Angeles Best Babies Network (LABBN) shared data on Select Home Visitation (SHV) enrollment by race/ethnicity, which showed steep enrollment disparities, particularly for African-American families. SHV grantee managers proposed creating a workgroup of providers called the African-American Home Visiting Engagement (AAHVE) workgroup, to focus on enrollment and retention of African-American families into home visitation, along with how to better support African American home visitors and diversify the workforce. In October 2020, the workgroup was adopted as one of six workgroups comprising the larger Los Angeles County Perinatal and Early Childhood Home Visitation Consortium (the Consortium). One of the workgroup's recent accomplishments was partnering with the Consortium's Best Practices workgroup to develop a tool for improving the system's workforce diversity, called Best Practices Hiring Guide for Increasing African American Home Visiting Staff. The tool includes specific recommendations, such as revisiting job descriptions with bilingual requirements, which can limit the diversity of applying candidates, and offers a sample job description. The tool also calls for targeted recruitment strategies, use of culturally appropriate interview questions, and a stronger emphasis on experience working with families over educational requirements. Lastly, the tool provides recommendations to support African-American staff. The AAHVE workgroup is in the process of developing an implementation plan to ensure the tool informs home visitation workforce practices to better serve African-American staff, as well as the children and families that enroll in home visitation in LA County.

#### **Port Cities Funders Learning Dialogue**

In partnership with The California Endowment, Communities Team employees focused on Region 4 (Long Beach) started quarterly Learning Dialogues which bring together 12 philanthropic partners investing in the Port Cities region of LA County. The inaugural Learning Dialogue occurred on July 27 with a second convening on October 13. To date, the group has focused on:

- How each institution has pivoted their policies, practices and investments to respond to the COVID-19 pandemic and reckonings around systemic racism.
- Using data to inform problem statements, goals and investment strategies
- The shared purpose and vision for the funder collaboration

Participants are energized by finding ways to create a collective vision and strategy for funding in the Port Cities region, and how the funders can work in coalition with each other around the region's most pressing issues. Participating funders include: The California Endowment, Weingart Foundation, California Wellness Foundation, Harbor Community Foundation, Crail-Johnson Foundation, Johnson Foundation, California Community Foundation, Community Partners, Long Beach Community Foundation, Miller Foundation, Munzer Family Foundation, Gumbiner Foundation.

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

### **First 5 LA and LA County Department of Public Health Receive Pritzker Foundation Grant**

In October, the Los Angeles County Department of Public Health (LACDPH) and First 5 LA received a 3-year, \$600,000 Community Innovation Grant from the Pritzker Children's Initiative (PCI). Funding from PCI will support 2 Fellows, one housed at LACDPH and another at First 5 LA, to increase public awareness, convene key stakeholders, and coordinate existing prenatal to age three programs and services toward the goal of weaving together a comprehensive and equitable spectrum of maternal and pediatric social services that mitigate the causes, experiences, and impacts of stress on pregnant and parenting women. This grant will support greater integration of our support for the African American Infant and Maternal Mortality (AAIMM) prevention initiative, Home Visiting, and Early Identification and Intervention (Help Me Grow LA). The overarching goal of this effort is to ensure equitable access to high-quality perinatal home visiting and early identification services through the coordination of referrals and implementation of systems-wide quality improvement to mitigate the sources and experiences of stress for pregnant and parenting women and their young children, with particular attention to African American families. Emphasis will be placed on supporting and contributing to statewide and local policy efforts that advance equity and hold public systems accountable for timely access and quality supports. In close collaboration with the LACDPH Pritzker Fellow, the First 5 LA Pritzker Fellow will convene and coordinate with health plans, hospitals, health care providers, local government, and the AAIMM network to develop and sustain comprehensive and equitable systems of care that address birth disparities and improve health outcomes for birthing people and babies. Fellows will hold expertise in policy/advocacy, health plan coordination and systems integration. LACDPH and First 5 LA are well positioned to support this work given their long-standing history of partnership, established infrastructure and expertise in maternal and child health, as well as a common focus on population level impact. The Fellows will be part of a national cohort and participate in workforce development and technical assistance provided by the Pritzker Children's Initiative.

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

### **ECE Provider Advisory Group Update**

First 5 LA through the ECE Team continues its efforts to create a Provider Advisory Group that emphasizes the family child care (FCC) and family, friend, and neighbor care (FFN) provider experience in order to inform ECE strategies. The ECE Team has engaged in conversations with several internal and external partners to identify key lessons learned from existing advisory groups and community engagement efforts. Conversations with external organizations like Early Edge California and SEIU Local 99 have offered insight into engaging FFN and FCC networks, while internal First 5 LA colleagues have provided context on current and past First 5 LA community engagement activities. All conversations have shed light on topics such as recruitment, group facilitation, compensation for advisory group members, and overall best practices when creating meaningful feedback loops with providers. Collectively, this feedback will serve as a useful tool in designing this project to effectively elevate the provider experience and to embody First 5 LA's values of Diversity, Equity, and Inclusion as we seek to actively involve the community we serve. The ECE Team will work with our Contracts Administration and Purchasing Team in November to discuss the solicitation and procurement process in acquiring a consultant for the project.

### **Advancing Progress Toward First 5 LA's Results for Children and Families**

In September, Quality Start Los Angeles (QSLA), a collaboration of seven agencies in LA County including First 5 LA focused on early learning, launched the Dual Language Learner (DLL) Initiative, an effort designed to support educators and families of dual language learners from birth to age 5. To support the launch of the initiative and advance the goals of First 5 LA's partnership with QSLA, the Early Care and Education (ECE) Team collaborated with the Office of Communications (OOC) to create awareness of the importance of dual language learning.

Creative materials, social media layouts, graphics and the logo for the initiative were produced by First 5 LA. OOC produced an [article covering the September 25 virtual launch event](#), which was distributed via the September edition of the Early Childhood Matters newsletter and featured on First 5 LA's website. To complement the initiative's message to embrace bilingualism and connect the DLL Initiative to September as National Hispanic Heritage Month, the OOC collaborated with ECE Team Program Officer, Gina Rodriguez to author an [internal- and external-facing blog](#) highlighting her personal journey as a parent raising a bilingual child and the connection to her work on the DLL Initiative. Currently, the Office of Communications is collaborating with Commissioner Dr. Marlene Zepeda to develop an opinion editorial article to highlight the enormous benefits of bilingualism and why it is critical that our education system provides quality learning experiences for dual language and English language learners.

### **State and Federal Advocacy Agenda Updates**

To continue advocating and lifting up budget and legislative proposals of interest that align with First 5 LA's policy priorities and state work, the Office of Government Affairs and Public Policy (OGAPP) coordinated a First 5 LA DC Virtual Advocacy Day over the course of the first two weeks of November. This served as an opportunity to continue strengthening relationships with congressional members and their staff after the pandemic year; and allow for First 5 LA to continue to educate the LA delegation of congressional legislators on the importance of early childhood development.

## **III. CONTRACTS AND SPONSORSHIPS EXECUTED LEVERAGING EXECUTIVE DIRECTOR DELEGATION AUTHORITY**

### **CONTRACTS EXECUTED BETWEEN \$10K-\$150K**

#### **Procurement Update**

Pursuant to the Procurement Policy adopted on September 9, 2021, "The Executive Director (or designee) may approve any contract or amendment up to \$150,000 in the aggregate and will establish appropriate internal policies and controls for those awards. Contracts that are executed under the Executive Director (or designee) between \$10,000-\$150,000 will be presented as information at the next Board of Commissioners meeting."

*Nothing to highlight this month.*

### **EVENT SPONSORSHIPS**

#### **Southern California Leadership Network (SCLN) 2021 Visionary Awards**

**Date:** 10/13/2021

**Sponsorship amount:** \$5,000

**Description:** The theme of this year's virtual awards was "Building a Better than Normal Future" and through First 5 LA's sponsorship we supported the mission of SCLN which is to give future leaders the opportunity to gain the skills, knowledge and network they need to be the professional and civic leaders that drive change in their communities. The event honored Darya Allen-Attar, Vice President, Financial Advisor, Investing with Impact Director, Morgan Stanley; Co-Founder & CEO, Women Founders Network; Michael A. Lawson, President & CEO, Los Angeles Urban League; and Kiesha Nix, Executive Director, Lakers Youth Foundation and consisted of a conversation with them.

