

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Holly J. Mitchell

Thursday, June 8, 2023

1:30 PM – 4:30 PM

Meeting Location:

First 5 LA

750 N. Alameda Street

Los Angeles, CA 90012

1. **ACTION**
Call to Order / Roll Call
2. **ACTION**
AB 2449 Request(s) to Participate Remotely Due to Emergency Circumstances and Notice(s) of Remote Participation for Just Cause
3. **INFORMATION**
Report out on Closed Session of the Board of Commissioners – June 8, 2023
4. **ACTION**
Consent
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript – May 4, 2023 4
 - B. Approve the Monthly Financial Statements for the Month Ending April 30, 2023 119
 - C. Contracts: Approve 34 Renewals and Authorize Staff to Complete Final Execution of the Agreements Upon Approval from the Board 125
 - D. Approve Amendment of the Strategic Partnership with 13 Welcome Baby Grantees, in the Amount of \$54,223,000 for a Total of \$285,307,212 Through June 30, 2025 to Implement Welcome Baby Program and Authorize First 5 LA Staff to Execute 13 Separate Agreements in the Amount of \$21,563,000 140
 - E. Approve Amendment of the Strategic Partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment in the 143

COMMISSIONERS

Los Angeles County Supervisor

Holly J. Mitchell

Chair

Brandon Nichols

Vice Chair

Judy Abdo

Robert Byrd, Psy.D

Astrid Heger, M.D.

Yvette Martinez

Summer McBride

Maricela Ramirez

Carol Sigala

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,

M.P.H., M.Ed.

Jacquelyn McCroskey, DSW

Deanne Tilton

EXECUTIVE DIRECTOR

Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

	Amount of \$450,000 for a Total of \$1,150,000 Through June 14, 2024 to Build Upon Sustainability Strategies for the African American Infant and Maternal Mortality Prevention Initiative ("AAIMM") Community Action Teams and Support the Village Fund's Third Cohort to Implement Community-Driven AAIMM Strategies	
F.	Authorize First 5 LA to Receive Funds from the Department of Mental Health (DMH) for home visiting services in Service Planning Areas 1 and 2, Approve Resolution # 2023-02 and Authorize First 5 LA Staff to Execute Agreement in the Amount up to \$13,740,000 Through June 30, 2026	148
G.	Approve Amendment of the Strategic Partnership with the Los Angeles County Office of Education (LACOE) in the Amount of \$11 Million for a Total of \$37,025,151 Through June 30, 2027 to Manage the Implementation of Quality Start Los Angeles (QSLA), including the QRIS Data System and Authorize First 5 LA Staff to Execute a Contract in the Amount of \$2,983,140	150
H.	Approve Amendment of the Strategic Partnership with Public Health Foundation Enterprises, Inc. (PHFE) in the Amount of \$1,401,000 for an Estimated Project Total of \$8,863,696 Through June 30, 2026 for the WIC Data Mining Project	153
I.	Approve Amendment of the Strategic Partnership with Catalyst California (formerly Advancement Project California) in the Amount of \$200,000 for a Total of \$1,150,000 Through June 30, 2024 to Continue to Strengthen the Data Infrastructure Needed to Support First 5 LA's Ongoing Policy and Systems Change Work of the Best Start Regional and Local Networks and First 5 LA staff Within the 14 Best Start Geographic Areas and Authorize First 5 LA Staff to Execute an Agreement in the Amount of up to \$200,000	157
5.	INFORMATION Remarks by the Commission Chair of the Board	
6.	INFORMATION Executive Director's Report	160
7.	ACTION Optimizing Our Effectiveness: Present the Draft Proposed FY 2023-24 Budget and Updated LTFP for Approval and Approve Resolution 2023-03	173
	Presenters: Raoul Ortega, Director of Finance and Daisy Lopez, Manager, Financial Planning & Analysis	
8.	INFORMATION Public Hearing: Receive and File First 5 CA's Annual Report	380
9.	Break	
10.	INFORMATION Strategic Plan Reset: Landscape Findings	440

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Presenters: Antoinette Andrews-Bush, Chief Transformation Officer; Agnieszka Rykaczewska, Senior Data Strategist; John Wagner, Executive Vice-President; Charna Widby, Chief Government Affairs Officer; and JR Nino, Chief Operating Officer

11. **INFORMATION**
Public Comment (for items not on the agenda)
12. **ACTION**
Adjournment



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SUMMARY ACTION MINUTES

FIRST 5 LA

May 4, 2023

Meeting of the Board of Commissioners

Hybrid of In-Person and Virtual

1:30-4:30 pm

COMMISSIONER PRESENT

Commissioners:

Judy Abdo
Robert Byrd (Alternate)
Astrid Heger
Victor Manalo (Alternate)
Summer McBride
Holly Mitchell (Chair)
Brandon Nichols (Vice Chair)
Maricela Ramirez
Carol Sigala

Ex-Officio Commissioners:

Deborah Allen (Alternate)

COMMISSIONERS ABSENT:

Barbara Ferrer [Excused]
Yvette Martinez [Excused]
Jacquelyn McCroskey [Excused]
Deanne Tilton [Excused]

STAFF PRESENT:

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

GENERAL COUNSEL:

Serita Young, Attorney-at-Law

CALL TO ORDER / ROLL CALL: (Item 1)

1. Commission Chair Holly Mitchell called the meeting to order at 1:32 pm. Quorum was present.
2. **AB 2449 Request(s) to Participate Remotely Due to Emergency Circumstances and Notice(s) of Remote Participation for Just Cause**

No Commissioners joined the meeting virtually under AB 2449.
3. **Report out on Closed Session of the Executive Committee – May 4, 2023**

Commissioner Martinez joined virtually under AB 2449 due to caring for her ill daughter. No reportable actions from this meeting per legal counsel.
4. **CONSENT**
 - A. **Approve Special Commission Meeting Summary Action Minutes and Transcript – March 9, 2023**
 - B. **Approve the Monthly Financial Statements Months Ending February 28, 2023 through March 31, 2023**
 - C. **Contracts: Approve Three Renewals and One Amendment and Authorize Staff to Complete Final Execution of the Agreements Upon Approval from the Board**
 - D. **Request to Authorize Disposition of Eligible Records**
 - E. **Receive and file the Investment Portfolio Progress Report**
 - F. **Authorize First 5 LA to Receive Funds from the First 5 California Commission for the Regional Technical Assistance for Home Visiting Coordination and Integration Project and Approve Resolution # 2023-01**

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

May 4, 2023

1:30-4:30 pm

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M/S (Robert Byrd/Carol Sigala)

Roll Call:

Judy Abdo – Aye
Robert Byrd – Aye
Astrid Heger – Aye
Victor Manalo – Aye
Holly Mitchell – Aye
Summer McBride – Aye
Maricela Ramirez – Aye
Frank Ramos – Aye
Carol Sigala – Aye

THE ITEMS WERE APPROVED

COMMISSION: (Items 4 – 12)

5. Remarks by the Commission Chair

Remarks were given by Supervisor Holly Mitchell.

6. Executive Director’s Report

A report out was given by Karla Pleitez Howell.

7. Optimizing Our Effectiveness: Present the Draft Proposed FY 2023-24 Budget, with a Focus on Programmatic Expenditures, and Updated Long-Term Financial Plan (LTFP), as an Information Item

The Finance team presented the proposed draft budget for FY 23/24 and an update on First 5 LA’s Long-Term Financial Plan (LTFP).

Some budget highlights included the following:

1. Continued focus on long-term sustainability
 - Restricted Board approved non-First 5 LA funding will offset expenditures (\$8.3 M)
2. Activities ramping down/sunseting consistent with terms
3. Proposed budget resources are anchored on the work priorities and fiscal realities
4. Some projects and activities were reorganized and consolidated to maximize efficiencies

Budget components include:

1. Strategic Plan (Program)
 - Center for Child & Family Impact
 - Offices
2. Legacy Investments (Program)
3. Emerging Opportunities (Program)
4. Operating Budget (Internal Operations)

Long term Financial Plan:

The purpose of this is to aid in the Commission’s financial stewardship role by providing a framework that shows the long-term implications of funding decisions. The current plan runs from FY 2020-2028 and is spending plan that includes: revenue, program commitments and

SUMMARY ACTION MINUTES

operating expenditures that establish our spending ceilings. The plan also presents our fund balance through FY27-28.

Next steps:

Staff will bring the proposed budget for FY 23/24 and LTFP back to the Board at the June Board meeting to seek action.

There was no further discussion on this item.

8. **Break**

9. **Strategic Plan Reset: Summary of March Board Discussion and Next Steps**

The OESL team presented an update on First 5 LA's strategic plan reset. They reminded the Board that they are currently synthesizing the feedback they received from the March 2023 Board of Commissioners meeting, when staff facilitated small group discussions to gather Commissioner input to guide the Strategic Plan Reset. Specifically, feedback was gathered from discussion topics that focused on the public systems on which First 5 LA should narrow its focus, First 5 LA's role, and the critical components of a landscape analysis to guide decisions for the Strategic Plan Reset. Staff informed the Board that they plan to provide a frequent update to the Board on this strategic plan reset before it is brought as action at the November Board meeting.

There was no further discussion on this item.

10. **African American Infant and Maternal Mortality (AAIMM) Initiative Update, and Amend Strategic Partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment in the Amount of \$450,000 for a Total of \$1,150,000 through June 14, 2024 to Build Upon Sustainability Strategies for the African American Infant and Maternal Mortality Prevention Initiative ("AAIMM") Community Action Teams and Support the Village Fund's Third Cohort to Implement Community-Driven AAIMM Strategies**

The Health Systems team and Dr. Melissa Franklin provided an update on First 5 LA's investment in the African American Infant and Maternal Mortality (AAIMM) Initiative. In addition, staff proposed an amendment to the current strategic partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment in the amount of \$450,000 for a total of \$1,150,000 through June 14, 2024. The intent of this amendment would be to build upon sustainability strategies for the African American Infant and Maternal Mortality Prevention Initiative ("AAIMM") Community Action Teams.

AAIMM was launched in 2018 as part of LACDPH's 5-Year Plan to address the Black-White infant mortality gap in L.A. County. A central component of AAIMM is recognizing and addressing racism and the stress resulting from exposure to racism as the root cause of birth disparities.

Public comments were made. There was no further discussion on this item.

11. **Administrative Items for Informational Purposes to Continue Critical First 5 LA Work (Written Only)**

SUMMARY ACTION MINUTES

- A. **Authorize First 5 LA to Receive Funds from the Department of Mental Health (DMH) for Home Visiting Services in Service Planning Areas 1 and 2, Approve Resolution # 2023-02 and Authorize First 5 LA Staff to Execute Agreement in the Amount up to \$13,740,000 Through June 30, 2026**
- B. **Amend Strategic Partnership with 13 Welcome Baby Grantees in the Amount of \$54,223,000 for a Total of \$285,307,212 Through June 30, 2025 to Implement Welcome Baby Program**
- C. **Amend a Strategic Partnership with the Los Angeles County Office of Education (LACOE) in the Amount of \$11,000,000 for a Total of \$37,025,151 through June 30, 2027 to Manage the Implementation of Quality Start Los Angeles (QSLA), Including Maintaining the QRIS data system. Funding Amount is Contingent Upon Final Award from First 5 California**
- D. **Amend Strategic Partnership with Catalyst California in the Amount of \$200,000 for a Total of \$1,150,000 through June 30, 2024 to Strengthen the Data Infrastructure of the Best Start Regional and Local Networks**
- E. **Amend Strategic Partnership with Public Health Foundation Enterprises, Inc. (PHFE) in the Amount of \$1,401,000 for an Estimated Project Total of \$8,863,696 Through June 30, 2026 for the WIC Data Mining Project**

No presentation was given as this was a written only item. All information on items were provided in the Board memos and will be brought as action at the June Board meeting on Consent. Note: Commissioner Byrd reported for the record that he is employed by the Department of Mental Health, which is a party to the proposed Agreement under Item 11.A. He also indicated that he currently receives a salary from DMH for his position as the Acting Deputy Director for the Prevention Services Division. However, pursuant to the non-interest exception provided in Government Code Section 1091.5(a)(9), he does not have an interest in this proposed Agreement with DMH that would disqualify him from participating in the Agreement.

There was no further discussion on this item.

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

There were no general public comments.

13. **ADJOURNMENT:**

The Commission adjourned at 4:24 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, June 8, 2023, at 1:30 pm.

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, May 4, 2023

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, May 4, 2023; Los Angeles, California

2 1:32 p.m.

3 -oOo-

4 SUPERVISOR MITCHELL: Good afternoon. The hour
5 of 1:30 having arrived, we will call the meeting to order.
6 I understand I need to refer to Linda for the ground rules
7 because I think we've got public comments; so we're going
8 to do that now.

9 MS. VO: Thank you, Madam Chair. Yes.

10 Before we begin today's meeting, I wanted to
11 remind all that First 5 LA is operating under AB 2449,
12 which provides updated teleconferencing rules allowing for
13 a hybrid model of physical and remote attendance for
14 members of our board under certain specified
15 circumstances.

16 And as a threshold matter, AB 2449 requires that
17 at least a quorum of members of our board may participate
18 in person from a single, physical, public location clearly
19 identified on the agenda. If the physical attendance
20 requirement is met, AB 2449 permits a board member to join
21 a board meeting virtually without having to notice their
22 location under two circumstances. The first is for just
23 cause and the second is due to emergency circumstances.
24 And both just cause and emergency circumstances are
25 defined under the statute.

1 Regarding public comments, remote attendees can
2 submit public comments in two ways. The first way is
3 written public comments must be submitted in advance of
4 the meeting via email to LVO@First5LA.Org by 1:30 p.m. the
5 day of the meeting in order for them to be read aloud
6 during the meeting. As a reminder, public comments
7 emailed should indicate the item number the comment
8 corresponds to. Any public comments received after 1:30
9 p.m. will become part of public record.

10 And during the meeting, a reminder to public
11 members that they can use the Q and A chat function to
12 express an interest in speaking to an item. It is
13 important that the request to speak is submitted via the Q
14 and A chat box before the item being commented on is
15 presented.

16 And when submitting requests to speak, public
17 members are asked to only provide his or her name and the
18 item number the comment corresponds with.

19 All public comments received during the meeting
20 via the Q and A chat will be addressed in the order they
21 are received. When you do hear your name being called,
22 you are allotted two minutes per public comment. And we
23 will call your name twice before moving on to the next
24 one.

25 For all in-person public comments, all speakers

1 are asked to complete a public comment form in the lobby
2 in order for them to be addressed during the meeting, and
3 they should be submitted prior to the item being presented
4 on. You will also be given two minutes per comment, and
5 we ask that you step up to this podium right here to do
6 your public comment.

7 Finally, with the exception of adjournment, which
8 will be called for by the chair, all action items will
9 include a roll call. And a quick note to all public and
10 board members, if you do receive -- if you did receive a
11 copy of our board materials for today, we acknowledge that
12 they are very voluminous; so if you would like to have
13 them recycled, please feel free to drop them off at the
14 front desk before you leave and we'll ensure that those
15 are recycled.

16 And with that, Madam Chair, I'll hand this back
17 to you.

18 SUPERVISOR MITCHELL: Thank you so much. And can
19 you clarify for me if we have any commissioners who are
20 requesting to participate remotely?

21 MS. VO: Confirming that we don't have any
22 commissioners who would like to participate remotely
23 today.

24 SUPERVISOR MITCHELL: Excellent. Then will you
25 call the roll?

1 MS. VO: Judy Abdo?

2 COMMISSIONER ABDO: Here.

3 MS. VO: Debbie Allen?

4 COMMISSIONER ALLEN: Here.

5 MS. VO: Robert Byrd?

6 COMMISSIONER BYRD: Here.

7 MS. VO: Victor Manalo?

8 COMMISSIONER MANALO: Present.

9 MS. VO: Astrid Heger?

10 COMMISSIONER HEGER: Here.

11 MS. VO: Summer McBride?

12 COMMISSIONER McBRIDE: Here.

13 MS. VO: Brandon Nichols?

14 COMMISSIONER NICHOLS: Here.

15 MS. VO: Carol Sigala?

16 COMMISSIONER SIGALA: Here.

17 MS. VO: Holly Mitchell?

18 SUPERVISOR MITCHELL: Present.

19 MS. VO: Quorum is present.

20 SUPERVISOR MITCHELL: Thank you. And good
21 afternoon, everybody. Welcome. We're going to proceed
22 onto the report out on closed session of the Executive
23 Committee for today, May 4th.

24 ATTORNEY YOUNG: Yes, Chair. Thank you.

25 Earlier today, the Executive Committee met, but

1 there's no reportable action from that.

2 SUPERVISOR MITCHELL: Excellent.

3 Moving on to the next agenda item, which is
4 consent.

5 Is there any board member who wishes to pull an
6 item off of consent? Seeing none; so we transition to
7 public comment on the consent agenda.

8 MS. VO: Confirming there are no public comments
9 on the consent agenda.

10 SUPERVISOR MITCHELL: All right. I'll entertain
11 a motion to approve the consent agenda.

12 COMMISSIONER BYRD: Move to approve.

13 SUPERVISOR MITCHELL: Thank you.

14 Do we require a second?

15 MS. VO: Yes.

16 COMMISSIONER SIGALA: I'll second.

17 SUPERVISOR MITCHELL: Move to second. Please
18 call roll.

19 MS. VO: Judy Abdo?

20 COMMISSIONER ABDO: Yes.

21 MS. VO: Robert Byrd?

22 COMMISSIONER BYRD: Yes.

23 MS. VO: Astrid Heger?

24 COMMISSIONER HEGER: Yes.

25 MS. VO: Victor Manalo?

1 COMMISSIONER MANALO: Yes.

2 MS. VO: Summer McBride?

3 COMMISSIONER McBRIDE: Yes.

4 MS. VO: Brandon Nichols?

5 COMMISSIONER NICHOLS: Yes.

6 MS. VO: Maricela Ramirez?

7 COMMISSIONER RAMIREZ: Yes.

8 MS. VO: Carol Sigala?

9 COMMISSIONER SIGALA: Yes.

10 MS. VO: And Holly Mitchell?

11 SUPERVISOR MITCHELL: Yes.

12 MS. VO: Motion is passed.

13 SUPERVISOR MITCHELL: Thank you very much.

14 We're going to move onto remarks from the Chair.

15 First of all, I want to introduce those who

16 haven't met her and acknowledge my new appointee,

17 Summer McBride.

18 Thank you so much for agreeing to take on this
19 task of leading LA County as we focus on our zero to five
20 -- our most important constituency group. I appreciate
21 you.

22 Commissioner McBride is a certified parenting
23 instructor, full-time spectrum doula -- you know that's my
24 retirement plan, to be a doula. My retirement plan -- and
25 a trained facilitator of centering pregnancy through the

1 Charles Drew University Black Maternal Health Center of
2 Excellence. She's also the CEO of the Village Legacy, a
3 local nonprofit focused on providing affordable and
4 culturally responsible parenting classes, particularly
5 focusing on the population who are court ordered to have
6 parenting classes. She serves as faculty with iDREAM for
7 Racial Health Equity and as a cochair of the LA County
8 African American Infant and Maternal Mortality Community
9 Action Team. Through the Community Action Team, she is
10 editor of The Richardson Review, a quarterly publication
11 featuring birth stories and resources to inform and
12 educate birthing people to improve birth outcomes.

13 She -- when we first met, she was serving as a
14 trustee of the Culver City School Board where she served
15 for six years. During her tenure there, she successfully
16 advocated for the district to form an Equity Advisory
17 Counsel. And in 2020, during her term as board president,
18 unanimously passed their first ever Equity Strategy Plan.
19 She currently serves on various committees within the City
20 of Culver City and recently joined the staff in Culver
21 City USD as a supervisor and serves as a union steward.

22 She has a BA in Social Psychology from the
23 Southern New Hampshire University. And most importantly,
24 from my perspective, she is the mother to five boys.
25 And as a mother to one boy, I hold her in very high

1 regard. All of hers are school age.

2 So please, join in me in welcoming her to --

3 (Applause.)

4 SUPERVISOR MITCHELL: I really want to -- given
5 all that's on your plate, I want to thank you for
6 accepting the call and your service here. I know you'll
7 be a phenomenal addition, and I really appreciate you
8 being here. Thank you. Thank you.

9 I think since we all last convened, the public
10 health order came to an end and more and more
11 organizations, including my own, have welcomed their
12 workforce back to the office. We heard about what is
13 still allowed under AB 2499, and we don't know, quite
14 frankly, how much longer -- maybe we do know, I guess,
15 when they'll end their order -- how long we'll continue to
16 have the privilege of having a hybrid system. I'm hoping
17 the legislature creates a permanent hybrid option because
18 I think it creates opportunity for the public to, you
19 know, engage more. But we'll see what our State
20 legislature does.

21 But I'd like to thank First 5 LA staff for your
22 willingness to be flexible and for your hard work during
23 the darkest days of the pandemic.

24 As an organization, you were tasked with some
25 very important work. And it's important that we

1 acknowledge that. And I appreciate your willingness to
2 continue to be flexible and really understand the values
3 -- we were just talking about having staff in person in
4 terms of, you know, creating the culture, particularly
5 with a new leader and particularly with the work we have
6 ahead of us, which will very likely be new and different.
7 So I just wanted to acknowledge that and thank the staff
8 for their flexibility and their commitment to continue to
9 serve.

10 With that, any questions of me?

11 I don't take public comment on the Chair's
12 report, do I? I do.

13 Any public comment on the Chair's report?

14 MS. VO: Confirming there are no public comments
15 on the Chair's report.

16 SUPERVISOR MITCHELL: Thank you. We'll
17 transition to Item 6 which is the Executive Director's
18 report.

19 MS. PLEITEZ HOWELL: Thank you, Chair. Good
20 afternoon, commissioners, staff, and members of the
21 public.

22 I have had the privilege of serving as Executive
23 Director for about 120 days now. And -- yes. And the
24 reason for sharing that is to share that there's been some
25 really, really critical priorities for all of us at First

1 5 LA and the commission.

2 First and foremost, the fiscal reality is a
3 component that has driven a lot of our conversations.
4 Secondly, engagement with our team -- First 5 LA team, the
5 board, and external partners has been really, really
6 critical to inform some of our learnings. And then most
7 importantly, we are going to have a lot of discussions on
8 the strategic reset. So there's been a lot of internal
9 dialogue about the process.

10 The primary focus for today is really going to be
11 our budget. And it is to really inform the fiscal reality
12 that many of us learned about in November. And this team
13 has really -- November of last year. And the team has
14 really focused on addressing some of that.

15 There's three pieces that I really want to
16 highlight here, and the team in front of us will go into
17 this more. In order to address the fiscal reality, we
18 wanted to make sure that the budget we present to you
19 commissioners is targeting being low, the long-term
20 financial plan that many of you have seen. So that was
21 one of our deepest priorities, to make sure we're dealing
22 with the fiscal reality.

23 The second piece that we really want to highlight
24 is this budget reflects increases in strategic
25 partnerships with our County. And we're really, really

1 excited about sharing some of that information with you.
2 Most importantly, this work cannot and would not have been
3 done without the whole First 5 LA team stepping up and
4 saying yes, we're going to deal with this reality. And
5 most importantly would not have been done without our
6 finance team; so I really want to take this time to
7 recognize our team: Daisy Lopez, Raoul Ortega, not at the
8 podium is George Mauritian (phonetic) that we want to make
9 sure are recognized under the leadership of JR.

10 So thank you for all the work that you've done in
11 the last few months. And when you see the presentation,
12 you will see why that gratitude is really important to
13 begin with.

14 The second piece I really want to highlight for
15 the group here is the importance of engagement. This
16 commission has been really, really clear that strategic
17 partnerships matter and aligned partnerships matter with
18 our external partners. During this time we've been
19 listening to not only our staff and what the commission is
20 saying, but paying attention to what the external partners
21 are saying and we need to focus on, and that will inform
22 our strategic reset.

23 And a few highlights for the strategic reset, you
24 will hear some information from our team shortly in
25 regards to this. But we have very clearly heard from all

1 of you that our goals and the way we are measuring success
2 will be really important in the strategic reset. And
3 that's a commitment that staff is making, and we want to
4 make sure that as we talk about the reset, that will be a
5 focus.

6 Secondly, when you go through a strategic reset,
7 we want to make sure that the reset is aligned to the
8 structure and we will be looking at our structure as an
9 organization.

10 And then finally, we want to make sure that the
11 commission is aware we're looking to bring in consultants
12 that will help us inform our strategic reset that are
13 focused on our goals, objectives, and strategies, that are
14 focused on communications and our structure.

15 And with that, I see the team ready to get -- put
16 on a slide.

17 One thing we wanted to share with the commission
18 in regards to the strategic reset is having a really,
19 really clear framework of the discussions you will see
20 come before all of you. Often, when we have discussions,
21 we might be looking at objectives, we might be looking at
22 tactics. What we will do in coming back to the board is
23 use this framework to ask the questions in order to inform
24 our strategic plan.

25 The board has been really clear, systems change

1 is a goal that will be a continued focus. If our
2 landscape shows that we should explore other goals, we
3 will. But the systems change goal will not change and
4 want to make sure that's clear here. But in the next
5 coming months, what we will do is share with you and have
6 dialogue in this space about what are critical goals we
7 should look at, and the objectives -- how we will measure
8 success and strategies. And this framework will help
9 guide our discussion in the coming months. Thank you for
10 sharing that.

11 The last thing we want to share with the board is
12 as we venture into a strategic reset as our Chair has
13 shared, collaboration is really, really critical. We all
14 sit here after the pandemic. We had a lot of offline
15 meetings and conversations. As the board has come back,
16 our staff will also be coming back into the building two
17 days a week and starting in July.

18 A few things to elevate there. Our team is
19 sitting in the back. I want to congratulate our Human
20 Resources and talent management team for this team
21 connected about with all our team members to figure out
22 what our policy should be. So a special thank you to Gala
23 Collins, if you're back there.

24 (Applause.)

25 MS. PLEITEZ HOWELL: And Zoyla Cruz and Monica

1 Yohl (phonetic) did everything to make sure that our staff
2 input in regards to the hybrid policy was considered and
3 they finalized it in April.

4 As we move forward, you will see some upgrades in
5 the building in order to welcome back staff. You already
6 saw the beginning of trying to add more community pictures
7 and we will be giving you updates on that.

8 With that, just want to say really, really
9 exciting opportunity. Very excited to see what we do
10 together in the upcoming months. And very grateful for
11 this partnership.

12 Turning it back to you.

13 SUPERVISOR MITCHELL: Thank you. Quick question
14 before I see if commissioners have any questions. At what
15 point are you expecting this the commission to engage
16 again? I know that we had our great session where we did
17 our break-out groups. But what should the commission
18 expect in terms of our participation.

19 MS. PLEITEZ HOWELL: And that will be covered in
20 the presentation --

21 SUPERVISOR MITCHELL: Okay. Great.

22 MS. PLEITEZ HOWELL: -- as we go through it. But
23 it will start in early as June for process and then
24 questions will come July and August in regards to the
25 framework.

1 SUPERVISOR MITCHELL: And second quick question.
2 Is not the board -- is the board dark in July or we meet
3 in July?

4 MS. VO: We do meet in July. But after the July
5 board meeting, we're dark until September.

6 SUPERVISOR MITCHELL: So you're dark in August.

7 MS. VO: That is correct.

8 SUPERVISOR MITCHELL: Okay. I may have confused
9 it with another -- someone is dark in July. Okay. Get it
10 together, Holly. We are dark in August.

11 Any other questions commissioners have of Karla
12 on her report? Seeing none, public comment on the
13 Executive Director's report?

14 MS. VO: Confirming there are no public comments
15 on the Executive Director's report.

16 SUPERVISOR MITCHELL: Thank you. We'll move
17 directly into the meat of the conversation, which to my
18 perspective is always the budget. So Item 7, again, is an
19 information item on the proposed budget. And we'll hand
20 it over to staff for the presentation. Thank you for your
21 work.

22 MR. NINO: Well, good afternoon, commissioners.
23 As Karla mentioned, we're going to go through the proposed
24 budget and long-term financial plan for fiscal year
25 '23-'24, which will go through final approval for the next

1 board meeting. We acknowledge that the content that
2 you'll hear today was heard from our budget and finance
3 committee just two days ago. So some of it is a repeat.
4 But we will -- what will be different is we'll go a little
5 bit more in detail with an additional presenter, my
6 colleague John Wagner.

7 Like Karla said, this is of key importance
8 because of the fiscal reality -- fiscal reality as a
9 result of Proposition 31, which bans the sale of certain
10 flavored tobacco products, which we presented at the board
11 meeting last February. This proposed budget, as Karla
12 mentioned, is one of many steps to help address the fiscal
13 reality of our declining revenues. As Karla mentioned,
14 congratulating staff here, this is a product of all teams
15 and offices leaning in to this budget under the leadership
16 again with Raoul, Daisy, and George who worked with us.

17 Let's review from the objectives for today.
18 We'll give a brief overview about the budget process and
19 also what informed the budget process for this. And then
20 we'll go into the budget highlights, specifically the
21 budget components, where at a high level, covers the
22 programs and the operating budgets for those. And both of
23 which will go into more detail. As I mentioned earlier,
24 John Wagner, our Executive Vice President, will go more in
25 detail into the program budget and Daisy will go over the

1 operating budget for those. We will also cover what you
2 can see here, the administrative costs limit. This is
3 essentially just a ratio of administrative costs in
4 relation to our budget for that.

5 We'll also cover our long-term financial plan
6 which Karla alluded to earlier, which is a forward-looking
7 tool across fiscal years. It is updated today based on
8 our proposed budget. Updated actuals that we have and
9 most recent revenues that we received from the State
10 agencies. So it is updated compared to what was presented
11 last February. And then we'll wrap it up with next steps.

12 All right. Regarding the budget process of
13 review, it was developed and informed by two areas. First
14 development was based on what was spent in the past, what
15 we plan to spend in the future, what are some of the
16 contract obligations that we have that are multi-yearred,
17 and of course any new anticipated need that we have in the
18 future. So this is typical. Nothing new about how the
19 process was developed for the budget.

20 The second part was what was unique for this was,
21 as I mentioned earlier, the budget was informed by our
22 accelerated fiscal reality because of Prop 31. If you
23 recall, as Karla alluded to, we do have the establish more
24 spending limits attached to those. So we could have used
25 those as targets for the budget, but instead we strived to

1 do a 5 to 10 percent reduction below that. Just know that
2 it wasn't across the board. There were some thought
3 process that got along into that. So there was a lot of
4 discussion with staff with the finance in terms of what
5 program areas including the operating areas that made
6 sense of where there could be increases, quite honestly,
7 and also decreases to help with the fiscal reality.