#### **Western Center on Law and Poverty Garden Party 2021**

**Date:** 10/14/2021

**Sponsorship amount:** \$5,000

**Description:** This annual signature event was held virtually and highlighted Western Center's ongoing efforts to end poverty in California. First 5 LA's sponsorship helped support their mission to

advocate before in courts, cities and counties, and in the Capitol to secure housing, healthcare and a strong safety net for Californian's with low resources. This year's honorees were Sahar Durali, Associate Director of Litigation and Policy at Neighborhood Legal Services of LA County; The Honorable Holly J. Mitchell, LA County Board of Supervisors; Freida Lee Mock, Academy Award-winning Director, Writer, Producer; Lucy Quacinella, Principal, Multiforum Advocacy Solutions; Justice Laurie Zelon, and Retired Associate Justice, California Court of Appeal.

### **InnerCity Struggle 2021 Adelante Awards**

**Date:** 10/21/21

**Sponsorship amount:** \$2,500

**Description:** The virtual Adelante Awards celebrated the spirit of resiliency in the community to advance a just and equitable recovery that is challenging systemic racism and demanding bold investments communities. One of this year's special honorees was St. John's Well Child and Family Center which strives for health equity by addressing the health care needs of low-income, uninsured, and under-insured people in Central/South Los Angeles and Compton. Another honoree was Marisa Franco, the Director and Co-Founder of Mijente, a digital and grassroots organizing hub for Latinx and Chicanx people.

### **Zero To Three 2021 Annual Conference**

**Date:** 10/25/21 - 10/29/21

**Sponsorship amount:** \$2,500

**Description:** The conference was held virtually this year and had 5 plenary and keynote presentations from the top researchers, practitioners, and policymakers in the early childhood field, 40 breakout sessions, and 8 Issue Intensives to choose from, and 4 add-on 2-day forums, all focused on new understanding and skill development to support and enhance early childhood work. An Office of Government Affairs and Public Policy staff member attended the event virtually.

### **Jumpstart Read for the Record**

**Date:** 10/28/2021

**Sponsorship amount:** \$5,000

**Description:** Jumpstart's 16th annual Read for the Record celebration is an annual event that increases awareness about the critical importance and impact of early literacy, makes high-quality children's books accessible for all children and provides support for Jumpstart for Young Children's work with early learners in underserved communities across the country. Through First 5 LA's sponsorship they'll be able to donate 150 books to child care centers. In addition, the Office of Communications helped amplify the event via our social media platforms which consisted of a panel and a live reading of Amy Wu and the Patchwork Dragon.

### **Long Beach Immigrant Rights Coalition (LBIRC) A Movement Towards Liberation**

**Date:** 11/4/21

**Sponsorship amount:** \$5,000

**Description:** LBIRC's mission is to build and sustain a thriving immigrant-led movement to end the criminalization of immigrants and secure bold protections and opportunities that allow immigrant communities to thrive. The Gala celebrated immigrant joy & resilience, and celebrated immigrant leaders who have made their mark in our communities.

**FIRST 5 LA**

**SUBJECT:**

Request to approve the 2022 First 5 LA Policy Agenda.

**RECOMMENDATION:**

First 5 LA staff recommends the Commission approve the 2022 First 5 LA Policy Agenda.

**Background**

First 5 LA, in partnership with others, helps to strengthen families, communities, and systems of services and supports, so every child in Los Angeles County enters kindergarten ready to succeed in school and life. The Policy Agenda guides First 5 LA's policy analysis, development, and engagement on administrative, budgetary and legislative proposals from the local, state and federal governments. In turn, this work supports achievement of the organization's "North Star" goal that by 2028, all children in Los Angeles County enter Kindergarten ready to succeed in school and life. To further increase impact and support continual improvement of First 5 LA's policy focused work, the Office of Government Affairs and Public Policy (OGAPP) has worked in partnership with Offices and teams from across the organization to refine and revise the First 5 LA Policy Agenda. That process has now concluded, and OGAPP is asking the Board of Commissioners to approve the 2022 Policy Agenda.

The Policy Agenda is the authorizing document for First 5 LA's policy and advocacy work, clarifying the federal, state, and local policy priorities that the organization can engage in. The agenda is more expansive and holistic than a simpler legislative agenda, as it informs First 5 LA's prioritization of administrative, budget, and legislative work in alignment with the 2020-2028 Strategic Plan. OGAPP's primary role is to utilize the Policy Agenda to both identify and amplify where policy opportunities exist, and then effectively take advantage of those opportunities by conducting analysis, developing policy recommendations, and carrying out advocacy towards achievement of First 5 LA's strategic goals.

The 2022 Policy Agenda is the second iteration of a now annual process to ensure the agenda is as focused, actionable and reflective of the current policymaking context as possible. Refinement also helps account for policy opportunities OGAPP has forecasted for the coming year. This is especially important now, as the COVID-19 pandemic continues to cause rapid and frequent changes to the policymaking environment. The 2022 Policy Agenda also focuses on creating positive impacts in both the short- and long-term: In the short-term, First 5 LA works to address the immediate needs of children and families, while in the long-term, the agenda guides advocacy directed toward underlying drivers of poor child and family outcomes, as well as the root causes of inequities, including structural and institutional racism.

**2022 Policy Agenda: Refinement**

The 2022 Policy Agenda continues efforts by OGAPP to embed equity and the need to support children holistically in the context of their families and communities throughout First 5 LA's policy work. The 2022 agenda will reflect this by:

- Seeking to close race-based disparities in health, well-being, and opportunity.
- Utilizing full, complete, and disaggregated data, where available, to guide efforts.
- Promoting linguistically- and culturally- responsive supports.

The agenda overall aims to reduce barriers to care and ensure our youngest children receive health and learning supports as early as possible. This is critical because children ages 5-years and younger are a "special population" due to the rapid pace of brain development that occurs during this period, so connecting families to supports early promotes optimal child development and lifelong

success. Conversely, the experience of racism powerfully disrupts optimal child development and family stability, necessitating a clear focus on equity in our work to change policies and systems.

### **2022 Policy Agenda: Goals and Priorities**

The 2022 Policy Agenda features four interconnected policy goals aligned with First 5 LA investment areas and Strategic Plan outcomes. Advocating for the bulleted policy priorities will help achieve the overarching policy goals. While the overarching policy goals have not changed from last year, the specific priorities have been updated based on learnings from the past year and to better reflect the policymaking environment OGAPP anticipates for 2022.

The 2022 Policy Agenda policy goals and priorities are:

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

- Build systems that connect families to effective evidence-based, innovative, and community-responsive resources, prioritizing home visiting and early intervention services.
- Advance and protect family supports to ensure families with young children and pregnant people are economically secure.
- Reduce barriers so children prenatal to 5-years old receive supports and services that promote healthy development at the earliest opportunities.

#### **Improve systems to promote the optimal development of children through early identification and supports.**

- Promote alignment and integration throughout early identification, early intervention and family strengthening systems.
- Ensure children receive early and periodic validated developmental, health and behavioral screenings, and appropriate trauma-informed interventions.
- Incentivize preventative care to close maternal and pediatric health disparities.

#### **Expand access to affordable, quality early care and education.**

- Increase public investment in early learning prioritizing family choice and infants and toddlers.
- Ensure an equitable early learning quality support structure that responds to the diverse cultural and linguistic assets of all children and providers.
- Require benefits and fair pay for all early learning providers that reflect the critical roles they play.

#### **Ensure communities have the resources and environment that supports optimal development of children prenatal to age 5.**

- Advocate for communities' increased opportunities to shape resources, services and social conditions to protect the wellbeing of young children and families.
- Promote local flexibility in policies and systems that directly impact families and neighborhoods.
- Elevate and utilize disaggregated data on the conditions of children and families to inform efforts in reducing barriers to access and improving the quality of service delivery systems.

#### **Application to Policy Opportunities**

OGAPP will utilize and apply the 2022 Policy Agenda to guide advocacy efforts related to the following policy opportunities (as well as yet-to-be identified opportunities moving into 2022).