8 So now I will pass it over to Raoul for general
9 highlights.

10 MR. ORTEGA: Thank you, JR, and good afternoon,
11 commissioners.

12 Before I start with some general highlights, I
13 want to acknowledge that the proposed budget did go
14 through the Finance and Budget Committee, and under the
15 leadership of our Committee Chairman, Robert Byrd, we went
16 and we did discuss the overall program budget and the
17 operating budget. And the overall budget was approved for
18 us to move forward today. So we're pleased to get their
19 support on our presentation today.

20 As JR highlighted and Karla highlighted in their
21 opening remarks, we are living under a new fiscal reality
22 since Prop 31. It has significantly changed the baseline
23 to our already declining revenues. The impact of this
24 proposition has shined a light on how important our
25 continued focus to long-term sustainability and how

1 critical it is to identify new revenues to support the
2 objectives of the organization.

3 The proposed budget that is before you does
4 reflect a total of \$8.3 million of non-Prop 10 funds which
5 represents 8.23 percent of the total budget. This lowers
6 the total demand of First 5 LA resources from
7 \$99.1 million to roughly \$90.8 million. The \$8.3 million
8 also reflects a \$3 million increase from the \$5.3 million
9 projected for this current year, fiscal year '22-'23.

10 Other highlights that I would like to highlight
11 are with the program work, we're allowing work that was
12 slated to end to end, program work that was anticipated to
13 ramp down to ramp down, and not invest in any new work
14 until we complete the strategic plan reset process.

15 On the operating side, we aligned our resources
16 to align to our fiscal reality by taking a critical look
17 on how we look at our entire full-time equivalency or what
18 we call -- the term, the FTE count, and we budget for what
19 we need today to support the work that we aspire to
20 complete for fiscal year '23-'24.

21 Now, to go into further detail of the budget, I
22 want to acknowledge and pass the baton to Daisy Lopez, our
23 FPA Manager. Daisy Lopez, she is our FPA -- FPA manager,
24 and who really does the heavy lifting of getting all the
25 information across the organization and putting the budget

1 together along with her staff, George.

2 Daisy?

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

5 So moving on to the budget components and how we
6 organize our resources, there were no changes to the
7 budget framework components compared to prior year; so in
8 this framework we began with programmatic resources which
9 are devoted to the strategic plan activities and
10 organizing with the Center for Child and Family Impacts
11 and the offices, followed by legacy investments and
12 centralized resources to support our emerging
13 opportunities. We then captured the operating budget
14 resources, which support the cost of our internal
15 operations.

16 So today's presentation will review highlights of
17 each of these components with a focus on the programmatic
18 costs that are proposed in '23-'24.

19 So as you can see illustrated in this table,
20 organized by the various components that I just alluded
21 to, the proposed '23-'24 budget represents an overall
22 decrease in anticipated spending during the fiscal year of
23 roughly 5.7 million or 5.5 percent when compared to the
24 revised '22-'23 budget. This is driven by a net decrease
25 in program spending of roughly 4.3 million and by a

1 decrease of approximately 1.5 million in support and
2 operating costs. So we will examine both components
3 further a little later in today's presentation.

4 Just to note, the approach and development of the
5 overall budget was consistent with the development in
6 previous years as JR and Raoul highlighted earlier,
7 aligning to our needs, strategic direction, and strategic
8 priorities. And it's also responsive to the guidance in
9 proposing a budget in costs that come 5 to 10 percent
10 below the '23-'24 LTFP spending limit in response to the
11 accelerated decline in revenue in response to Proposition
12 31. So the total proposed cost estimates result in a more
13 streamlined budget reflecting not only our commitment to
14 live within our means but of a proactive and responsive
15 understanding of the evolving fiscal environment in which
16 we operate resulting in declining revenues and declining
17 fund balance. We will revisit the long-term implications
18 of declining revenues and fund balance later in today's
19 presentation when we discuss the updates to the long-term
20 financial plan.

21 So as previously mentioned, this budget is
22 responsive to ongoing and accelerated declines in revenue
23 and it continues to emphasize the long-term
24 sustainability. One example of our sustainability
25 measures is the diversification of our funding to support

1 next fiscal year's work.

2 We are having technical difficulties. My
3 apologies. Next slide.

4 So as Raoul mentioned earlier, the '23-'24 total
5 budget will be offset 8.3 million in other revenues
6 reducing the actual estimated net demand on First 5 LA's
7 resources from the 99.1 million to \$98.8 million. The 8.3
8 million in external funding anticipated for '23-'24
9 represents an increase of roughly 2.4 million in funding
10 in '22-'23 and an increase of 4.3 million compared to
11 actual other funding received in fiscal year '21-'22.

12 So as Proposition 10 revenue trends continue on a
13 downward trajectory, First 5 LA will continue to not only
14 maintain but amplify its efforts to diversify our revenues
15 and explore other alternative revenue-generating
16 sustainability strategies for the future, as well as
17 pursue opportunities to partner and leverage funding from
18 organizations to support the work of the commission and
19 our commitments to the children and families of Los
20 Angeles County.

21 The examples, which you can see indicated on the
22 slide, include funding and partnerships with First 5
23 California, the Los Angeles County Department of Public
24 Health, the Los Angeles County Office of Education, and
25 the Los Angeles County Department of Mental Health.

1 So one thing that I would like to note that the
2 DMH funding is contingent on County approvals and that is
3 anticipated to happen after our budget is approved n June.

4 So now let's take a closer look at the proposed
5 resources for fiscal year '23-'24 and how some of this
6 internal funding will be utilized. At this time, I will
7 turn it over to our Executive Vice President and Head of
8 the Center for Child and Family Impact, John Wagner, who
9 will share some of his center's programmatic highlights.
10 John?

11 Next slide, please.

12 MR. WAGNER: Thanks Daisy. Good afternoon,
13 commissioners. It's great to be here with you and be able
14 to provide an overview of some of the highlights for the
15 Center and Child and Family Impact budget including the
16 five teams listed on this slide.

17 First, CCFI, or the Center, has historically been
18 the largest component of our annual budget. The Center's
19 '23-'24 proposed budget is 64.8 million, as you see here,
20 or just over 65 percent of the total budget. This
21 reflects a 6.4 million or overall 9 percent decrease from
22 the current fiscal year.

23 Going through some of the highlights of each of
24 the five teams within the Center. First, the Family
25 Supports team, the first row on this, manages and oversees

1 First 5 LA's largest investment, that being Welcome Baby
2 Select Home Visitation. The work this team does is the
3 key engine behind our strong partnership with the LA
4 County Department of Public Health and the County's
5 response to multiple board motions by the County Board of
6 Supervisors calling for the creation of a County-wide
7 infrastructure, a voluntary home-visiting supports system
8 for families.

9 The majority of this budget is driven by external
10 contractor staffing costs which is a significant driver of
11 the budget, as well as inclusion of external funds from
12 First 5 California to support our work, which also
13 increased the budget from 37 million to the 39 million for
14 next year.

15 Cognizant of our fiscal reality, the team is
16 diligently working on short-term and longer-term efforts
17 to maintain the infrastructure while managing within these
18 fiscal pressures. Examples include the closing of five
19 select home visiting sites with very low case loads and
20 very low numbers of home visiting staff, and therefore
21 resulting in very high administrative costs in '22 and '23
22 for annual savings of just over \$1.1 million.

23 I'll note that the teams successfully
24 transitioned all families who wanted to continue to access
25 services to other providers.

1 And this year we're implementing an adjusted
2 Welcome Baby staffing structure across providers to
3 reflect the declining birthrate of LA County. And this
4 will result in just over a million dollars in additional
5 savings.

6 I want to acknowledge the significant outside
7 non-Prop 10 resources that are being brought into the
8 organization through this team's efforts in time for
9 DMH prevention and early intervention funds decreasing the
10 demands on our resources. If successful, as Daisy
11 mentioned, this would amount to 4.5 million in outside
12 funding for home visiting services in '23-'24. We want to
13 acknowledge our partners at DMH for this collaboration.

14 In our Communities Team, which is the second row
15 on this chart, we have a proposed budget of \$14.4 million.
16 And we continue to think of our resources in the
17 Communities Team Center around each new major effort.
18 First, building the local movements around P to 5 or
19 prenatal to 5, including community -- organizing
20 communities around early childhood development issues.
21 And second, building the networks to support this.

22 In the latter category, the largest expenditure
23 of this team budget is the funding of our five regional
24 network grantees or RNGs who many of you heard from at the
25 April PPC meeting last week. 12.9 million of this 14.4

1 million you see in this team budget or roughly 89 percent
2 goes to funding the RNGs and their work with parents and
3 communities. The decrease from last year represents a
4 decrease of roughly 10 percent of the RNGs' contracts. I
5 also want to callout the efforts of our Communities Team
6 in administering the refugee resettlement contract.

7 As expected, the State grant is ramping down this
8 year; so you'll see a minimal loss of \$64,000 in this
9 year's budget, down from the nearly \$300,000 from last
10 year, which is further contributing to the decrease of
11 this team's budget.

12 The next is the ECE Team budget which you'll see
13 proposed at 6.2 million. This is a 4.8 million or 44
14 percent reduction from the previous year. It's important
15 to call out a few contextual points here. First, within
16 the ECE Team budget, a significant investment in
17 kindergarten readiness or KRA is coming to its anticipated
18 end with only two contracts remaining in the '23-'24
19 fiscal year, and that accounts for approximately about 2.3
20 of that \$4.8 million reduction.

21 Second, as it has for the last several years, the
22 ECE team has done an exemplary job tapping into outside
23 revenue in this case from First 5 California for quality
24 improvement work (unintelligible) State and State impact
25 hours. Though these State resources are continuing, which

1 is good news, they are decreasing accounting for the
2 remaining 2.5 million of this decrease.

3 Our ECE Team continues to be engaged in the
4 development of our emerging home-based childcare strategy,
5 including family childcare and family friends and neighbor
6 care. As we've discussed in many meeting before,
7 rethinking how we support these providers is critical to
8 ensuring support through the ECE system most of the
9 families and communities we serve rely on.

10 Within the ECE budget of the 6.2 million, our
11 largest proposed expenditure of First 5 LA funds support
12 continued development of this home-based childcare
13 strategy at 1.2 million, the latter component of the final
14 distribution landscape analysis on the state of home-based
15 childcare here in Los Angeles County, the building out of
16 partners to help shape our initial thinking on strategies,
17 as well as resourcing some pilots to test out those
18 strategies. And we are cognizant that must align to the
19 work of our strategic plan reset.

20 Moving onto the Health Systems Team, we've
21 historically been investing through the Health Systems
22 Team in two areas. The first, early identification and
23 intervention for developmental delays is our current
24 approach called Help Me Grow, and our second area, African
25 American Infant and Maternal Mortality or AAIMM prevention

1 work, which actually you will hear a little bit more on
2 this agenda. Both of these efforts involve many partners
3 including the Los Angeles County Department of Public
4 Health. This year's team budget of 4.7 million is 1.2 or
5 22 percent reduction of '22-'23. The largest reduction
6 being tied to the ending of our support of some of the
7 select components for Help Me Grow.

8 Though originally a five-year commitment to
9 support DPH as co-lead for Help Me Grow LA, we're
10 extending that commitment for a sixth year, however, at a
11 reduced amount to support Help Me Grow develop into a more
12 regional-based model with resources in the DPH regional
13 structure. And commissioners who were able to attend the
14 PPC meeting last week heard a little bit more about that.

15 Now, the Health Systems Team has been working
16 closely with DPH to finalize this shift and has
17 prioritized the sustainability planning over the next year
18 after First 5 LA funds end in June of 2024.

19 And the final team to highlight on this page is
20 the Center Support Team. And the budget is coming in at
21 \$450,000. A reduction from \$600,000 in the current year.
22 The Center Support Team supports the work of the Center
23 broadly and supports the organization in critical areas
24 like system partnerships and sustainability. The budget
25 of the Center Support Team funds outside consultant

1 contracts to help inform our approaches and provide some
2 funding to support County priorities. The reduction in
3 this budget is due to the ending of some work, as well as
4 reflected of moving funding from membership to --
5 membership support to the OGAP budget.

6 So that concludes my section of this presentation
7 and I'm happy and directors of the Center are happy to
8 answer any questions on specifics of these team budget.
9 But if there are any questions from commissioners --

10 SUPERVISOR MITCHELL: Commissioner Byrd, as Chair
11 of the Budget committee, any insight that you would like
12 to share with us?

13 COMMISSIONER BYRD: So one of the conversations
14 we had had at Tuesday's meeting was leveraging
15 partnerships better. And as you heard, there's
16 partnerships with DPH, DMH -- and I do think that as we
17 look around here seeing where our partnerships exist in
18 the economy, especially with new funding streams coming
19 and new funding processes beginning, there's probably a
20 role for First 5 to be at those tables to establish
21 partnerships and ask for support in the work that this
22 agency is doing.

23 SUPERVISOR MITCHELL: Yes.

24 Mr. Vice Chair, any thoughts you have on --

25 COMMISSIONER NICHOLS: Sure. A few thoughts.

1 Thank you, Madam Chair.

2 First, I want to thank the team. Again, the
3 presenters have a small army behind them. I know a lot of
4 work went into this. I think we heard it in John's
5 discussion. I know that they were very thoughtful
6 in making these decisions. It's hard to think about
7 pulling money back from community when we know it's having
8 impact. And how do we do that in ways that minimize any
9 potential impact. I can hear their heart in the
10 presentation. Again, I just want to thank you for being
11 very cautious and very caring and very mission-focused as
12 we make some hard decisions. That came across to me.
13 Greatly appreciate it.

14 I do want to say that's still a lot of money and
15 it feels a little gloomy when we talk about the challenges
16 we face. Those are the words we use -- the challenges.
17 We still have great opportunities to help kids that need
18 it. And I think, you know, as we go into our reset and
19 pick those targets, we're still going to be able to hit
20 them really hard and make a big difference. We just need
21 to reframe, you know, our focus. Focus on the impact.

22 One thing I did have a question, though. Been a
23 member of the board before, and then I went away for a
24 little bit; so I'm just slightly rusty. I know the budget
25 is based on projections of revenue, but I'm unclear on

1 when we get the actual numbers. My understanding is First
2 5 California, and then we find out subsequent months.
3 When will we really know for sure what revenue looks like
4 for us for this next fiscal year? I know it's kind of
5 technical, but it just helps me.

6 MR. ORTEGA: We'll cover that within the
7 long-term financial plan. But all of our updates is based
8 on the projections we received in April 2023. So they're
9 the most recent projections from CDTFA and the Department
10 of Finance and California Department of Tax, Visa, and
11 Registration. And those projections do include low
12 implications based on Prop 31, the banning of flavored
13 tobacco products.

14 COMMISSIONER NICHOLS: I think it's really
15 important as we continue to go through the various budget
16 steps in our cycle and then our reset that we continue to
17 do it in public forums where the community can understand
18 the realities of what we can and can't do here at First 5
19 and where we continue to keep our ears open and hear what
20 the community priorities are for where they think they
21 need us to help them.

22 So I appreciate that we're all here today in
23 front of cameras and I just want to be mindful that we
24 continue to do that as we move forward.

25 SUPERVISOR MITCHELL: Couldn't agree with you

1 more.