Administrative advocacy: Advocacy related to the shaping of new Medi-Cal benefits and the implementation of Universal Pre-Kindergarten will be the focus significant work in 2022. This includes participating in and monitoring stakeholder workgroups, providing public comment, and directly advocating to state agency and department staff. First 5 LA will also share policy opportunities for

shared priorities and uplift best practices to state policymakers related to the procurement of Managed Care health plan contracts. Finally, OGAPP will be at the table for discussions related to UPK, working with the Early Care and Education Coalition to advocate that implementing agencies prioritize integrating services, aligning systems and defining the mixed delivery systems across provider networks. Overall, the 2022 Policy Agenda is the guide for priorities OGAPP elevates administratively.

State legislation: OGAPP leads First 5 LA work to analyze legislation, develop policy positions and support bills that align with the 2022 Policy Agenda. Even as state policymaking shifts primarily to the budget and administrative proposals/vehicles, legislation will remain a focus and important component of First 5 LA's policy work. Expanding access to services at federally qualified health clinics (FQHCs) and increasing ECE provider reimbursement through Rate Reform are very likely to be legislative priorities next year, and OGAPP will track the introduction of new bills when the legislative session begins again next January, as well as conduct analysis of key proposals and meet with lawmakers to shape relevant bills toward supporting young children and their families.

Federal proposals: The Build Back Better Act, currently under negotiation in Congress, features many provisions aligned to the 2022 Policy Agenda. OGAPP is continuing to track legislative developments and will conduct analysis on the most relevant pieces included in the final bill. Advocacy to and relationship building with Congressional appropriators will continue into next year as well, with a particular focus on calling for increased funding for the Maternal Infant Early Childhood Home Visiting (MIECHV) program.

### **2022 Advocacy Roadmap**

OGAPP's government affairs efforts will be guided by First 5 LA's strategic priorities and build upon lessons learned from previous policymaker engagement tactics. Specifically, OGAPP will prioritize administrative and legislative engagement to continue build relationships with agency and legislative leaders, which in turn will support achievement of long-term systems outcomes aligned with First 5 LA's Policy Agenda goals.

Administratively, OGAPP will continue to monitor and participate in at least 18 agency stakeholder workgroups and interagency coordinating tables, utilizing the Policy Agenda to ensure appropriate levels of engagement depending on scope, subject matter and potential impact on priorities. The 2022 Policy Agenda will also guide and inform the policy development recommendations and public input that First 5 LA elevates to State and Federal administrative agencies especially as new benefits and guidance are developed and implemented.

Legislatively, in 2022 OGAPP will narrow engagement with state legislative leaders, prioritizing those policymakers in Senate and Assembly leadership (e.g., Assembly Speaker, Senate Pro Tempore), Chairs of the Asian Pacific Islanders (API), Black, Latino, and Women's Caucus, and members of several important policy and fiscal committees including Appropriations, Budget, Education, Health, and Human Services. These committees oversee bills that align with First 5 LA policy priorities. OGAPP will utilize several government affair tactics to continue to educate and cultivate policymakers in support of policy agenda priorities, including coordinating legislative meetings, participating in district virtual early childhood site visits with partners, and participating in coalition advocacy days. We will also share memos summarizing policy proposals, budget analysis and legislative priorities with the board and partners through the calendar year. Along with these materials, OGAPP will be offering regular briefings with staff and board members as helpful.

# 2022 Policy Agenda Approval and Advocacy Roadmap

Charna Widby, Chief Government Affairs Officer

Ofelia Medina, Senior Policy Strategist

Andrew Olenick, Senior Policy Analyst

Jamie Zamora, Senior Government Affairs Strategist

November 10, 2021



# Discussion overview

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- 2022 Policy Agenda Refinement.
- 2022 Policy Agenda application to opportunities.
- 2022 Advocacy roadmap and calendar.

# First 5 LA Policy Agenda

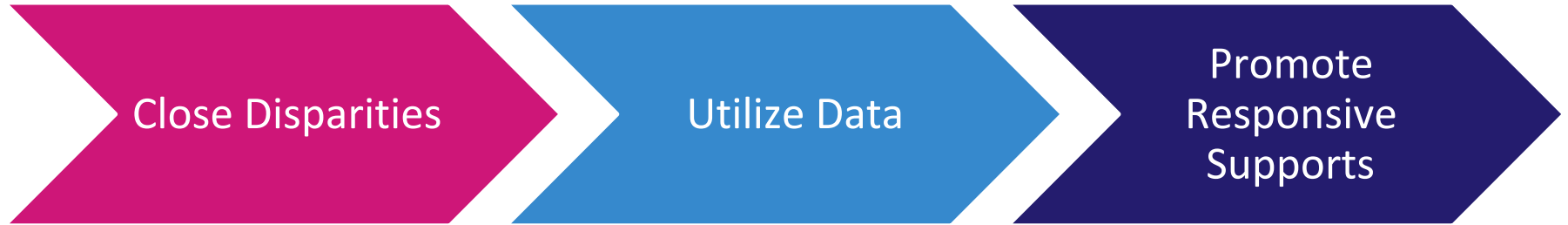
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## High-level policy goals that align with and advance the 2020-2028 Strategic Plan.

- Authorizes First 5 LA's policy and advocacy work.
- Recognizes the range of policy vehicles.
- Guides First 5 LA public policy analysis and proposal development.
- Supports long- and short-term policy change.

# 2022 Policy Agenda: Commitment to Equity

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# 2022 Policy Agenda: Interconnections

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

Improve systems to promote the optimal development of children through early identification and supports.

Expand access to affordable, quality early care and education.

Ensure communities have the resources and environment that support optimal development of children prenatal to age 5.

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

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- Build systems that connect families to effective evidence-based, innovative, and community-responsive resources, prioritizing home visiting and early intervention services.
- Advance and protect family supports to ensure families with young children and pregnant people are economically secure.
- Reduce barriers so children prenatal to 5 years old receive supports and services that promote healthy development at the earliest opportunities.

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## Improve systems to promote the optimal development of children through early identification and supports.

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- Promote alignment and integration throughout early identification, early intervention and family strengthening systems.
- Ensure children receive early and periodic validated developmental, health and behavioral screenings, and appropriate trauma-informed interventions.
- Incentivize preventative care to close maternal and pediatric health disparities.

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## Expand access to affordable, quality early care and education.

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- Increase public investment in early learning prioritizing family choice and infants and toddlers.
- Ensure an equitable early learning quality support structure that responds to the diverse cultural and linguistic assets of all children and providers.
- Require benefits and fair pay for all early learning providers that reflect the critical roles they play.

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## Ensure communities have the resources and environment that supports optimal development of children prenatal to age 5.

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- Advocate for communities' increased opportunities to shape resources, services, and social conditions to protect the well-being of young children and families.
- Promote local flexibility in policies and systems that directly impact families and neighborhoods.
- Elevate and utilize disaggregated data on the conditions of children and families to inform efforts in reducing barriers to access and improving the quality of service of delivery systems.

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# 2022 Policy Agenda Application Examples

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## Administrative Advocacy

- New Medi-Cal Benefits development; Managed Care Organization priorities; Universal Pre-Kindergarten implementation.

## State Legislation

- SB 316: Same Day Billing for Federally Qualified Health Centers; Child Care Reimbursement Rate Reform.

## Federal Proposals

- Maternal and Infant Early Childhood Home Visiting (MIECHV) Reauthorization; Build Back Better Plan's inclusion of Universal Pre-K, Paid Family Leave and Child Care.

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# Government Affairs Tactics

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## Administrative

- Agency stakeholder workgroups and interagency coordinating tables.

## Legislative

- Caucus Leadership
- Legislative Leadership
- Committee Chairs and Members
  - Legislative meetings.
  - In-district virtual site visits.
  - Advocacy days.

## Candidate Education

- Primary winners for selected open-seat districts.

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# 2022 Advocacy Roadmap and Board Engagement





 Questions?