2 Any other questions or comments from
3 commissioners?

4 COMMISSIONER HEGER: I think it's important and
5 we were sitting here talking about a little bit about the
6 essential importance of focusing a lot of mental health
7 issues and trying to find solutions for the zero-to-five,
8 zero-to-six-year-old children that are forgotten or
9 missed. Those of us who have five children probably
10 didn't miss them. But I think it's the idea that they're
11 small enough that they can be ignored, often times. And
12 that as Garrison Keillor said one time that it is the
13 memories of a happy childhood that produce a productive
14 and safe adulthood. And I think sometimes kids go
15 unnoticed when they're really little. So whatever voice
16 we have in terms of advocating for mental health for zero
17 to five I think I would go along with.

18 SUPERVISOR MITCHELL: Commissioner Allen?

19 COMMISSIONER ALLEN: Thank you. I really want to
20 support that and recognize that a lot of discussion about
21 mental health we're hearing starts with children in crisis
22 who are older and fails to recognize all the opportunities
23 that I think are built into the budget we just heard about
24 to do prevention at a much earlier age. And I want to
25 highlight that while -- I mean, I think -- I think on the

1 one hand it's right that there's a lot of money. On the
2 other hand, I think in Tuesday's meeting we were all very
3 interested in thinking about are there alternative sources
4 of funding that make sense, because First 5 is such an
5 important player on the scene in LA.

6 But having said that, I think there are also
7 phenomenal opportunities in terms of third-party payment
8 both at the PSA coming from DCFS and ways that Medi-Cal is
9 making more money available for preventive services. And
10 that we really need to be a collective voice for
11 prevention, not just for treatment when we think about
12 mental health and child health more generally because I
13 think that's been a missed part of the conversation.

14 So I think -- I think the -- the budget that we
15 heard about is really strategic on both of those points
16 thinking about, you know, how to use the money there is as
17 wisely as possible and how to use it to take advantage of
18 some of those opportunities. So and we're very grateful
19 for this support that it affords to our efforts.

20 SUPERVISOR MITCHELL: Thank you. I would add
21 something you said triggered for me, I know, last year's
22 budget -- it may have been the year before, where the
23 State allocated a good chunk of money for behavior health
24 services on school sites, And was routed through health
25 plans. And at the time, I was with the LA Health Care

1 Board and fully understood how health plans didn't have
2 really good infrastructure in place to spend that money
3 quickly; so I'm hoping that they have figured it out
4 between then and now.

5 I think we are uniquely positioned here in Los
6 Angeles County, and, frankly, I guess First 5s all over
7 the State should be looking to those opportunities as well
8 and fostering those relationships with the Medi-Cal plans
9 and that type of resources to do that work; so I hope
10 that's on our radar as well.

11 And this may come up in the long term, but I want
12 to tell you why I'm thinking about it. You know, making
13 sure that we're looking at whatever new funding
14 opportunities may be on the horizon, either through State
15 budget deliberations or legislative proposals that are on
16 the horizon is making sure that your advocacy teams are
17 keeping their eye poised for whatever new moneys get paid
18 and might be available through the State as well as local
19 work, making sure we're keen on that.

20 Seeing no other hands raised, I know you have the
21 second portion to enlightening us on. I'll give it back
22 to staff.

23 MS. LOPEZ: So the second component of the
24 programmatic resources in support of the strategic plan is
25 the offices, including the Office of Government Affairs

1 and Public Policy, the Office of Communities, and the
2 Office of Data for Action. The estimated costs for these
3 activities in fiscal year '23-'24 is roughly 11.3 million.
4 The total fiscal year '23-'24 budget proposed to advance
5 the activities led by the Office of Government Affairs and
6 Public Policy is approximately \$6.6 million, which
7 represents roughly 2.4 million or 58.4 increase compared
8 to the '22-'23 revised budget. The proposed budget
9 reflects a full year implementation of the Early Childhood
10 Policy and Advocacy Fund, which previously was included in
11 CCFI programmatic budgets.

12 You see a budget increase from '22-'23 which is
13 only accounting for three months of grant making and a
14 full year of fund design and development. The Early
15 Childhood Policy and Advocacy Fund will work to activate
16 policy and practice changes at the local, state, and
17 federal levels that prioritize children ages prenatal to
18 five years old as a special population, build and
19 strengthen the intersections of public systems and create
20 self-sustaining policy changes.

21 The OGAP budget also reflects a centralizing of
22 organizational memberships and sponsorships to work in
23 partnership with the Executive Director's office.

24 Proposed resources will also be used to focus on
25 core government affairs, advocacy, and public policy

1 functions, and to develop and catalyze relationships and
2 partnerships with cross-cutting external advocacy partners
3 who collaborate with First 5 LA to advance public policy
4 goals and strategic plan imperatives.

5 The total fiscal year '23-'24 budget proposed to
6 (unintelligible) led by the Office of Communications is
7 approximately 3.2 million which represents a roughly
8 \$409,000 or 11.4 percent decrease compared to the '22-'23
9 revised budget. This proposed reduction is driven by the
10 Office of Communication's efforts to examine the roles of
11 contacted resources in the context of the office's
12 evolving approach. To developing and implementing
13 integrated communications, marketing, and internal
14 communications efforts, to support the organization's
15 overall strategic direction. Longer-term considerations
16 include scaling back budgets for communication and agency
17 resources and instead contracting resources for expertise
18 in project-specific audience-targeting services and
19 consultation for increased precision and impact.

20 Office of Communications resources will align to
21 the strategic plan reset, achieving greater clarity across
22 audiences to bring urgency to issues and improvements that
23 impact conditions of early childhood development while
24 building amplifying First 5 LA's brand as an advocate,
25 systems change leader, and trusted source of information.

1 The total budget proposed to advance the
2 activities led by the Office of Data for Action is
3 approximately \$1.6 million, which represents a roughly
4 78,000 or 4.7 percent decrease compared to the '22-'23
5 revised budget. Guided by the strategic plan reset,
6 OEFA's budget will be used to address the need for data to
7 drive systems change and data to measure impact. There
8 are also resources for executing on the plan which
9 includes continuing being in partnerships with the
10 Children's Data Network, WIC, and the LA County Office of
11 Chief Information Officer.

12 These data partners will be funded to continue
13 providing rich data on families lived experiences as well
14 as data on the characteristics of our target population
15 and the public systems that serve them.

16 So we will take a pause here to see if there are
17 any questions related to the work that the offices are
18 proposing for the next fiscal year. We do have some
19 experts from each of the these areas representing each of
20 the offices to answer questions as necessary.

21 SUPERVISOR MITCHELL: Questions? Okay. Seeing
22 none.

23 MS. LOPEZ: All right. Legacy investments.
24 These investments represent investments from previous
25 strategic plans that are phasing out. There's only one

1 remaining legacy investment, that's Little By Little,
2 which is anticipated to fully exhaust its allocation by
3 2025. The total resources to support this investment in
4 '23-'24 is just over \$2 million. Although there is a
5 \$227,000 uptick in costs compared to prior year, this
6 remaining legacy investment continues to ramp down and is
7 anticipated to sunset according to plan at which time the
8 legacy investments component of the budget framework will
9 be eliminated.

10 We have also included \$150,000 in centralized
11 emerging opportunity resources which provides us with the
12 flexibility to respond to and implement new or emergent
13 opportunities or situations that align with our strategic
14 plan goals such as supporting the Atlas Early Childhood
15 Fellows, which is a contribution to support creation of
16 the Early Childhood Fellowship Program for \$50,000 in
17 fiscal year '22-'23.

18 In fiscal year '23-'24, the funding to support
19 this investment is one of the activities that is being
20 centralized within the Office of Government Affairs and
21 Public Policy. The proposed emerging opportunities budget
22 of \$150,000 is consistent with previous years' budget and
23 the anticipated need for the coming year.

24 So now moving on to a brief overview of the
25 operating budget. The operating budget was developed in a

1 manner that is consistent with previous years using
2 historical data and information available to us to inform
3 our estimates. But as I mentioned earlier, it was
4 developed also with the guidance to closely examine and
5 revisit proposed spending in response to the accelerated
6 decline in revenue as a result of Proposition 31.

7 So in this table you can see how the total
8 overall cost is below the '22-'23 revised budget from 23.2
9 million and '22-'23 to a proposed \$20.7 million budget in
10 '23-'24.

11 Our biggest operational investment is and
12 continues to be our staff. The proposed budget to support
13 personnel cost developed in collaboration with Human
14 Resources and Talent Management team includes changes to
15 the FTE's highlighted in the slide which have resulted in
16 a reduction in personnel costs as well as an incremental
17 reduction across other line items related to staffing
18 costs. Many of our other costs are consistent with
19 ongoing needs to support the work of the commission with
20 an increase in travel, hearkening the end of the national
21 public state of emergency, and a reduction in consultant
22 services indicating the completion of various discrete
23 projects.

24 We will continue to analyze the recommendations
25 to ensure that resources are fairly distributed and

1 accessible across the organization. As First 5 LA's
2 administrative costs are captured within our internal
3 operations costs, we will now tease out those funds and
4 discuss a proposed administrative cost for fiscal year
5 '23-'24.

6 So turning to our administrative costs, of the
7 \$20.7 million proposed operational costs, roughly 13.4
8 million represents our total administrative costs for the
9 year. Our administrative cost policy requires that we
10 adopt an administrative limit each year. But unlike other
11 County commissions, the policy does not specify a maximum
12 percentage for this limit. However, through the long-term
13 financial plan process, our recommendation to establish a
14 15 percent cost cap on administrative costs was adopted in
15 2020. The total of 13.4 million in administrative costs
16 this year represents approximately 13.5 percent, which is
17 below the 15 percent recommended through the long-term
18 financial plan.

19 The current policy calculation methodology
20 reflects a broad approach to what is considered an
21 administrative cost for First 5 LA. We include all costs
22 for administrative teams, including the Executive
23 Director's Office budget, the Office of Communications
24 operational costs, the office of Equity, Strategy, and
25 Learning, as well as all salary benefit costs for the

1 Executive Vice President, Directors, and Administrative
2 Assistants across the organization.

3 However, in alignment with long-term goals, we
4 will be considering an alternative approach which revisits
5 the administrative cost methodology to determine how much
6 director time is actually spent on administrative
7 functions versus programmatic functions. Any future
8 changes to the administrative costs policy will be
9 presented to the board for review and approval.

10 So before I turn it over to Raoul to guide us
11 through an overview of the long-term financial plan and
12 key updates, we will pause again for any questions,
13 comments, or initial thoughts on the budget portion of
14 today's presentation.

15 SUPERVISOR MITCHELL: Any comments or questions?
16 Yes, Vice Chair?

17 COMMISSIONER NICHOLS: I have just one quick
18 question and I think it's in the details of material, but
19 it's small and my glasses can't get any thicker.

20 The items that we have frozen that are currently
21 vacant pending the reset, I was just wondering if they
22 fall equitably across our operation or they
23 disproportionately land in any particular area that's not
24 particularly suffering because they have most of the
25 vacancies versus others. It was hard for me to pull that

1 out of the detail.

2 MS. LOPEZ: So in terms of the FTE, there were
3 numerous conversations with the leads across the
4 organization. And in order to determine and identify
5 which position -- which of the many vacant positions would
6 be on hold for the upcoming fiscal year and which would be
7 moving forward. So in addition to the 12 that are on hold
8 for next fiscal year, we have 2 positions that have been
9 identified as not necessarily priorities but that may need
10 to be included in next fiscal year's budget; so we
11 included one quarter of the total cost. So we are
12 anticipating those positions will come on board in
13 April of 2024. So they are partially included, but in
14 terms of positions that have been identified on hold,
15 there were numerous conversations and discussions that
16 went into deciding which positions.

17 COMMISSIONER NICHOLS: So there was an
18 intentionality into which ones you would freeze. Not just
19 the last 12, good luck, guys. Those were on hold.

20 MR. ORTEGA: No, those 12 positions reach across
21 the organization both on the administrative function and
22 on the program function. They were not targeted.

23 COMMISSIONER NICHOLS: Thank you very much.

24 SUPERVISOR MITCHELL: Any other questions? Okay.

25 MS. LOPEZ: All right. So now I'll turn it over

1 to Raoul who will guide us through an overview and some of
2 the updates from the long-term financial plan.

3 SUPERVISOR MITCHELL: Thank you.

4 MR. ORTEGA: Thank you, Daisy. And before we
5 move on, can we give her an applause?

6 (Applause.)

7 MR. ORTEGA: I just want to -- it's important to
8 highlight staff who really does the heavy lifting within
9 the budget investment process. And though it is an
10 organization-wide effort, Daisy does put the entire budget
11 together, including the Power Point that's before you. So
12 I just think acknowledgement is important.

13 So moving on to the bigger picture long-term
14 financial plan. So let's start with the purpose. The
15 purpose of the long-term financial plan is really to
16 support the financial stewardship role of the First 5 LA
17 commission and the leadership team. It provides a
18 framework to help guide and prioritize funding decisions
19 for the proposed budget that is before you and for the
20 future.

21 The updated plan also plays a critical role as we
22 reevaluate and prioritize our work during the upcoming
23 strategic plan reset process, which we will hear more from
24 Antoinette and her team in the next item after the break.

25 As part of First 5 -- as part of the First 5

1 management guide, staff is required to update the plan on
2 an annual basis and the context of proposed fiscal year
3 budget that we just reviewed with you. And in addition,
4 we will update our fund balance to the fiscal year '21-'22
5 audited financial statements. We update our revenue
6 forecast and the current year revised budget.

7 I will get into greater details further as we
8 move into the presentation when I cover the assumption and
9 the adjustments that were made in updating the plan.

10 But before I move on, I think it is important to
11 note where we have been and where we're at today,
12 especially in the context of Prop 31. The next two slides
13 will illustrate the impact of our revenues over our
14 expenditures prior to Prop 31 and after.

15 So for some, this graph will look familiar. We
16 have referred to this graph as the closing of the fish
17 mouth. For our new commissioner, this graph compares our
18 revenue versus our expenditures at a single moment in time
19 in April of 2022, prior to Prop 31. The solid portion of
20 each of the line represents prior year actuals. It's
21 actual activities that happen and incur and have been
22 audited or actually converted, and the dotted part
23 represents projections for the outer year both for revenue
24 and for our expenditures.

25 The expenditures are aligned to the spending

1 limits that the board approved back in 2020 when we
2 adopted the new -- the new long-term financial plan.
3 Starting with the revenue line, you see that our revenues
4 have outpaced expenditures through fiscal year '07-'08,
5 which allowed the organization to build a healthy fund
6 balance over time, the revenue peaking in fiscal year
7 '06-'07, and then the overall revenue has steadily decline
8 since, with some fluctuation. The steady decline is
9 primarily related to the rate of consumption reducing over
10 time and the birthrate in LA County declining. The
11 fluctuations are primarily due to the enactment of
12 different tobacco control policies aimed at reducing
13 tobacco use such as Proposition 31.

14 On the expenditures side, the graph reflects the
15 history of the organization establishing itself in the
16 beginning and developing and implementing programs that
17 primarily focused on direct service. The ramp up in
18 fiscal year 2011/2012, was a result of one-time
19 investments for projects that the board took in response
20 to prior-year threats made by the governor to sweep 50
21 percent of the First 5 Commission fund balance to help
22 balance the State budget.

23 So as we were funding our regular programs within
24 our strategic plan and aligned to our strategic plan, we
25 were getting a threat from the governor in order to

1 balance his budget of taking our fund balance. So the
2 board elected to do these one-time projects in order to
3 get our money out the door and to reduce our fund balance.