# FIRST 5 LA POLICY AGENDA



The 2022 First 5 LA Policy Agenda is grounded in learnings from First 5 LA investments and community experiences, and recognizes children ages 5-years and younger as a truly “special population,” due to the rapid pace of brain development that occurs during this period. To direct advocacy efforts supporting achievement of the 2020-2028 Strategic Plan’s Results for Children and Families, the 2022 Policy Agenda aims in particular to reduce barriers to care and ensure our youngest children receive health and learning supports as early as possible, to promote lifelong success. The experience of structural racism, woven throughout many of the systems and institutions families interact with, also powerfully disrupts optimal child development and family stability. As such, all priorities with the 2022 Policy agenda will:

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



**First 5 LA, in partnership with others, helps to strengthen families, communities, and systems of services and supports so that by 2028 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 connect families to effective evidence-based, innovative, and community-responsive resources, prioritizing home visiting and early intervention services.
- Advance and protect family supports to ensure families with young children and pregnant people are economically secure.
- Reduce barriers and eligibility requirements so children prenatal to 5 years old receive supports and services that promote healthy development at the earliest opportunities.

**Improve systems to promote the optimal development of children through early identification and supports.**



- Promote alignment and integration throughout early identification, early intervention and family strengthening systems.
- Ensure children receive early and periodic validated developmental, health and behavioral screenings, and appropriate trauma-informed interventions.
- Incentivize preventative care to close maternal and pediatric health disparities.

**Expand access to affordable, quality early care and education.**



- Increase public investment in early learning prioritizing family choice and infants and toddlers.
- Ensure an equitable early learning quality support structure that responds to the diverse cultural and linguistic assets of all children and providers.
- Require benefits and fair pay for all early learning providers that reflect the critical roles they play.

**Ensure communities have the resources and environment that supports optimal development of children prenatal to age 5.**



- Advocate for communities' increased opportunities to shape resources, services and social conditions to protect the wellbeing of young children and families.
- Promote local flexibility in policies and systems that directly impact families and neighborhoods.
- Elevate and utilize disaggregated data on the conditions of children and families to inform efforts in reducing barriers to access and improving the quality of service delivery systems.

Visit us online at [First5LA.org](https://www.First5LA.org) and follow us on Twitter and Facebook @First5LA

**FIRST 5 LA**

**SUBJECT:**

Proposed Updates to First 5 LA's Board Bylaws.

**RECOMMENDATION:**

Adopt the proposed amendment to First 5 LA's Board Bylaws as attached.

**BACKGROUND:**

Staff recommends that the Board adopt the attached proposed updates to First 5 LA's Bylaws. These updates are generally routine, and respond to the requirements of the recently-approved Procurement Policy. As required by the current Bylaws, the written-only report at the October Board meeting provided at least the required 21 days' notice of the proposed amendments to the Members of the Board. The amendments are presented for adoption at the November Board of Commissioners Meeting.

**DISCUSSION:**

The Bylaws serve as the legally-required operating procedures for the Board. The Bylaws provide the governance structure, operating procedures and definition of duties for the Board of Commissioners. With the Board's recent approval of the updated Procurement Policy, some minor revisions to the Bylaws are required. In addition, this update proposes some minor clean-up amendments, such as changing references to the 2015-2020 Strategic Plan to the current version. The update makes an allowance for remote Board meetings, and changes the outside date for election of Board officers to February to allow for current practices.

None of the proposed updates would make any change that has not already been approved by the Board. These amendments are intended to align the Bylaws document with other Board approvals. Text to be added is underlined, text to be deleted is shown in ~~striketrough~~. An affirmative vote of 7 of the 9 voting members of the Board is required to amend the Bylaws.

**RECOMMENDATION:**

Staff recommends that the Board adopt the proposed updates to First 5 LA's Board Bylaws as attached to this report.

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

**(Amended as of [11/10/2021](#)  
~~7/12/2019~~) BYLAWS**

**ARTICLE I  
Authority**

The Los Angeles County Children and Families First - Proposition 10 Commission (“Commission”) was established pursuant to California Health and Safety Code Section 130110 et seq. (“Children and Families Act”) and Chapter 3.72 of the Los Angeles County Code (“Ordinance”). The Commission is also known as “First 5 LA.” These Bylaws are adopted as the Operating Procedures of the Commission as required by Los Angeles County Code Section 3.72.070.

**ARTICLE II  
Purpose and Intent**

**Section I. Purpose**

The Los Angeles County Children and Families First - Proposition 10 Commission was established to promote, support and improve the early development of children from the prenatal stage to five years of age. These purposes shall be accomplished through the establishment, institution, coordination and funding of appropriate standards, resources, and integrated, comprehensive, and family-friendly programs emphasizing community awareness, parental involvement, education, nurturing, mental health, child development, child care, social services, health care, health protection, health promotion, disease prevention, prevention of child neglect and abuse, and research.

**Section II. Intent**

The Commission intends to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood health and development for all children prenatal-5 and their families. This system should function as a network that promotes accessibility to information and effective services. The Commission further intends to emphasize public inclusion and participation and to integrate services in the areas of child safety, childcare, medical, mental health and dental care, including prenatal and preconception, education, early intervention programs and parenting education. The Commission further intends that its activities and services will make clear and measurable contributions to outcomes and goals specified in the Commission’s Strategic Plan (“Plan”), as amended and refreshed from time to time. The Commission’s compliance with these Bylaws will:

- a. Promote transparency and consistency in Commission decision-making;
- b. Promote coordination, coherence and integration of First 5 LA investments;

- c. Ensure accountability for First 5 LA's revenues, and
- d. Maintain Commission flexibility to respond to significantly changed circumstances and emergencies by authorizing limited exceptions to specified governance guidelines by the affirmative vote of seven (7) of the nine (9) voting members of the Commission, or emergency procurement approvals as specified in the Commission's approved Procurement Policy.

### **ARTICLE III Commission Composition**

#### **Section I. Members**

The Commission shall consist of nine voting members appointed by the Board of Supervisors and shall be composed as follows:

- A. The Chair of the Board of Supervisors or a member of the Board of Supervisors designated by the Chair;
- B. Three voting members and one non-voting representative from among the superintendent of schools for the Los Angeles County Office of Education, the Director of the Los Angeles County Department of Public Health, the Director of the Los Angeles County Department of Mental Health, and the Director of the Los Angeles County Department of Children and Family Services or, in case of absence, their designated Alternates. These members shall have voting rights on a rotating schedule, whereby three members shall serve as voting members at any given time, while the other shall serve as a non-voting representative. The rotation schedule shall be as set forth in Los Angeles County Code Section 3.72.040(B) or any successor ordinance;
- C. Five members, one nominated by each member of the Board of Supervisors, from the following categories: recipients of project services included in the County Strategic Plan; representatives of local child care resource or referral agencies or local child care coordinating groups; representatives of local organizations for prevention of adverse consequences to children prenatal-to 5 and their families or early intervention for families at risk; representatives of county-wide or community-based education, service, or policy- oriented organizations that have the goal of promoting nurturing and early childhood health and development; representatives of local school districts; and representatives of local medical, pediatric, or obstetric associations or societies.
- D. Each member of the Board of Supervisors may nominate one alternate member to serve in the absence of his/her respective Commission appointee, and to perform the duties and responsibilities of such absent member. Any such alternate shall be from one of the categories described in Section IC.

#### **Section II. Ex-Officio Representatives**

The Commission shall request that the Commission for Children and Families, the Inter-Agency

Council on Child Abuse and Neglect, and one non-voting representative from among the superintendent of schools for the Los Angeles County Office of Education, the Director of the Los Angeles County Department of Public Health, the Director of the Los Angeles County Department of Mental Health, or the Director of the Los Angeles County Department of Children and Family Services or, in case of absence, their designated Alternates. While the ex-officio representatives will not have voting or other membership rights, they will have the ability to contribute their experience and expertise to the matters considered by the Commission and participate in the work of the Commission in an advisory capacity.

### **Section III. Terms of Service**

Members of the Commission shall serve at the pleasure of the Board of Supervisors. Terms of office for voting Members shall be as provided in the then-applicable provisions of the Los Angeles County Code.

## **ARTICLE IV Operating Procedures**

### **Section I. Principal Office**

The Commission's principal office is 750 North Alameda Street, Suite 300, Los Angeles, California, 90012, but may be moved to another location if deemed necessary by the Commission.

### **Section II. Quorum**

For the purpose of taking action or conducting business, a quorum of the Commission shall consist of a majority of the appointed voting members (50 percent +1).

### **Section III. Voting**

- A. Each voting member of the Commission shall be entitled to one vote.
- B. All votes are to be recorded and reported in the minutes.
- C. Members may not vote by proxy; alternate members may vote in the absence of their principal.
- D. Ex-officio members may not vote at the Commission meetings. However, ex-officio members may vote on procedural issues, such as referrals to staff, scheduling matters or requests for reports, and as part of Committee assignments.
- E. Approval of a routine action requires an affirmative vote by a majority of Commission members present at a business meeting of the Commission, unless these Bylaws specify otherwise, provided there is a quorum present.

- F. Approval of more significant items, otherwise in compliance with the Commission's Governance Guidelines and the Commission's Procurement Policy, shall require an affirmative vote of an absolute majority of the entire voting membership of the Commission at a meeting of the Commission. The items requiring this absolute majority vote for approval include are:
- Expenditures Contracts in excess of ~~\$100,000~~ \$150,000, when Commission approval is required by the Commission's Procurement Policy;
  - Final adoption or amendment of the Strategic Plan, and
  - Election or removal of Commission officers.
- G. Notwithstanding the foregoing, the waiver or amendment of any element of the Commission's Governance Guidelines adopted March 13, 2014, as the same may be amended from time to time, where necessary to respond to significantly changed circumstances or emergencies shall require the affirmative vote of seven (7) of the nine (9) voting members of the Commission.

#### **Section IV. Compensation and Expenses**

Members of the Commission, other than the member of the Board of Supervisors and the Superintendent and Directors of the County Departments and their alternates, shall receive as compensation for each Commission, committee or work group meeting attended, the sum of \$150, not to exceed \$7,200 in any 12-month period. Each member's or ex-officio representative's actual and necessary expenses shall be reimbursed for approved travel in the performance of their duties as Commissioners or representatives including transportation, meals and lodging, not to exceed the amounts authorized by Chapter 5.40 of the County Code. In order to be eligible to receive reimbursement, the expenses must have been incurred when representing the Commission at the request of or with prior approval from the Chair or Commission. Requests for reimbursement must be submitted to the Executive Director within 30 days following the incurring of the expense.

### **ARTICLE V Commission Officers and Election**

#### **Section I. Officers**

The officers of the Commission shall be a Chair, Vice-Chair, and such other officers as the Commission may designate. The Chair and Vice-Chair shall perform the duties of their respective offices indicated in these by-laws, and such other duties as the Commission may direct from time to time. The Executive Director or her/his designee shall serve as Secretary to the Commission.

#### **Section II. Election**

Officers of the Commission shall be chosen annually by an election to be held not later than ~~January~~ February, unless an earlier election is necessary because of a vacancy.

### **Section III. Terms**

The term of office for officers of the Commission is one year from the date of election or until removal or resignation, if earlier.

The Commission may remove an officer prior to the expiration of his or her term, as deemed necessary.

## **ARTICLE VI Duties of the Commission**

The Commission shall be responsible for the following primary duties:

### **A. Statutory Compliance**

- a. Implement the goals and objectives of the Children and Families Act and other applicable laws;
- b. Submit its adopted County Strategic Plan, and any subsequent revisions, to the State Children and Families Commission (“State Commission”);
- c. Measure the outcomes of County funded programs through the use of applicable, reliable indicators and review that information on a periodic basis as part of the public review of the Strategic Plan;
- d. Conduct at least one public hearing on each annual report of the State Commission, and
- e. Comply with all applicable requirements of Health and Safety Code Section 130140, or any applicable successor statute; as such statutes may be amended from time to time.

### **B. Strategic Planning**

- a. Prepare and adopt an adequate and complete County Strategic Plan in accordance with Section 3.72.080 of the County Code. The Strategic Plan shall be a decision-making document that focuses First 5 LA’s strategic direction, aligns the organization’s efforts and activities, and clarifies its intended impact. To be included in the new Strategic Plan, proposals for initiatives/programs must include an analysis of each of the following criteria:
  - Clearly defined and measurable outcomes and performance metrics.
  - Alignment with Strategic Plan outcomes, objectives, and strategy.
  - A budget and fiscal impact analysis, including a spending projection for at least 5 years.
  - Realistic implementation timeline.
  - Evidence of or potential for effectiveness.

- Evidence of or potential for sustainability of results.
- Evidence of or potential for scalability, if scalability is an intended outcome.

The appropriate Board Committee will review such requests, make findings and provide a recommendation to the full Commission. Prior Strategic Plan initiatives must expire pursuant to their terms or be clearly aligned with the ~~2015–2020~~-[2028](#) Strategic Plan criteria.

- Periodically review the Strategic Plan on at least an annual basis, and revise the Strategic Plan as may be necessary or appropriate in accordance with Section 3.72.080 of the County Code, and

**C. Fiscal Oversight and Accountability**

- Prepare and adopt an annual audit and report and conduct at least one public hearing prior to adopting the annual audit and report;
- At least annually, review and adopt the next five-year financial ~~projection~~ [plan](#) for the Commission that represents estimated 5-year trends of First 5 LA expenditures and revenues;
- Ensure that each First 5 LA contract/grant has an expiration date. Multi-year First 5 LA services-related investments will end pursuant to the time stated in the original [procurement allocation](#)—or grant award. The Commission is under no obligation to continue funding beyond the initial contract term. Should future requests be forthcoming after the contract term is over, these requests will be evaluated based on the ~~2015–2020~~-[2028](#) Strategic Plan criteria. Staff will provide to the Commission an annual update each spring on expiring grants and contracts;
- Protect First 5 LA assets and provide proper financial oversight including, without limitation, overseeing the preparation of an annual budget, monitoring fund balances, overseeing First 5 LA’s investment policy, and ensuring that appropriate financial controls are in place and being followed, and
- Provide quarterly reports to the County Board of Supervisors on issues including: contracts, program implementation, accounting and budgeting, outcome measures and any other issues the Board of Supervisors deems appropriate.

**D. Governance**

- Maintain effective governance and oversight, and provide the supports necessary in compliance with Proposition 10 and the Los Angeles County Code to promote the goals and objectives of the organization.
- Select the Executive Director and define his or her responsibilities, goals and objectives;
- Evaluate the Executive Director’s performance annually;

- d. Engage in Commission development, training and periodic, comprehensive self- evaluation to maintain the strength and effectiveness of the Commission;
- e. Establish such ad hoc or standing committees or working groups as are necessary to fulfill the functions of the Commission and accomplish the purposes of the Children and Families Act;
- f. Establish such technical advisory committees as the Commission deems necessary to provide technical and professional expertise and support for any purposes that will be beneficial in accomplishing the purposes of the Children and Families Act;
- g. Adopt policies and procedures that are family-friendly and inclusive to encourage broad participation at Commission meetings, and
- h. Establish, implement, and comply with effective governance structures and guidelines to further the goals of First 5 LA.

## **ARTICLE VII**

### **Duties of the Chairperson (“Chair”) and Vice Chairperson (“Vice Chair”)**

#### **Section I. Administration**

- A. The Commission vests in the Executive Director the responsibility to supervise and direct the work of the Commission staff. The Chair and Members of the Commission shall communicate with the Executive Director or his/her designee as to the administration, work and finances of the Commission. The Executive Director shall report to the Chair and the Commission.
- B. At the direction of the Commission or upon independent decision, the Chair may request Commission members, committees of the Commission or Commission staff to review pending legislation or proposed actions of the State Commission for presentation to the Commission for consideration.
- C. In accordance with the Los Angeles County Ordinance and these Bylaws, the Chair shall approve all Commission matters, including all correspondence on behalf of the Commission, other than matters decided by the Commission as a whole.
- D. All travel on Commission business by Commission members, ex-officio representatives and any expenses for which they may seek reimbursement shall be brought to the attention of the Chair by the Executive Director, and shall be subject to approval by the Executive Director. The Chair, or his or her designee, shall review and approve all requests for reimbursement of travel expenses by the Executive Director.
- E. The Chair shall meet with individual Commission members as appropriate, concerning personal conduct which is in conflict with Commission Bylaws, policies or procedures, including excessive absences, late arrivals or early departures which disrupt meetings.