4 Since fiscal year 2012/13 the graph does reflect
5 the ongoing effort to align our spending to our revenues.
6 And we have made considerable progress by continuing to
7 spend less resources than what we had originally
8 anticipated to spend in fiscal year '21-'22, and also
9 reflects our continued focus to long-term sustainability.

10 In April of '22, you see that the mouth of the
11 fish is on a glide path to close and the gap between the
12 two lines at the end of fiscal year '27-'28 was projected
13 to be \$11.6 million; so that is between the gold line and
14 the orange line. When you're looking at fiscal year
15 '27-'28 that gap of \$11.6 million, we used our remaining
16 fund balance or available fund balance to fill in that
17 gap.

18 So now let's take a look after Prop 31 has
19 passed. On this slide, you see the overall impact of
20 Proposition 31. You see by '23-'24, the gap between our
21 revenues and expenditures are wider, and by the end of
22 '27-'28, the gap is now projected to be roughly \$24.5
23 million compared to the 11.6 reflected on the prior graph.
24 And though we are still in the glide path to align the
25 mouth in the graph, puts additional -- the graph does show

1 that we are putting additional pressure on our available
2 fund balance moving forward beyond '27-'28.

3 We realize by increasing that demand on our
4 available fund balance, we reduce it overall, and beyond
5 fiscal year '27-'28, what we don't see on this graph is
6 the potential fiscal cliff that we may hit if we continue
7 with the exact same spending pattern that we are
8 experiencing and projecting through '27-'28. In fact, our
9 total revenue is slated to decline an additional 23.4
10 percent from \$65.7 million to an estimated \$49 million in
11 '27-'28.

12 So what is the moral of the story? Is that
13 currently we are fiscally sound. But we do need to
14 revisit and prioritize our future spending, including
15 revisiting the established spending limits we established
16 prior to Prop 31. And as we move into this particular
17 plan reset process, we do need to make both difficult and
18 strategic decisions to align to our new fiscal reality.
19 And as we get further into the strategic plan reset
20 process, we will continue to update the board as we learn
21 more, get more information, and to help further
22 recommendations in the context of our long-term financial
23 plan.

24 So now I'd like to move on to some of the
25 assumptions in our -- both our long-term financial plan

1 and also move into some of the assumptions that were made.

2 Fidelity to the approved ten-year plan through
3 fiscal year '27-'28 will continue to reflect the
4 established spending limits beginning with fiscal year
5 '24-'25, with 85 percent of the spend allocated to
6 programs and no more than 50 percent allocated to our
7 administrative cost. This is reflected in the attachment
8 7C of the board packet.

9 The annual spending rate will continue to decline
10 at a rate of 6.74 percent with the objective of creating a
11 glide path to align revenues with our expenditures. We
12 continue to base our revenues with the latest projections
13 from the Department of Finance and the California
14 Department of Tax Fees and Administration and update our
15 other revenues based on secure and known revenue sources
16 that we have either processed through the commission's
17 board action or secured through actual contracts. We also
18 continue to account for a 50 percent reserve based on our
19 total annual budget per costs.

20 Now moving into actual adjustments. As I said,
21 revenues does -- does reflect updated information from
22 CDTFE and DOF. The latest projections were given to us as
23 of April '23, which does account for the impact of Prop
24 31. We've also updated the other revenues based on actual
25 confirmed and/or partnerships that are pending. And as we

1 have done historically, based on trend of Prop 56
2 backfill, we do continue to do a downward -- a 1 percent
3 downward adjustment against those projections. That is a
4 very conservative approach, but we would rather be more
5 conservative in your forecast so we don't plan for
6 something that we don't have resources for.

7 Additional adjustments also include adjusting the
8 prior year activities; so for fiscal year '21-'22, we
9 reflect the actual spending of 96.8 million versus the
10 110.4 estimate that was showing at this time last year.
11 We also adjusted the fiscal year '22-'23 to reflect the
12 midyear budget revision that the board approved back in
13 January -- actually, February -- \$104.9 million.

14 And finally, from the fiscal year '23-'24 column,
15 we do reflect the proposed budget that is before you that
16 reflects \$99.1 million.

17 And with those adjustments in place combined with
18 the Proposition 31, we now project by the end of fiscal
19 year '27-'28 our available fund balance to be
20 approximately \$84.6 million. That is a downward
21 adjustment of 16.4 million from the 101 million that we
22 reported in your update in November of 2022.

23 And with that said, we will take questions on the
24 long-term financial plan.

25 SUPERVISOR MITCHELL: One question I have is on

1 slide 19, where you talk about the reserve assumes 50
2 percent of the total budget beginning with 2021, and you
3 reference that it is in accordance to a
4 board-reviewed-and-approved resolution. Is that -- was
5 that purely internally board driven? Or is that the
6 average of all commissions?

7 MR. ORTEGA: So when we adopted the 2020
8 strategic plan, that's when we pivoted from a long-term
9 financial projection to a long-term financial plan. And
10 we evaluated all different components of our fund -- how
11 to use our fund balance and how it was forecast for future
12 fund balance use. With that being said, we did an
13 evaluation of all of the commissions' reserve policies.
14 And we saw that reserve policies were really -- some of
15 them were really below 25 percent. At the time, we were
16 at 25 percent, which represents roughly a quarter of a
17 year's operations. It was through the discussion of the
18 Budget and Finance Committee that we felt like, since we
19 do have a significant amount of fund balance, let's put 50
20 percent aside so if anything ever does happen that was
21 really huge, that we can at least provide support to our
22 contractors and grantees for up to six months. And that's
23 when the board took action to adopt from a 25 percent
24 reserve to a 50 percent.

25 SUPERVISOR MITCHELL: And is that kind of range

1 that you saw in your evaluation statewide? Anywhere from
2 25 to 50, I mean?

3 MR. ORTEGA: It ranges from 90 days to a half
4 year.

5 SUPERVISOR MITCHELL: Thank you. Any other --
6 any other questions? All right.

7 Next steps? Is that where we're going?

8 MS. LOPEZ: Yes. Next steps; so we will be
9 sharing the proposed draft '23-'24 budget and update some
10 of the LTFP with the Board of Commissioners again when we
11 return to the board for action and formal approval on June
12 8th. And as indicated in the slide and mentioned
13 previously, we will be returning to the board with a
14 revised approach to our long-term plan and long-term
15 spending sometime next fiscal year in conjunction with the
16 strategic plan reset process.

17 So more information will be shared with the board
18 as it becomes available. And again, huge thank you to the
19 staff for all of their work in putting together these
20 estimates for the proposed budget and helping us with the
21 update to the long-term financial plan. And we thank you
22 for your time and feedback.

23 SUPERVISOR MITCHELL: Thank you. Any final
24 questions before we come back June to take actions? Any
25 questions? Seeing none. Would it be appropriate to open

1 it up for public comment?

2 MS. VO: Confirming there are no public comments
3 on this item.

4 SUPERVISOR MITCHELL: All right. So it is time
5 for our ten-minute break. We'll do that. We're a little
6 ahead of schedule. Note that, Madam Executive Director.
7 We're running this train on time. 2:46, 10-minute break;
8 so we will come back shortly after 3:00 o'clock.

9 MS. VO: Yes. And, Commissioners, before you do
10 break, we do ask that you stay in here on the front end so
11 we do a quick photo of the full commission.

12 SUPERVISOR MITCHELL: Well, all right. Thank you
13 so much.

14 (A brief break.)

15 SUPERVISOR MITCHELL: All right. Ladies and
16 gentlemen, we are returning to our deliberation. Cease
17 your conversations. Let's go ahead and get started.
18 Thank you.

19 We are returning to agenda item number -- let me
20 find where I am here. 8 was a break. That takes us to 9,
21 the 2023 strategic plan reset.

22 And Antoinette, you've got a presentation for us?

23 MS. ANDREWS BUSH: Yes, I do.

24 SUPERVISOR MITCHELL: Thank you.

25 MS. ANDREWS BUSH: Good afternoon, Commissioners

1 and members of the public, as well as our colleagues.

2 You know, when the board convened in March,
3 commissioners participated in a series of small group
4 conversations where you shared perspectives on the
5 strategic plan reset as some of the initial thoughts on
6 how First 5 LA can narrow its focus to continue with
7 greater impact.

8 And today my colleague Kaya Tith and I will share
9 a very brief presentation highlighting key presentations
10 from the March board meeting and provide a board overview
11 of the strategic plan reset -- as soon we have worked to
12 figure out how to do the slides. Very good.

13 As in the previous presentation, we do
14 acknowledge that though Kaya and I are sitting before you,
15 there is a team that also supports the strategic plan
16 reset who -- and they are here with us today as well.
17 Just want to acknowledge Hannah Jo (phonetic), Brittney
18 Hojo (phonetic), and Gabriella Rodriguez (phonetic) who
19 are also part of the team that is strategy and learning,
20 and I'm just really grateful for all of the thinking and
21 work that goes into not just these presentations, but the
22 work overall. So I just wanted to share those
23 individuals.

24 So though Kaya and I's presentation today is
25 brief, there will be more opportunity for the board to

1 engage in future board meetings around the strategic plan
2 reset.

3 So commissioners may recall some very robust
4 discussion back in March on the public systems on which
5 First 5 LA should focus the role we're uniquely positioned
6 to play, the data and analysis that will help us to
7 understand the current landscape, and what commissioners
8 see as critical components of the strategic plan reset.
9 So these four topics you see on this slide.

10 Now, in terms of public systems, commissioners
11 elevated those that have significant impact on child
12 development and family well-being such as those that
13 address basic needs, child welfare, health, which includes
14 both physical and mental health and education.

15 Commissioners acknowledge First 5 LA's unique
16 position at the intersection of these systems, which
17 enables us to work within and across systems as an
18 advocate for the needs with respect to families and
19 communities, a partner and a collaborator who can
20 galvanize multiple and diverse stakeholders to achieve
21 common goals, and as an architect and bridge-builder with
22 a focus on strengthening the connection across public
23 systems and between communities and public systems to
24 important the well-being of children and families.

25 So to understand the current state of children

1 and families in Los Angeles County and where First 5 LA
2 can potentially have the greatest impact, commissioners
3 underscored need to look at existing data and hear
4 directly from families. And all of this leads to the
5 strategic plan reset itself.

6 Staff heard clearly from commissioners how
7 important it is to have a clear, concise, strategic plan.
8 Clear and concise strategic plan with concrete goals and
9 measures of success. And that we engage communities
10 throughout the process and continue a strong emphasis on
11 equity acknowledging pervasive and harmful practices that
12 have historically impacted the well-being of children and
13 communities and families. And we really appreciate the
14 insights of commissioners which will continue to shape our
15 framing in the strategic plan reset.

16 So Kaya is now going to walk through a more
17 streamlined structure for our strategic plan. And this
18 streamlined structure is an example of how commissioner
19 input is being applied.

20 MS. TITH: Thank you, Antoinette, and good
21 afternoon, commissioners and members of the public and
22 colleagues.

23 In the next three slides that we're going to
24 share we're going to provide a brief overview of our
25 strategic plan reset process. So you see here we want to

1 start first with outlining the changes we anticipate in
2 our current 2020-2028 strategic plan. So what we have
3 here on our slide on our left is the components of our
4 current strategic plan. As we shared during the March
5 board of commissioners meeting, we know that we live in a
6 very different context to when this plan was approved in
7 2019. Our external context and our fiscal reality which
8 was shared during our budget presentation earlier, really
9 requires us to reexamine who does First 5 LA need to be in
10 the future for young children and their families in LA
11 County.

12 We recently had an all-team meeting and we asked
13 our colleagues to share the headlines of what that future
14 may look like for First 5 LA and the future LA County. So
15 here's some examples of those headlines. The first one:
16 Parents and Experts Agree LA County Best Place to Raise
17 Kids Due to First 5 LA. Second headline: First 5 LA
18 Strategic Focus on Community Driven Change Pays Off in a
19 Big Way for LA County's Children and Families. And
20 another example: Community Voice is Heard and Community
21 is Part of Decision Making in LA County.

22 So as you can hear from these headlines and as
23 you think of your own, we know that in order to realize
24 such a future, we need to evolve with our changing context
25 and our fiscal reality. We need to make strategic choices

1 on who we are, what we will do, and how we will get there.

2 The strategic plan reset process is an
3 opportunity for us as we shared in March to make those
4 fundamental changes. And what you see on the right is
5 that really the new strategic framework which Karla
6 outlined in her opening remarks, where it's really about
7 defining our goals, objectives, strategies, and tactics
8 which is the ghost framework that we saw earlier, grounded
9 in our mission, vision, and values.

10 This slide here provides a little bit more
11 details of how we're defining each of these components of
12 our new strategic framework. Our intent is that once
13 we're done with the strategic plan reset, we will have a
14 strategic plan that is concise, easy to understand, and is
15 informed by community input. And ultimately, our
16 strategic plan will articulate why we exist, which will be
17 through our mission statement; who we are, which will be
18 through our vision and values; what we will do and what
19 success will look like in time bound targets, which will
20 be through our goals and objectives; and how we will get
21 there, which is through our strategies and tactics.

22 So our goal is that the strategic framework that
23 we're developing through the reset process really will
24 tell our story of how we're centering children and
25 families so they can thrive in LA County.

1 So I'd like to close out with a high-level time
2 line of what to expect next for our strategic plan reset
3 for the next few months. We're currently in the process
4 of conducting a landscape analysis, really examining what
5 are we learning from our external environment, what we're
6 learning about our internal environment in our children
7 and family network, and how we make sure we incorporate
8 community voice throughout this process. We will continue
9 this landscape analysis and bring on a strategic plan
10 consultant later this month with the goal of finalizing
11 design and time line.

12 So to answer the Board Chair's question about how
13 do we see the board engage in the framework, we see that
14 throughout this -- the summer and in the fall of really
15 engaging the board in this framework with the plan that
16 we'll have a strategic framework finalized for board
17 approval in November. We're just waiting for the
18 strategic plan consultant to come on board to talk through
19 -- to design how and what that process will look like.

20 So with that brief update, we'd like to close the
21 presentation and hand it back over to the Board Chair for
22 any questions the commissioners may have.

23 SUPERVISOR MITCHELL: Thank you so much. And I
24 appreciate you outlining the time frame so we know what to
25 expect next.

1 Questions from the commissioners? Seeing none,
2 public comment on Agenda Item 9, the strategic plan reset?

3 MS. VO: Confirming there are no public comments
4 on this item.

5 SUPERVISOR MITCHELL: Kaya, Antoinette, thank you
6 very much for the presentation. We appreciate you.

7 Colleagues, we'll move onto Item 10. This also
8 is an informational item. This is the African American
9 Infant and Maternal Mortality Initiative update. Turn it
10 over to Nicole, Ellen, and Dr. Franklin for the update.

11 MS. JONES: All right. Good afternoon.

12 Can you all hear me? Good afternoon, First 5 LA
13 commissioners, Madam Chair, members of the public, and
14 First 5 LA staff. My name is Nicole Jones and I am a
15 program officer with the Health Systems Team at First 5
16 LA. I work closely with the AAIMM Initiative to support
17 communications, strategic planning, and evaluation. Today
18 I'm joined by my colleague Ellen Paddock, Program Officer
19 with the Health Systems Team who also works closely with
20 AAIMM to support the Community Action Teams also known as
21 the CATs, Cherish Futures, and the Village Fund. We also
22 have the pleasure to be joined by our partner Dr. Melissa
23 Franklin, Director of Maternal Child and Adolescent Health
24 at the Department of Public Health, who was one of the
25 founding members of AAIMM and continues to provide

1 leadership for the leadership.