- F. The Secretary or his/her designee shall, as necessary, take minutes of meetings and closed sessions of the Commission, communicate closed session actions and direction to the public or staff, as appropriate or required by law, and review and approve the draft minutes of Commission meetings prior to their consideration by the full Commission.

## **Section II. Committees**

When appropriate and necessary, on his or her own initiative or at the direction of the Commission, the Chair may appoint such ad hoc committees, technical advisory committees or working groups to assist in carrying out the business of the Commission.

## **Section III. Representation**

The Chair, on behalf of the Commission, shall respond to issues from the community, private and public sectors, the Board of Supervisors and its members and the media. The Chair may designate Commission members or the Executive Director to represent the Commission in responding to these issues.

## **ARTICLE VIII Duties and Responsibilities of Commission Members**

Commission members shall be responsible for and adhere to the following primary duties:

- A. When designated by the Chair (or in the Chair's absence, the Vice Chair), serve as a spokesperson for the Commission, representing the Commission in meetings with public officials of other jurisdictions, the community, or the media. A Commission member representing the Commission in an official capacity should state the Commission's approved policies, procedures, or positions and refrain from stating personal preferences. Expenses incurred when representing the Commission at the request of, or with prior approval from, the Chair or the Commission are reimbursable;
- B. When invited to participate in any forum as a Commission member, Commission members should try to confine their remarks to Commission positions. Other remarks a Commission member may need to make should be identified as personal in nature and not reflective of Commission policy. A participating Commission member should report on his or her participation at the next Commission meeting;
- C. Submit, in advance, all correspondence and/or communications written on behalf of the Commission and/or its committees to the Commission Chair for review and approval;
- D. Regularly attend the Commission's meetings and inform staff in advance if unable to attend a meeting. Unexcused absences from more than 25 percent of Commission or committee meetings, during a 12-month period, shall constitute a violation of duty;

- E. Serve and actively participate in the work of any ad hoc committee or working group to which the Commissioner is appointed.
- F. When serving as a committee chairperson, report to the Chair any matters, which the Commission should be aware of, and recommend action when appropriate;
- G. Inform the Chair of any requests for review or assistance or any complaints, inquiries, or notice of problems, within the purview of the Commission;
- H. Refrain from assigning work to the Commission staff unless approved by the Chair or the Executive Director;
- I. Advise the Commission staff of scheduled vacations and absences;
- J. Provide timely notice to the Chair in writing as soon as practicable if the member plans to resign from the Commission, or if his or her employment or status no longer meets the membership criteria set forth in the Ordinance; and
- K. Participate in the selection and annual evaluation of the Executive Director.

**ARTICLE IX**  
**Meetings of the Commission**

**Section I. Regular Meetings**

Regular meetings of the Commission shall be held on the second Thursday of each month at 1:30 p.m. at the Commission's principal office. [The Commission may meet by teleconference as permitted by applicable law.](#) The Commission may adjourn a regular meeting to a time and date certain, and the Chair may cancel or continue a meeting in the case of a lack of quorum or a lack of business to be transacted. Either the Chair or a majority of the Commission may call a special meeting of the Commission in the manner provided for under the Brown Act.

**Section II. Order of Meetings**

- A. The regular meeting agenda shall include: Call to Order; Approval of Minutes; Report of the Chair; Report from the Executive Director; Consent Calendar; Committee Reports; Commission Business; Statements for the Record by Commission Members, Public Comment. The Commission may meet in Closed Session if necessary and permitted by law.
- B. Agenda items requiring Commission action will first be introduced as information items at a full Commission meeting prior to action at a subsequent meeting. Staff presentations will be provided first and then public comment received thereafter in the first meeting, with referral to appropriate Committee(s) for further discussion if necessary. Non-substantive issues will return thereafter to the full Commission on the Consent calendar; substantive issues will be placed separately on an agenda for further Commission discussion prior to action. Public comment will be incorporated for both Consent and non-Consent action items as requested.

- C. Matters which do not appear on the posted agenda may be acted upon by the Commission at a meeting if by a two-thirds (2/3) vote of the members or, if less than two thirds (2/3) of the members are present, a unanimous vote of those present, the Commission determines that there is a need for immediate action that cannot reasonably wait until the next scheduled meeting and that the need for action came to the attention of the Commission after the agenda was posted. If a specific matter proposed to be added to an agenda under this subsection has not previously been presented to the Commission as an information item, the Commission must also first vote to waive the presentation requirement by the affirmative vote of 7 of the 9 voting members.
- D. Minutes of the previous meeting and agenda of the upcoming meeting should be sent to Commission members no later than three (3) business days before the upcoming meeting. Whenever possible, an explanation of agenda items shall accompany the notification. Commission members who are absent shall receive all material distributed at missed meetings.
- E. All meetings shall be open and public.
1. Any person may request to be heard on an agenda item before it is acted upon.
  2. No person shall address the Commission until he or she has first been recognized by the Chair. All persons addressing the Commission shall be asked to give their names and affiliations for the record.
  3. Notwithstanding any other provision, members of the public shall have the right to address the Commission on items of interest within the subject matter jurisdiction of the Commission. Prior to the public comment, the Chair may, at his or her discretion, announce the total amount of time available for comment and, where appropriate, may set limits on the time to be spent on particular issues and on the amount of time available to each speaker.
  4. The Chair is responsible for meeting agendas. The Commission members may request the Chair place an item on the agenda and the Executive Director may place items on the agenda in consultation with the Chair. The Commission may formally act to place an item on the agenda.
  5. Audio recordings of all the Commissions' Regular Meetings are for the purpose of preparing minutes and may be disposed of thereafter. At the direction of the Commission or the Chair, specific recordings may be retained for a longer period.

## **ARTICLE X Committees**

### **Section I. Formation of Committees**

The Commission may establish one or more standing committee(s), and the Chair may appoint one or more ad hoc committee(s), working groups and/or technical advisory committee(s) to provide technical and professional expertise and support for any purposes that will be beneficial in accomplishing the purposes of the Act. The Commission may define and limit the scope and authority of standing committee(s), and establish rules of operation for the committee(s). The Chair may define and limit the scope and authority of ad hoc committee(s) and working groups, and establish rules of operation for these committee(s) and working groups. Each committee shall meet and shall make recommendations and reports as deemed necessary or appropriate by the Commission. In the absence of the committee chairperson, the Vice Chair shall conduct routine business matters and meetings of the committee.

### **Section II. Committee Structure/Authority**

#### **A. Executive Committee**

The Executive Committee shall be a standing Committee of the Commission. Membership of the Executive Committee shall be comprised of the Chair of the Program & Planning Committee, two other voting members of the Commission appointed each year by the Chair, and the Vice Chair of the Commission. The Vice Chair shall serve as the Chair of the Executive Committee. The Executive Committee shall meet in open and public sessions in compliance with the Brown Act except where a closed session is warranted and called according to applicable law. The duties of the Executive Committee shall include the review of the draft annual operating budget, supervising and providing oversight of the annual audit of the Commission, review of the draft annual report to the State Commission, advice and feedback to the Executive Director regarding operational issues including, but not limited to:

- contract compliance
- quality assurance
- evaluation
- policy advocacy
- personnel and compensation issues

In addition, the Executive Committee shall draft the annual evaluation of the Executive Director for consideration and action by the full Commission, supervise any Commission self-assessment process initiated by the full-Commission and perform any other function delegated to it by the full Commission or the Chair. The term of office on the Executive Committee shall be for one (1) calendar year. No person shall serve as Chair of the Executive Committee for more than four (4) consecutive terms, although this limit shall apply only to consecutive terms on the Committee, and shall not limit subsequent, non-consecutive terms.

The Executive Committee shall not make binding decisions that are decisions of the Commission under applicable law and shall periodically report its activities to the full Commission. Minutes of Executive Committee meetings shall be kept and distributed to all members of the Commission.