2 Today we'll be presenting on the African American
3 Infant and Maternal Mortality Initiative, also known as
4 AAIMM, where we will provide you all with an overview of
5 the initiative, our strategic investment and Community
6 Action Teams backbone, and the Village Fund.

7 Here's our agenda for today. My colleagues and I
8 will provide you with an AAIMM overview which will include
9 some background on the initiative, the enduring crises,
10 critical milestones, as well as structure and evolution of
11 AAIMM. We will also share some background on the
12 Community Action Teams, the Village Fund, as well as
13 highlights from our outstanding community-centered work.
14 And we will conclude with our formal ask to bid our
15 strategic partnership to continue funding for both the
16 CATs and the Village Fund.

17 And now we'll pass it to my -- to our partner,
18 Dr. Franklin, who will provide us with an overview of
19 (inaudible).

20 DR. FRANKLIN: Thank you. And thank you, Nicky.
21 Thank you, Madam Chair, commissioners, members of the
22 public. Welcome to our new ED. And thank you to those
23 who are here from the AAIMM Initiative or, as I like to
24 say, woot woot. And I'm appreciative of your enduring
25 support and proud to present for our host of advocates in

1 this work and for those who have endured infant or
2 maternal loss, traumatic birth experience, or the agony of
3 racism. I myself am a Black woman who has experienced
4 birth disparity. And also thank the LA County Board of
5 Supervisors and the LA County Department of Public Health.
6 The Los Angeles County African American Infant Mortality
7 prevention Initiative is a coalition of a DPH in
8 partnership with First 5 LA and the LA County Departments
9 of Health Services, Mental Health, community
10 organizations, mental and health care providers, funders,
11 and community members, who all hope and pray we are united
12 with one purpose to address the unacceptably high rate of
13 Black infant and maternal deaths County-wide and ensure
14 healthy and joyous births for Black families in LA County.

15 Our values, which you see on the screen, are what
16 drive our work. These were designed at our very first
17 planning meeting in collaboration with community-based
18 organizations, Black individuals, allies, County agencies,
19 and First 5 LA, DPH. Of course, that was in 2018, OMG,
20 addressing the crisis from the perspective of racism as
21 root cause is our first value. Namely that generational
22 and personal and structural oppression borne out of the
23 unique collective experience of Black people in this
24 nation, seeded by the vestiges of slavery, is the source
25 physical vulnerability, harm, exposed by the disparity

1 that is exposed by the disparity that this -- that Black
2 folks bear across the country and in our County.

3 Commitment to Black women -- people, those with
4 lived experience up front in living and forming the
5 strategies and implementation. Fostering equity while
6 fighting inequity, grounded in understanding that as we
7 are doing the work of advancing equity throughout our
8 County, we must maintain a commitment to challenging and
9 stretching our respective systems, organizations, and each
10 other to align with the values we espouse and to do better
11 in how we treat Black folks.

12 Fostering equity while fighting inequity also
13 means acknowledging that Black women of all social
14 economic backgrounds experience the disparity. Viewing
15 our work from our reproductive justice lens and an
16 anti-racism, anti-implicit bias lens -- which I want to
17 briefly call out as our commitment to, again, growing and
18 stretching ourselves as organizations as we live in equity
19 principles and our commitment to doing better.

20 We're all pieces of the puzzle which reflects our
21 value and belief that everyone, every organization in our
22 County has a part to play in addressing birth inequity.

23 And finally, no blame game. This means that our
24 efforts focus on transforming systems, not the behavior of
25 Black folks -- not the behavior of a Black person or Black

1 family. Emphasizing with all collaborators and potential
2 partners that disparity and birth outcomes are a result of
3 systemic issues. Not an individual woman's choices.

4 We have here really summarizes both the crisis
5 and its root causes. First I want to provide a warning.
6 It is important that I note that this presentation
7 contains information regarding infant death, maternal
8 death, racism, and birth trauma. We hold space for those
9 who may be listening watching who have had experience with
10 any of these as many in our work has -- have. You are
11 welcome to take steps to preserve your mental health and
12 well-being and we hold space for you.

13 In Los Angeles County, Black women, birthing
14 people, experience a maternal death at four times the rate
15 of any other racial or ethnic group with race disparity
16 existing between Black and white individuals and infant
17 mortality at two to three times the rate of any other
18 ethnic group. The premature birth rate disparity is, in
19 fact, similar. These data represent loss experienced by
20 loved ones, real human beings with lives ahead of them in
21 our communities, children.

22 And in the first quarter of this year alone,
23 we've learned of two Black maternal death, April Valentine
24 (phonetic), a Cal State University Northridge grad who was
25 going to be a first time mother; and Bridget Cromer

1 (phonetic), mother of five, who was planning to become a
2 nurse. Their names have been added to a too-long list
3 Black women enduring -- of Black women who have lost their
4 lives and Black families who have endured loss.

5 Furthermore, we've become even more aware of
6 infant deaths and late-term fetal deaths experienced by
7 Black women. Thankfully, due to the widespread network
8 that is AAIMM, increased awareness and on-the-ground work
9 with the AAIMM Community Action Teams, we have become
10 aware of these deaths and able to respond in ways that
11 simply did not exist before. In fact, we are mid
12 designing our crisis and compassion response protocol at
13 both the County-wide and Community Action Team level.

14 These data points are in unfortunate alignment
15 with those called out by a recently released Steve C
16 (phonetic) report indicating that Black birthing people
17 die at a notably higher rate than any other race from 2018
18 to 2020. This is consistent across every SPA in LA
19 County, amplified by continuing emerging data around
20 weathering the effects of racism and vestiges of racism.

21 Next slide.

22 We call the graphic on the right what we used to
23 call the AAIMM circle and became the AAIMM flower, and now
24 it's the AAIMM garden, it really reflects the shape of our
25 collective work together. As I mentioned the widespread

1 AAImm network, well, what you see here is an example of
2 that or exemplifies that. The steering committee, which
3 is a place of solidarity, representation of various
4 collaborative bodies, and connection that is a circle in
5 the center. It is made of community-based organizations,
6 secular leaders, public agencies. And it endeavors to
7 maintain a 51 percent community-based organization make up
8 and 51 percent, at minimum, of Black individuals.

9 It's important to know that the steering
10 committee is not essential nor does it have a hierarchical
11 relationship to the other bodies called out here. There
12 are also the doula advisory committee; Shared Futures,
13 which is our hospital quality improvement collaborative;
14 and four Community Action Teams who are the heart and soul
15 and eyes and ears of our work, bringing on the ground,
16 community centered, and specific strategies as well as
17 guiding the department's efforts.

18 Some points on our approach, again, born by our
19 values. We stand upon being a collaborative and
20 collaboratives share power and decision-making and
21 engagement driven by community partners with all these
22 intricate formal and informal connections joined by a
23 shared vision. Funding similarly has been raised through a
24 funding structure that both raised and blends. We get in
25 where we fit in in terms of seeking funding support and

1 AEA work on behalf of our partners.

2 Speaking of standing upon the framework informing
3 the Department of Public Health's efforts is shown here.
4 Note it says infant mortality. This is because the Center
5 for Health Equity's action plan, progressing AAIMM,
6 initially focused on infant mortality disparity, maternal
7 mortalities with advocacy of the Community Action Team at
8 that time, which was South LA, South Bay, and other
9 partners who called out importance of acknowledging the
10 connection between health of infants and the health of
11 their mothers -- birthing persons. I hear Angela Jones
12 (phonetic) in my ears right now who called that out.

13 With that said, the strategies are as follows:
14 One, reduce one (unintelligible) stressors in the social
15 environment. It is also important to note that by stress,
16 I just want to be clear, we mean the trauma of racism in
17 all of its forms and the physiological tone that presents
18 itself in disparate birth outcomes and is informed and
19 evidenced by research on weathering;

20 Two, block the pathway from social stress to
21 physiological stress;

22 Three, intervene as early as possible if/when
23 stress has taken a toll on health;

24 And, four, create infrastructure required to
25 achieve 1 through 3. The Community Action Teams in a lot

1 of ways fit squarely in Strategy 4, but definitely
2 influence all three of the other strategies.

3 And with that, I'd like to pass the mike to my
4 colleague, Nicky Jones.

5 MS. JONES: Thank you, Dr. Franklin.

6 The UCLA Center for health policy is leading
7 AAIMM evaluation. And they are tasked first to document
8 the AAIMM organization processes, interventions, and
9 activities. Secondly, they are tasked to track
10 stakeholder and community engagement. And, lastly, assess
11 the impact of outcomes on AAIMM interventions.

12 We are considering both health and
13 (unintelligible) outcomes such as the number of successful
14 births, knowledge, beliefs, and behaviors of participants.
15 Our research questions focus on the AAIMM infrastructure
16 and implementation success and sustainability.

17 For AAIMM infrastructure, we are asking did AAIMM
18 develop the infrastructure needed for successful
19 implementation? For example, how successful were the
20 components such as funding, programs, and stakeholder
21 buy-in.

22 For AAIMM implementation success, we're asking
23 was the AAIMM initiative successfully implemented, and
24 what were some of the challenges and lessons learned. And
25 did AAIMM implementation achieve the desired outcomes at

1 the community, provider, and individual levels.

2 We are also measuring outcomes such as Black
3 infant mortality and stress reduction among Black birthing
4 people. And lastly, for AAIMM, we're looking at what
5 aspects of AAIMM are sustainable and what factors would
6 improve overall sustainability of the workforce
7 initiative.

8 And as you can see on the slide our evaluation
9 team just concluded data collection in April. And in
10 June, UCLA will produce our AAIMM evaluation report. UCLA
11 uses both quantitative and qualitative data collection
12 methods. Our quantitative methods include tracking such
13 as the provision of doulas, the number of successful
14 births, and attendance to services and events.

15 Qualitative methods include conducting interviews
16 with the AAIMM steering committee, the Community Action
17 Teams on feelings of interconnectedness, knowledge
18 building and stress reduction. Additionally, our
19 evaluation teams -- teams work closely and intersects with
20 our AAIMM strategic planning efforts through data
21 collection and coordination. Both teams work closely
22 together to interview community in order to reduce survey
23 fatigue which we know is a common issue in our
24 communities.

25 Also, please note that some of these AAIMM

1 programs do have separate evaluation efforts that feed
2 into the overall AAIMM evaluation which is led by UCLA.

3 But going -- go further into specific
4 programmatic (unintelligible) and these programs are
5 Cherish Futures, whose evaluations are funded by
6 California Health Care Foundation, and the Village Fund,
7 whose evaluation is funded by the LA Partnership.

8 The following are some critical milestones from
9 First 5 LA investments in AAIMM projects and activities.
10 First, we have Cherished Futures for Black moms and
11 babies, which is a program focused on hospital quality
12 improvement. And with this program, we will have eight
13 hospital implementation plans that will be completed by
14 December 2023 which includes interventions on four levels:
15 Clinical, institutional, community, and data. And these
16 include changes in clinical protocols, embedding our
17 community voice, staff training, and routine review of
18 disaggregated data. Examples of patient outcomes at
19 hospitals are focused on improving hypertension, such as
20 standardization of hypertension treatment protocols as
21 well as breast feeding, which include offering a
22 consistent and culturally relevant breast feeding reports.

23 Additionally, participating hospitals will be
24 engaged in a internal reflection process with the
25 community members that have lived experience. And

1 outcomes for Black moms and babies will be informed by
2 each hospital's aggregated birth data in order to better
3 catch emerging themes.

4 And lastly, in our AAIMM communities work, we've
5 had a launch of Be the Village campaign and Dare Baby
6 videos, which I'm sitting next to the mastermind behind
7 those projects, Dr. Franklin. And these projects really
8 celebrate activating one's village of mentors, of doulas,
9 and other support systems. We have also celebrated
10 community through annual campaigns such as Black Maternal
11 Health Week, which just passed in April. And other
12 cultural health moments including breast feeding month.

13 Through our communications work, we center joy
14 and the possibility of a positive birth experience while
15 still advocating to fight the injustices that we continue
16 to see.

17 We've had many learnings along the course of this
18 AAIMM Initiative journey. First, we've learned that five
19 years is not enough to uproot 400 years of systemic racism
20 and brutalization of Black women's bodies. As funders, we
21 need to challenge ourselves to shift our thinking from
22 doing AAIMM as a five-year initiative to a movement. A
23 movement to disrupt racism through centering joy and
24 safety for Black women and birthing people. Because
25 according to the CDC, the pandemic worsened the infant

1 mortality rates for everyone, particularly Black women.
2 And so our commitment to the work must continue.

3 Secondly, in order to continue to strengthen our
4 community voices, strategic planning will inform our AAIMM
5 restructure which will help continue to balance power
6 dynamics into the County and community and as ongoing
7 connection in co-ownership with community is essential,
8 especially with the CATs and the Village fund -- and
9 you'll hear more about that from my colleague Ellen today.

10 So here's the emerging opportunities on the
11 horizon for AAIMM. Please note that First 5 LA does not
12 currently fund all of these emerging opportunities; so
13 currently our partner, DPH, plans to create a doula hub
14 which will serve as a provider and support for doulas in
15 activities such as continued training, learning, and
16 assistance with billing Medi-Cal in response to board
17 motion. DPH also plans a private guaranteed basic income
18 program, GOBI, with some monthly stipend for pregnant
19 women and people from communities disproportionately
20 experiencing adverse birth outcomes.

21 In the area of policy and advocacy, DPH is also
22 forming a mother board, which I think is so cool, which is
23 a group of community members with lived experience paid to
24 advise AAIMM policy and advocacy group and DPH.

25 In the assistance integration area, First 5 LA

1 and DPH are looking at ways to better integrate AAIMM,
2 Help Me Grow, and home visiting. Through centering
3 equity, relationship, and trust building with community
4 and implementing a kind of lead for providers including
5 improving referral pathways.

6 Additionally, we are looking at ways to better
7 align support for CATs and Best Start communities
8 priorities.

9 And lastly, First 5 LA and DPH are also seeking
10 to strengthen health care system advocacy and quality
11 through our Cherished Futures program, which is a robust
12 -- which is pursuing a robust State-wide birth equity
13 hospital designation and in strengthening local health
14 care quality improvement advocacy efforts.

15 And with that, I'll pass it to my colleague Ellen
16 who will share more highlights from our Community Action
17 Teams and Village Fund.

18 MS. PADDOCK: Thank you, Nicky, Dr. Franklin, and
19 commissioners, and welcome Commissioner McBride, a member
20 of the original Community Action Team.

21 I'll share more about our strategic partnership
22 with the LA Partnership for Early Childhood Investment
23 which we bring to the board today. This partnership
24 supports two main areas of work: The AAIMM Community
25 Action Teams and the Village Fund or community grant

1 making.

2 So right quick overview, the AAIMM Community
3 Action Teams, sometimes called CATs, are regional
4 collaboratives co-lead by the community and the Department
5 of Public Health that engage community on County-wide
6 angles as well as developing and implementing their own
7 regional strategies. Currently, there are four CATs
8 operating in the Antelope Valley, South LA and South Bay,
9 San Fernando and San Clarita Valleys, and the San Gabriel
10 Valley. The Village Fund or community grant making seeks
11 to invest in community-driven, innovative strategies to
12 support Black and African American birthing families.
13 These are smaller grants reaching from 5,500 to \$33,000.
14 And as part of its work, LA leadership also supports
15 grantees through capacity building and organizational
16 development opportunities.