## **B. Program and Planning Committee**

The Program and Planning Committee shall be a standing Committee of the Commission to serve as the forum for Commissioners, staff and the public to engage and consider program, policy, evaluation and fiscal recommendations for future initiative development and implementation in a study session format. The Planning Committee shall meet in open and public sessions in compliance with the Brown Act except where a closed session is warranted and called according to applicable law. Recommendations and feedback from Planning Committee meetings shall be used to inform design and evaluation of programs and initiatives and contribute towards the strategic plan development of First 5 LA. In addition, new ideas and concepts for future funding and projects may be introduced at the Planning Committee. The Commission Chair shall appoint a member in January of each year to serve as the Committee Chair, and four other members of the Commission to serve as members of the Committee, although any Commissioner, whether voting or *ex-officio*, may attend and participate in meetings of the Planning Committee. Membership on the Committee is open to all Members of the Commission. In the absence of the Committee Chair, another member of the Committee designated by the Chair shall serve as Committee Chair.

The jurisdiction of the Planning Committee shall be limited to providing original ideas as well as feedback and recommendations to staff and/or the Commission regarding future actions of the Commission. No binding action of the Commission shall be taken at any Committee meeting. In-person Attendance by three (3) members of the Committee at a noticed meeting shall constitute a quorum for the transaction of Committee business.

Regular meetings of the Planning Committee shall be held each month unless cancelled or postponed by the Committee Chair or the Executive Director for lack of a quorum or lack of business to be transacted. Special meetings of the full Commission may be held jointly with the Program and Planning Committee at the discretion of the Chair or the Executive Director.

## **C. Budget and Finance Committee**

The Budget and Finance Committee shall be a standing Committee of the Commission. The Commission Chair shall appoint a member each year to serve as the Committee Chair, and three other voting members of the Commission to serve as members of the Committee. The Budget and Finance Committee shall oversee the effectiveness of the annual audit process and assist in maintaining the integrity of internal control and financial reporting. The Budget and Finance Committee shall provide feedback and advice to the Executive Director regarding the following budget and fiscal tasks:

- Review draft annual business plan and proposed budgets.
- Review proposed fiscal policies and procedures.
- Review proposed scopes of work for annual audits.
- Ensure that required annual audits occur and review audit reports.
- Review audited financial statements.

- Other tasks delegated to the Committee by the full Commission, the Executive Committee, or as requested by the Executive Director.

The term of office on the Budget and Finance Committee shall be for one (1) calendar year. The Budget and Finance Committee shall meet in open and public sessions in compliance with the Brown Act except where a closed session is warranted and called according to applicable law. The Budget and Finance Committee shall not make binding decisions that are decisions of the Commission under applicable law and shall periodically report its activities to the full Commission. Minutes of the Budget and Finance Committee meetings shall be kept and distributed to all members of the Commission.

### **Section III. Committee Purpose and Scope of Authority**

The status (standing or *ad hoc*), purpose and authority of committees shall be determined by the Commission at the time they are formed. However, the Commission may modify a committee's status, purpose or authority at any time.

A committee may act within the delegated authority without further approval by the Commission. However, as provided for under Article VIII, no committee or committee members shall make or issue policy statements, recommendations, or media releases without prior approval of the Commission. Further, any committee activity which implies action by the Commission or is outside the committee's delegated authority is not permitted without specific Commission approval.

Following the Commission's action establishing a committee, the Executive Director shall provide the committee with a copy of its status, purpose and authority from the Commission minutes, and shall be responsible for providing staff support to the committee.

## **ARTICLE XI Amendments**

Notice of a proposed amendment to these Bylaws shall be given to each member of the Commission at least 21 days prior to the meeting at which it will be considered. Approval of amendments requires an affirmative vote of seven (7) of the nine (9) voting members of the Commission.

# Memo

To: Board of Commissioners  
 From: Linda Vo, Board Relations Manager  
 Date: November 10, 2021  
 Subject: 2022 First 5 LA Board Calendar

**BACKGROUND:**

During the July 2021 Board of Commissioners meeting, Board Relations staff shared findings from the Commission survey. Key themes highlighted included: Board meeting materials are too voluminous, engagement with Commissioners can be more strategic, and Board meeting cadence is too frequent<sup>1</sup>. Informed by these survey results, requirements for Board governance outlined in First 5 LA’s bylaws, and aligned with Board input and staff’s goal to improve strategic engagement with Commissioners, staff will be providing the Board with an update on work that has been done in response to these survey results since the July Board meeting.

**INITIAL EFFORTS TO ADDRESS BOARD FEEDBACK:**

To address these findings, staff explored various efforts to be responsive to Commissioner feedback, including streamlining materials, strengthening presentations, and increasing engagement with Commissioners earlier in the development of work. Updating the Executive Director Report format and the recent effort to update First 5 LA’s procurement policy are two examples of the organization’s commitment to streamlining our Board-related work while ensuring Commissioners have the information needed to fulfill their strategic governance responsibilities.

Prior to the July 2021 Board Survey report out, other streamlined approaches were also made to Board and Committee related activities/items:

- Consent agenda items no longer have a voiceover and have been written only since May 2020 to streamline meeting time
- Committee meetings combined, when appropriate (Budget & Finance with Executive Committee to go over the proposed budget)
- Meeting summaries for Board and PPC meetings provided in addition to transcripts (allowing Board members to review meeting highlights in lieu of reviewing transcripts, which are typically up to 85 pages long)

<sup>1</sup> Question on Board Survey: Monthly Board meetings are frequent enough to ensure effective governance; 100% commissioners agree but Commissioner comments included – “sometimes feels like there are too many meetings and it’s hard to balance with my job”; “they appear too frequent but that may be because I’m also on the executive committee.”

**COMMISSIONERS**

Los Angeles County Supervisor  
 Sheila Kuehl  
*Chair*  
 Judy Abdo  
*Vice Chair*

Bobby Cagle  
 Barbara Ferrer, Ph.D.,  
 M.P.H., M.Ed.  
 Astrid Heger, M.D.  
 Yvette Martinez

Jonathan E. Sherin,  
 M.D., Ph.D.  
 Romalis J. Taylor  
 Marlene Zepeda, Ph.D.

**EX OFFICIO MEMBERS**

Jacquelyn McCroskey, DSW  
 Karla Pleitez Howell  
 Deanne Tilton  
 Keesha Woods

**EXECUTIVE DIRECTOR**

Kim Belshé

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

**A PUBLIC ENTITY**

**THIS YEAR’S APPROACH IN DEVELOPING THE ANNUAL BOARD CALENDAR**

In prior years, our Board Relations team worked directly with our Board and Committee Chairs to confirm an annual calendar for the upcoming year. This year, we took a modified approach – informed by Board survey results and First 5 LA’s internal work planning for 2022. In September and on November 4, we also consulted with the Board’s Executive Committee to develop a Board calendar for 2022 that is reflective of First 5 LA’s annual work and supports the Board’s effectiveness and allowing time on agendas for emerging opportunities.

To guide the analysis of various meeting cadence options discussed with the Executive Committee, staff asked the following questions:

1. Are we meeting statutory requirements?
2. Are we able to get the work anticipated done well and on time?
3. Are we using Commissioner time more strategically?

Using these guiding questions, we finalized a calendar that allows the Board to meet on at least a monthly basis in a regular full Board or PPC meeting, provides sufficient space on full Board consent calendars to move work forward, and provides regular intervals between full Board and PPC meetings to support a consistent work cadence.

**BOARD CALENDAR FOR 2022:**

The calendar below provides for 8 regular meetings of the full Board and 4 meetings of the Program and Planning Committee for a total of 12 Board meetings in 2022. Each meeting will be scheduled for 3 hours, aligned with First 5 LA’s practice before the pandemic.

<b>2022 Board of Commissioners Meeting Calendar</b>		
<b>Month</b>	<b>Meeting Type</b>	<b>Date</b>
January	Program and Planning Committee	January 27, 2022
February	Board of Commissioners	February 10, 2022
March	Board of Commissioners	March 10, 2022
April	Program and Planning Committee	April 21, 2022
May	Board of Commissioners	May 12, 2022
June	Board of Commissioners Program and Planning Committee	June 9, 2022 June 23, 2022
July	Board of Commissioners	July 14, 2022
August	No meeting – summer break	
September	Board of Commissioners Program and Planning Committee	September 8, 2022 September 22, 2022
October	Board of Commissioners	October 13, 2022
November	Board of Commissioners	November 10, 2022
December	No meeting – winter break	

**NEXT STEPS:**

Throughout 2022, Board Relations staff will continue to engage with Commissioners to assess progress toward the goal of increasing strategic engagement with the Board. Internally, staff will carry on efforts to develop more concise meeting materials that better support our Board as our governing structure. Consistent with past years, staff will also work with Board and Committee Chairs to further streamline meeting cadence if there is a lack of business to be transacted during the year. Staff will also come back in Fall of 2022 to discuss the possibility of formalizing a Board calendar similar to 2022, which would involve reviewing and updating our Bylaws to align with the current schedule of Board and Committee meetings. Finally, staff will continue to use the Board survey findings to help inform our long-term strategies on how future Board and Committee meetings will be conducted.