17 First 5 LA's investment with the AAIMM Innovation
18 Fund started in 2020 as a three-year strategic partnership
19 with California Community Foundation, serves as fiscal
20 sponsor for the LA Partnership for Early Childhood
21 Investment, or LA Partnership for short. Under the
22 strategic partnership, First 5 LA contributes the AAIMM
23 innovation fund, the full fund with many other public and
24 private funders, to support both the Community Action
25 Teams capacity building and advocacy and the Village Fund.

1 Last June, the board approved additional funding
2 for cash back bonus award which I'll share more about
3 shortly.

4 But first, to briefly share more about how these
5 two initiatives fit into the larger AAIMM framework. As a
6 systems change initiative, AAIMM seeks to impact birth
7 equity on many levels, from State and local policy change
8 to hospital system improvements. AAIMM Community Action
9 Teams and the Village Fund focus on impact at the
10 community level by strengthening localized networks that
11 support Black birthing families, and by building community
12 and collective action capacity among neighbors similarly
13 to our Best Start communities.

14 Within the context of the larger AAIMM framework,
15 the Community Action Teams and Village Fund also ensure
16 that what we describe as AAIMM's core values of Black
17 women (unintelligible), they're talking not just about a
18 small group of individuals, but a much larger community of
19 birthing families from across LA County who regularly
20 engage with AAIMM and provide AAIMM (unintelligible).

21 All right. Jumping now to some of the milestones
22 we've achieved. I'll first focus on backbones,
23 which First 5 (unintelligible) last year. As a reminder,
24 backbone support refers to investment and community-based
25 organization or individual to coordinate the CAT work,

1 provide seed funding for the CATs to develop and
2 coordinate infrastructure and get their legs under them.
3 Since last June, all four CATs have now onboarded backbone
4 organizations for strength and support to existing
5 backbones, with the two newest arriving in January 2023.
6 With the onboarding of the backbone support, we have
7 already seen increased moments on the core infrastructure
8 building and sustainability activities including
9 participation in both County-wide and regional AAIMM
10 strategic planning. Fundraising and development such as
11 through the establishment of funding work groups, applying
12 for grants, and funder engagement, and data evaluation to
13 better track the CATs impact, including supporting the
14 UCLA AAIMM evaluation.

15 Many of these organizational infrastructure
16 buildings sustainability efforts are ongoing with key
17 milestones expected in summer 2023 and beyond. Just a few
18 examples, AAIMM strategic plan is currently expected to be
19 completed in June 2023 with a real kind of digesting and
20 implementation at that point moving into next fiscal year.
21 And similarly, the AAIMM evaluation results as Nicole
22 mentioned are forthcoming in June 2023 which will provide
23 the tool for the CATs to be able to better communicate the
24 work, the impact of the work, build on the learnings, and
25 continue to (unintelligible). Fundraising and development

1 efforts are also ongoing including grant applications
2 submitted this spring; however, more time is needed for
3 these efforts to bear fruit. At the same time as CATs
4 were building their internal construction, they're also
5 continuing to connect directly with Black families and
6 service providers in the regions where they operate,
7 building movement and engagement around AAIMM's goals in
8 the process. That includes building awareness and
9 momentum in community through regular public Community
10 Action Team meetings that focus on perinatal health topics
11 and offer community conversation as well as community
12 events which engaged a broader audience and helps
13 strengthen birth justice community in each region.

14 In many cases, they're also providing direct
15 outreach and supports for Black birthing families such as
16 through maternal mental health, prenatal, and fatherhood
17 support groups, connection to culturally mom relevant
18 sources, supporting a longer extended NICU stay, and
19 supporting families in the face of tragic birth outcomes
20 as in the recent cases of April Valentine Bridget Cromer,
21 whose stories Dr. Franklin briefly shared earlier.

22 Collectively, those efforts are helping to expand
23 AAIMM's reach to 1,628 individuals participating in past
24 events and 5,454 total in the CATs network in fiscal year
25 '21-'22. Additionally, CATs have begun to receive

1 external 2022 achievement awards from the National
2 Association of Counties.

3 So in addition to these overall milestones, each
4 Community Action Team also has regional priorities and
5 achievements which I'll highlight just a few, and these
6 really barely scratch the surface. But in the Antelope
7 Valley, they focus on strengthening and better supporting
8 the Black birth work force in the region after identifying
9 that a lack of Black birth workers including OB/GYNs,
10 doulas, midwives, and other specialists was a major
11 barrier to care for many living in that region.

12 Key milestones to date would include completing a
13 workforce field analysis in partnership with Charles Drew
14 University Center for Black Maternal Health Excellence
15 which provided specific strategic recommendations and
16 roles for workforce expansion. Additionally, later this
17 year, they'll be opening a maternity home, also in
18 partnership with Charles Drew University, as well as the
19 City of Lancaster, to provide a hub for Black families to
20 access holistic support services as well as find community
21 with other Black families and providers.

22 In South LA and South Bay, the earliest Community
23 Action Teams launched. They opened a similar maternity
24 home in 2021, also in partnership with Charles Drew
25 University, which continues operating today.

1 They've also focused on strengthening advocacy
2 for Black birthing families through partnerships with
3 community hospitals, midwives, doulas, and other partners,
4 and have led the way in building crisis response capacity
5 in the event that a worse outcome occurs and a mom dies,
6 helping to mobilize both a community and system response
7 as well as providing direct support to the families.

8 Today's (unintelligible) has provided the support
9 on its own with limited external resources; however, the
10 Community Action Teams have applied for emergency
11 preparedness grants from the Department of Mental Health.
12 And as Dr. Franklin mentioned, both AAImm overall and the
13 CATs are working to strengthen (unintelligible) capacity.

14 San Gabriel Valley is focused primarily on
15 maternal mental health, launching a support group for
16 Black moms in partnership with Therapeutic Play Foundation
17 as well as partnering with County Supervisors and the
18 Department of Mental Health to strengthen the regional
19 supports for Black maternal health in the region.

20 And last but not least, San Fernando and Santa
21 Clarita Valleys launched a prenatal support group called
22 Black Mom's Glowing in partnership with (unintelligible).
23 And are currently developing a process to gather broader
24 input -- community input on regional priorities to ensure
25 that their work to grounded in community going forward.

1 So we've learned a lot from the Community Action
2 Teams. But just to highlight some of the biggest
3 learnings, first community is critical in impacting birth
4 disparities. While interventions at the Big S
5 bureaucratic system level are important, community plays a
6 critical role in the prevention of birth disparities, as
7 well as ensuring that all the (unintelligible) work
8 remains relevant in response to community needs.

9 The CATs and the Village Fund also help to build
10 overall birth equity, community movement in LA County,
11 with many individual who started out as CAT members having
12 moved since into leadership roles in organizations such as
13 Planned Parenthood, Department of Public Health, Doula
14 Leadership Organizations, and others.

15 Second, backbone support is essential for the
16 Community Action Teams to be able to realistically pursue
17 regional systems change and provide real time
18 responsiveness to community priorities. Without backbone
19 support, CATs are relying on unpaid volunteer labor and
20 the goodwill of partners to squeeze in CATs work around
21 their primary jobs and responsibilities with little
22 support or continuity. Having a basic level of funding
23 allows CATs to build up organizational infrastructure that
24 is critical to long-term sustainability and to pursue
25 longer term system change priorities such as those shared

1 earlier related to workforce development, maternal mental
2 health, and (unintelligible) culturally relevant resources
3 in crisis response.

4 Additionally, work with the Community Action
5 Teams has identified several (unintelligible)
6 opportunities with other First 5 LA work, most notably
7 alignment with the Best Start priorities.

8 And lastly, we have learned that although CATs
9 are working hard to move towards greater (unintelligible)
10 sustainability, more time is needed for current efforts to
11 reach their full impact.

12 All right. And I will switch now to the Village
13 Fund.

14 So turning now to the Village Fund are community
15 grant making just to highlight some of the milestones to
16 date the Village Fund has launched three cohorts reaching
17 22 grantees total with grant amounts, again, as I
18 previously mentioned, ranging from 5,500 to 33,000.
19 Grantees are selected using an equity-centered review
20 process which (unintelligible) included prior year
21 grantees on the review panels. In general, these focus --
22 projects focus on community-based prevention and supports
23 tying back to the AAIMM framework of prevention and
24 disrupting (unintelligible) from toxic stress driven by
25 persistent exposure to racism to health consequences on

1 moms -- for moms and babies. There are projects designed
2 by Black organizations and individuals for Black families
3 meeting people where they're at in their communities. And
4 just a few examples, awarded projects have included
5 pre and post natal yoga and mindfulness resources,
6 maternal wellness circles that incorporate the arts and
7 healthy eating practices, educational tools and resources
8 to reduce pregnancy and infant loss, and leadership and
9 public advocacy training to aid parents in addressing
10 instances of racism in the pregnancy and birthing process
11 to name just a few.

12 As part of the participation in the program,
13 Village Fund grantees also attend quarterly convenings and
14 receive access to other professional and organizational
15 development opportunities to grow their work, such as
16 through conference presentations like recent
17 (unintelligible) several Village Fund grantees.

18 Lastly, LA Partnership has secured funding from
19 nonFirst 5 LA sources to conduct a supplemental evaluation
20 of the Village Fund, providing a deeper dive into its
21 activities (unintelligible). Results from this evaluation
22 are also expected to be published at the same time as the
23 ledger.

24 So some of the key learnings from the Village
25 Fund include the importance of investing in community

1 wisdom. And by that we mean recognizing that community
2 members have creative solutions for how to support birth
3 equity in their communities and can implement these
4 solutions given the time and support. Conversely,
5 intervention not designed by community is often proved to
6 be irrelevant and ultimately ineffective in achieving our
7 aims. Second, we found that the Village Fund aligns
8 closely with First 5 LA's DEI commitments, and
9 particularly our commitment to strengthening DEI in
10 procurement. It's allowed our -- the Village Fund and our
11 partnership with LA Partnership has allowed First 5 LA to
12 go invest in a large number of smaller, Black-led
13 organizations at relatively low cost per grant to reduce
14 barriers to accessing funding. This provides critical
15 funding for organizations to grow their work and also as
16 an uncommon investment in innovative community-driven
17 solutions, providing space to test new ideas in contrast
18 with many funding opportunities which require programs to
19 already be evidenced-based or thoroughly tested.
20 Something which requires substantial resources to
21 demonstrate (unintelligible) may often be inaccessible for
22 smaller organizations.

23 So based on the learnings that we've shared with
24 you today, as next steps we intend to return to the board
25 in June for approval with an amendment to our strategic

1 partnership with the LA Partnership for Early Childhood
2 Investment. This amendment would extend the end date of
3 our current agreement by one year to June 2024 as well as
4 amend the budget in the amount of 450,000 to support both
5 the CATs backbone and the Village Fund for an additional
6 year.

7 And I'll note that this budget, while it does
8 seek to continue support, we did slightly decrease our
9 contributions to each program in recognition of First 5
10 LA's declining revenues and fiscal reality.

11 To close, I'll emphasize that the community --
12 for the Community Action Teams in particular, fiscal year
13 '23-'24 is a critical infrastructure building
14 (unintelligible). They're working very hard at strategic
15 planning, funding development, data, and evaluation, all
16 while continuing to prioritize their core work in engaging
17 with and directly supporting Black and African American
18 families. However, with the newest CAT backbones
19 (unintelligible) as recently as January 2023, just a few
20 months ago, more time is needed for these efforts to come
21 to fruition. With that, I'll conclude. Thank you very
22 much, commissioners, for your time, and we look forward to
23 your questions (unintelligible).

24 SUPERVISOR MITCHELL: Thank you very much for the
25 presentation.

1 Questions or comments from commissioners?

2 Commissioner?

3 COMMISSIONER MANALO: Thank you, Madam Chair.

4 Thank you so much for that presentation, and thank you for
5 the important work that you're doing.

6 I had a question. You mentioned a couple times
7 -- I know you're doing some data collection right now.
8 You're expecting those results by June; so I'm wondering
9 how is that going to be integrated in all you're doing and
10 all your learnings that you've already had? How's that
11 going to be coordinated?

12 MS. JONES: Well, the findings that UCLA provides
13 us, we'll definitely take into account as we're always
14 meeting regularly to discuss, you know, different
15 components of our programs and how they are delivered.
16 And so the feedback around, for example, community
17 building and interconnectedness and structure of AAIMM, we
18 are getting that feedback regularly. And so -- and that's
19 why our AAIMM evaluation team works really closely with
20 our strategic planning team, because our work aligns. So
21 that feedback that we'll get will contribute to our
22 restructure, to, you know, revision of any bylaws or
23 charters that we may need to do in order to strengthen our
24 collaborative.

25 DR. FRANKLIN: I think that aligns well. The

1 timing of it is right because of the strategic planning
2 process is underway. And the evaluation (unintelligible)
3 away from that. So that's one area. The other piece is
4 there was a lot of listening to community members and
5 others throughout our AAIMM network. And we want to hear
6 have we lived in our values of sharing power, sharing
7 space, sharing resources, deferring to the community,
8 engaging in the community, and (unintelligible) check
9 blocks things so that's the other piece that we're really
10 interested in. And yes of course we want to find out if
11 there is -- are -- is there value in interventions that we
12 can import to date? But really how have we been
13 (unintelligible). And what we need to change, adjust, do
14 more of, and how to be good collaborative partners in the
15 process.

16 COMMISSIONER MANALO: Thank you.

17 SUPERVISOR MITCHELL: Quick follow up on that, if
18 I may, I was unclear. Will the UCLA study focus on
19 maternal morbidity as well or primarily your infant
20 mortality morbidity work?

21 MS. JONES: Yeah, I believe it's both.

22 SUPERVISOR MITCHELL: Okay. Perfect.

23 Commissioner McBride?

24 COMMISSIONER McBRIDE: I don't really have a
25 question. I just want to thank you for the presentation.

1 Although I have been a part of the AAIMM CAT for a few
2 years, I just -- I am a tiny part of the scope of work
3 that's done by the incredible public/private nonprofit
4 partners who do this work daily; so I just want to thank
5 you for giving me a broader understanding of all the work
6 that's being done in Slasby (phonetic) in the Slasby CAT
7 but all the other CATs as well across the garden.

8 And I just -- having firsthand experience, seeing
9 the work and the effort that goes into putting together
10 the events, doing the outreach, there's an element that's
11 almost untouchable. That's one of the biggest challenge
12 and that's building trust in the Black community with
13 community -- generations of community members who have
14 historically not trusted systems. And that's something
15 that even identifying the root causes of implicit and
16 overt bias and structural racism, it's the education of
17 the community that you're not always going to see the
18 structural racism. It's structural. It's not always
19 visible. It's not always easily identifiable. And I've
20 learned from attending any of the events where maybe the
21 turn-out wasn't what we expected, but then having
22 one-on-one conversations because it's still a big part of
23 this -- the heavy lifting of this work is getting the
24 actual community members to understand the need for these
25 alternative methods of service for things like centering

1 or Black maternal health effort, or a Black birthing
2 house, or even midwives and doulas. The basic
3 understanding of those services and how they differ from
4 traditional methods of giving birth.

5 So I just personally want to thank you. I was
6 almost a statistic. I've shared my story with many in the
7 Slasby CAT and I'm grateful for the opportunity to serve
8 in this capacity with you.