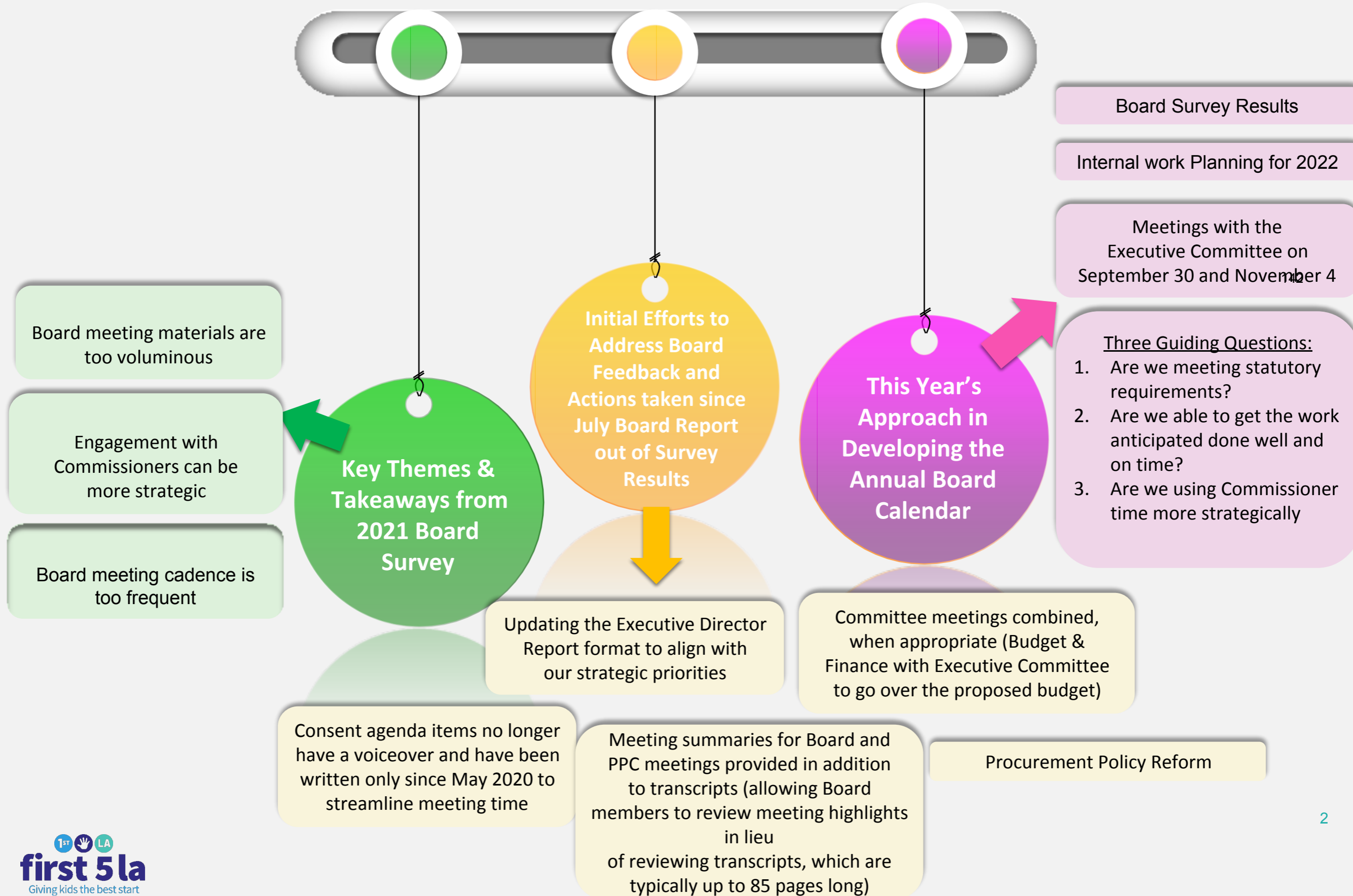
# 2022 First 5 LA Board Calendar

November 10, 2021

1<sup>ST</sup>  LA  
**first 5 la**  
Giving kids the best start



# Overview



# Board Calendar for 2022

## 2022 Board of Commissioners Meeting Calendar

Month	Meeting Type	Date
January	Program and Planning Committee	January 27, 2022
February	Board of Commissioners	February 10, 2022
March	Board of Commissioners	March 10, 2022 <sup>143</sup>
April	Program and Planning Committee	April 21, 2022
May	Board of Commissioners	May 12, 2022
June	Board of Commissioners Program and Planning Committee	June 9, 2022 June 23, 2022
July	Board of Commissioners	July 14, 2022
August	No meeting – summer break	
September	Board of Commissioners Program and Planning Committee	September 8, 2022 September 22, 2022
October	Board of Commissioners	October 13, 2022
November	Board of Commissioners	November 10, 2022
December	No meeting – winter break	

**FIRST 5 LA**

**SUBJECT:**

Update on Capital Improvement Project (CIP) **(WRITTEN ONLY)**

**PROJECT DESCRIPTION**

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 physical assets, thereby advancing the organization's ability to effectively execute its 2020-2028 Strategic Plan. This work will advance our Strategic Priority #4: Optimizing our Effectiveness.

Informed by consultation with and with the endorsement of the Executive Committee in June 2020, the CIP will be completed in a phased approach. The Capital Improvement Plan is scheduled to be executed in two phases, Phase 1 and Phase 2.

Phase 1 will cover the more immediate needs including preparing the building for re-entry when we can safely return staff to the office, early next year. In addition to these re-entry projects, we will also be addressing foundational needs that were called out in our building assessment. This will include addressing some of our heating and boiler needs, adding solar and structural roof support, replacing the HVAC, upgrading AV (Audio-Visual) for the MPR and adjacent Commissioner's Conference Room on the first floor, etc.

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.

At the July 8, 2021, Board of Commissioners meeting, the Board awarded the design-build contract to Dewberry Design-Builders, Inc. Funds to accomplish this work are included within the Capital Improvement Project Fund, which was established and approved by the Board of Commissioners in June 2017 via resolution to support capital improvements related to building infrastructure maintenance and workspace layout.

**PROJECT STATUS:**

As previously shared, the CIP includes facility renovations that will address mechanical, plumbing, and electrical upgrades; roofing replacement and addition of a solar photovoltaic system; modifications to technology and Audio-Visual systems in the MPR; and some architectural modifications such as installation of touch-free devices, partitions, and an upgraded air filtration system to protect employee health and safety.

Since July, the CIP team focused on finalizing the contract, completing key design elements, and getting a head start on ordering equipment and materials that have the most potential for causing project delays. Given the widely reported global supply chain challenges, equipment lead time remains volatile for several products and commodities required to complete Phase 1 of the CIP. The CIP team continues to work with contractors to mitigate potential delays as much as possible. In addition, the CIP team focused on pre-construction planning activities including submitting plan checks and permitting documents with local authorities such as the City of Los Angeles, and the LA Department of Water and Power. As a result of the planning completed since July, construction was able to launch in the first week of November and is currently scheduled to be completed by the end of January. The

schedule is subject to change, given the potential for supply chain-related delays and changes to permit and inspection review timelines.

**PROJECT OUTLOOK:**

During the month of November, the CIP team will finalize all pre-construction deliverables, mobilize for construction, and begin work inside the facility. The initial activities will focus on the emergency lighting, restroom fixture modifications, HVAC installation and new electrical circuits inside the Information Technology (IT) spaces, installation of the pre-action fire suppression systems, roofing replacement, and installation of fiber optic cabling backbone in the telecommunication/IT rooms.