9 SUPERVISOR MITCHELL: Thank you for that.

10 Yes, Commissioner Allen?

11 COMMISSIONER ALLEN: Well, I don't have a
12 question. But I thank my colleagues because we work very
13 closely together on this. I did want to make a couple of
14 points, one about evaluation. And that's we know that the
15 pandemic has taken a horrific toll on women in general,
16 Black birthing people, women birthing people in particular
17 -- partly as a result of, if people are not aware of this,
18 the fact that Covid is particularly dangerous for pregnant
19 people that they -- first of all, they're more vulnerable
20 because during pregnancy, your immune system backs off so
21 the mother doesn't reject the baby -- the fetus. So you
22 have a weakened immune system. And you have something as
23 the baby develops, pressing on the diaphragm reducing lung
24 capacity and so on. And you have an infection that
25 largely infects the lungs. So we have seen increased

1 mortality of Black women, of women in general, but
2 particularly of those in communities who are most
3 vulnerable because of Covid, and also because where that
4 skepticism that Commissioner McBride talks about in not
5 getting vaccinated. And, you know, I think we were
6 particularly worried about that during the pregnancy, even
7 though they're actually at highest risk, because the women
8 who died were women who were not vaccinated. It's
9 completely tragic.

10 That said, that's probably the smaller part of
11 the impact of the pandemic which has largely been in terms
12 of stress, not going to medical care for chronic diseases
13 that someone may have, in terms of reduced income, greater
14 homelessness. I mean, all of those things are predictors
15 of both maternal and infant morbidity and mortality. So
16 we're going to have to think about what the data means and
17 how we sort out what's the result of Covid. And, you
18 know, are we seeing any -- is there any room to see
19 positives from what we've been doing.

20 And I think that's going to be a statistical
21 challenge that people will feel all over the country.

22 So, you know, I just -- I don't want people to
23 think, like, we've got it made. You know, it's -- we have
24 to take that context into it now.

25 Another thing I did want to say, though, that I

1 think because the funding from First 5's started for AAIMM
2 in 2020, the relationship actually goes back to the very
3 beginning of AAIMM. But this was intentionally set up in
4 2018 as a partnership of DPH and First 5. And that --
5 that relationship, that thought partnership has been
6 absolutely critical from the start, even when money was
7 not -- there was no money changing hands, but there was
8 that relationship. And I want to honor that and thank
9 First 5 -- I mean, that was really the beginning of all
10 the other kinds of joint efforts that we've made since
11 then, because I think we built a lot of mutual trust.
12 Actually, First 5's initial contribution was
13 Dr. Franklin's time, because she was working as a
14 consultant to First 5 then, and we jointly went after a
15 grant that supported her involvement in the AAIMM
16 initiative at the very start.

17 So thank you to First 5. And, you know, the --
18 we hope this relationship continues into the future.

19 SUPERVISOR MITCHELL: Thank you for that.

20 Commissioner Sigala.

21 COMMISSIONER SIGALA: Yes, I wanted to thank you
22 as well. It's such a profound effort that I think it's so
23 needed. And the carry over with other groups of women of
24 color is extremely important. My child was a statistic.
25 And so I think it's terribly important that we take the

1 data. Obviously, there's different groups with different
2 histories and different backgrounds. But to give women a
3 voice in this area and to carry it on in the research is
4 so extremely important. And historically it's never been
5 done. So I thank you so much.

6 As we look at systemic oppression, all women of
7 color and also women of poverty are faced with very
8 different situations in birth than other families are
9 offered; so hopefully we can take these data and do some
10 dynamic change, not just in the Black community but in the
11 other communities that are needed as well. So thank you
12 again.

13 DR. FRANKLIN: Thank you. Case and point, the --
14 you make an excellent point. The work around the doula
15 motion, doula coverage for Medi-Cal, that largely came out
16 of Black birth disparity and the advocacy of Black birth
17 workers to finally see the change at last on a policy
18 level, and it is benefiting people of all races, all
19 ethnicities, because that's the entire Medi-Cal population
20 are eligible to have doulas.

21 So well said, thank you.

22 SUPERVISOR MITCHELL: You certainly may,
23 Commissioner. Go right ahead.

24 COMMISSIONER HEGER: I'm really thrilled to hear
25 that -- to -- that there's something being done. The very

1 first meeting when I was a commissioner, this issue was
2 raised. And I believe I was looking at cause and I
3 believe my voice said it was racism and I would also like
4 to know more. I don't need to know the answer today about
5 the African American population and their faith and belief
6 and assurances and their community for their general
7 health in terms of where they're getting their general
8 health. And, you know, I'm being advocacy -- my advocacy
9 is that we need more -- a bigger effort to bring the best
10 African American doctors and nurses and health providers
11 into those communities that share an experience that
12 there's a confidence that they're interested in their
13 wellbeing.

14 And I think getting the information -- the
15 feedback from providers in certain parts of this County,
16 whether it's in Compton or in high desert in terms of
17 their confidence level -- how do you feel about your
18 general health? I think that we spoke recently about
19 finding, looking, even trying to find an ethically
20 appropriate physician for a family that was -- it was
21 very, very difficult to do that. And I'm -- I would like
22 to see an effort made. I know you're looking at my
23 tremendous fear about -- as you know, about maternal
24 deaths and morbidity surrounding childbirth. And that
25 they were doing something is amazing. Amazing. Amazing.

1 But there's other areas as the kid gets a little older and
2 that the parents and the grandparents that we should also
3 be looking at and the confidence level that we have. And
4 I'm very, very concerned about as a physician, listening
5 to people tell me, no, it's good enough, Astrid. When
6 somebody says that, it's never good enough. Right?

7 So I think not just in there -- in the childbirth
8 issues, but across the board we need to be looking at ways
9 that we attract the best and the brightest. And our
10 communities to demonstrate that -- that it is racism that
11 has caused this to be such a terrible legacy across --
12 well, across the County -- across this country. So I want
13 to thank you so much. I feel like -- I feel encouraged in
14 so many ways right now. Thank you for that.

15 SUPERVISOR MITCHELL: Thank you so much.

16 Mr. Vice Chair.

17 COMMISSIONER NICHOLS: Just a few questions, if
18 you know. Two of the slides talked about the strategies
19 of the AAImm collective. And one of those strategies was
20 early intervention. I was just wondering what those
21 interventions were. Is it things that were discussed like
22 yoga circles and mindful exercises. Or is there something
23 more clinical, like, maybe the use of doulas?

24 And then sort of a related thing, and
25 Commissioners Heger and McBride touched on it. I was

1 wondering if those interventions are welcomed by the
2 mothers or if there's an issue with distrusting the system
3 that's delivering them. And if there is a significant
4 amount of distrust, if we have strategies to engage the
5 community, you know, accepting the interventions that are
6 being offered.

7 DR. FRANKLIN: You make an excellent point. I
8 can do the intervention of doulas that you mentioned. And
9 I can tell you in terms of the AAIMM Doula program, which
10 are Black, trained doulas, provide support to Black
11 families, we could not create enough space at this point.
12 We're always full. And so that really speaks volumes
13 about the desire for our colleague organization, Frontline
14 Doulas, who are doulas of color themselves, the same.
15 Right? They were tapped out in terms of incurring
16 programs that are underway, which is why part of our board
17 motion is just calling out how are we going to increase
18 the workforce in terms of other interventions,
19 preconception health, interconception health which is our
20 campaign (unintelligible) to design training providers to
21 have respectful conversations that really center the
22 person that they're speaking with with the lens of
23 addressing Black maternal and infant mortality. Not from
24 a judgment lens, in order to support folks being at their
25 healthiest before pregnancy.

1 Home visitation is an intervention that we're
2 working on improving. The uptake in Black families hiring
3 more Black home visitors, adjusting our focused
4 (unintelligible) culturally aligned. As it comes to the
5 AAImm Village Fund, they're good. Folks avail themselves,
6 the Village Fund grantees, they're embedded in our
7 communities. The Community Action Teams, the expecting
8 father group, which provides support to dads with a lens
9 of addressing Black infant mortality and being advocates
10 for their birthing person.

11 So that part is, like, it's -- we're good. It's
12 more like as many as we can have. Like the doulas,
13 availability of the workforce, Black providers who are
14 trained who don't have a frame that's off. And also just
15 mental health professions that are culturally aligned and
16 culturally respectful. And then finally being able to
17 have a health care system that isn't so -- and this is the
18 big one -- impacted, stressed out, overworked,
19 overburdened, not enough folks, which is a petri dish for
20 implicit bias to take root. What we have impacted,
21 definitely doulas, our fatherhood groups, the work of our
22 Community Action Teams locking arms with each other as
23 advocates in this work, as being a village of support in
24 both form and informal ways. I don't know if that
25 answered your question or not. (Unintelligible.)

1 COMMISSIONER NICHOLS: No, that's great. But I
2 also just want to thank the whole team. And thank you for
3 calling out the role of fathers. In my other gig, we're
4 really intentionally trying to look at the role of fathers
5 and their children. So thank you.

6 SUPERVISOR MITCHELL: And I would just add
7 structurally while we wait for the day where we have more
8 African American health providers, making sure that anyone
9 who's involved in the delivery of a baby has gone through
10 implicit bias training, which was required by State law
11 and far too many of them still have not. And so that's
12 another stop-gap measure that we've got to make sure
13 people follow the law. It's on the books currently.

14 Any other questions from commissioners?

15 Well, I am very excited to share that we have
16 public comment. We've got both in-person and virtual. So
17 we're going to start with the virtual. Linda, you're
18 going to help me with that?

19 MS. VO: Yes. I'm going to start with a couple
20 that were emailed, and then I'm going to go on to the
21 virtual ones.

22 So the first one is from Jonathan Wicks. The
23 YWCA of San Gabriel Valley has been thrilled to support
24 the AAImm initiative in Los Angeles County. As a backbone
25 agency from the San Gabriel Valley AAImm Community Action

1 Team, we recognize the value of connecting the community
2 with governmental leaders to drive systems change and,
3 manifest health equity for Black families and individuals.

4 Funding will enable the work to further develop
5 as there are so many great organizations and knowledgeable
6 individuals that are poised to improve health outcomes
7 within the San Gabriel Valley and Los Angeles County
8 respectively.

9 The connections are here. The ideas are flowing.
10 But without adequate financial support the potential
11 impact will not be achieved. YWCA of San Gabriel Valley
12 is looking forward to the work and continuing impact of
13 the entire AAIMM network.

14 Our second emailed one is from Ebony Harvey
15 (phonetic) from AAIMM Village Fund grantee.

16 Hi, I'm Ebony Harvey, Village Fund grantee and
17 member of the AAIMM community. I'm a registered nurse and
18 birth doula servicing Los Angeles County. I serve as a
19 member of Maternal Mental Health Now Black Birth Workers
20 Advisory Community, Local Doula, and Lactation Education
21 Specialist trained by Breast Feed LA. I also indirectly
22 serve as a navigator by using my background expertise to
23 help Black families navigate the challenges of the health
24 care system.

25 I see the future potential for First 5 LA being a

1 voice for the voiceless in birth equity work. The AAIMM
2 Village Fund has played a significant role in providing
3 funding to strengthen and support organizations in our
4 communities who are dedicated to serving black families.
5 First 5 LA has the potential to highlight these
6 organizations and the work that they are doing in the
7 communities.

8 In addition, raising awareness around the
9 intentional barriers implemented by the systems which
10 creates challenges from the organizations to provide
11 services to our communities. Examples: Barriers and
12 rules created by the hospitals hidden by the language
13 guidelines for doulas, which may create challenges to
14 serving Black birthing people and their familiar during
15 labor and childbirth. Also removing lactation support
16 from hospital systems located in under served and under
17 serviced area with a high percentage of Black infants who
18 suffer disproportionately from higher infant mortality
19 rates, which has been proven through research are reduced
20 by human milk. Organizations are doing the work, but the
21 gatekeepers in the system are working even harder. Let's
22 highlight the barriers that create challenges in birth
23 equity work in LA.

24 And now we're going to move on to the virtual
25 public comments. I'm going to begin with Jessica Sullivan

1 Ms. Sullivan, you do have the floor.

2 SPEAKER: Good afternoon. My name is Jessica
3 Sullivan. I'm the Executive Director of the African
4 American Leadership Organization, better known as AALO.
5 We've been serving and supporting African American
6 community members of the San Fernando Valley for the last
7 15 years. Happily, we are now the official AAIMM backbone
8 agency for SPA 2, serving both the San Fernando and Santa
9 Clarita Valleys.

10 I speak here today on behalf of continuing the
11 funding for AAIMM backbone agencies as our role is
12 fundamental in ensuring African American community member
13 voices and need are heard, and that in a decent place to
14 help are equipped to create community member and
15 culturally competent reflective solutions.

16 Our communities need to be consistently served in
17 order to truly address the many lanes of disparity
18 contributing to maternal and infant deaths, and to
19 advocate for support of our region regardless of us not
20 having African American community geo hubs or the same
21 numbers as other LA County regions.

22 We have a great many African American community
23 members in SPA 2, and she deserve to be supported in
24 presenting maternal and infant deaths. For even if it's
25 10 or 100 Black mummies and babies dying, it is certainly

1 one too many.

2 AAIMM and the backbone agency are effective in
3 bringing the support of programs needed to address this
4 devastating reality our families face. But most
5 importantly our work contributes to families starting and
6 surviving with an end result of thriving. Without
7 consistent dedicated and focused support of AAIMM and the
8 backbone agencies, we know far too well that surviving and
9 thriving will be so very out of reach for our Black
10 mommies and babies.

11 Thank you.

12 MS. VO: Up next is Casey Patterson.

13 You have the floor.

14 SPEAKER: Good afternoon, Madam Chair,
15 commissioners, First 5 LA staff, and partners who are both
16 in person and joining us by Zoom. My name is Casey
17 Patterson. I serve as the Senior Director for LA
18 Partnership. We have been partnering with AAIMM since
19 2009, and our role has been organizing philanthropic
20 engagement in the initiative, which is just a fancy way of
21 saying we've been doing a lot of fundraising. We've
22 raised over \$4.1 million to date for the Village Fund,
23 which started out as two budget line items, the community
24 grant making, and the Community Action Teams. But now
25 includes 11 line items, including the community grant

1 making which you've heard about today, and the
2 presentations.

3 As you've heard, we've been able to fund 22
4 partners across three cohorts, providing funding that
5 ranged from 5,500 to \$33,000 per year. We were able last
6 year to provide a 10 percent inflation adjustment to each
7 of those grants, recognizing that Black-led organizations
8 suffer the brunt of structural underfunding and
9 philanthropic dollars. And that inflation
10 disproportionately effects their bottom line.

11 We have almost 20 funders who have been
12 supporting the Village Fund, including public dollars from
13 DPH and First 5 LA, and First 5's funding has provided
14 critical seed funding to build infrastructure that the
15 Community Action Teams and the Village Fund community
16 grant making and extending the funding will allow the
17 implementation to be sustained.

18 So we have been proud to partner with First 5 LA,
19 with the Department of Public Health, and the host of the
20 community-based organizations who have been really our
21 guide in this work. And we thank you for your ongoing
22 investment.

23 MS. VO: Up next is Ms. Jennifer Roberson
24 (phonetic).

25 Ms. Jennifer Roberson?

1 SPEAKER: I work for Breast Feed LA, a breast
2 feeding advocacy organization based in Los Angeles County.
3 We've worked closely with the AAIMM Community Action Teams
4 and the Village Fund, especially in the south region of
5 Los Angeles. Since its inception, we're currently
6 partnering with the South Bay south models of care work
7 group to implement the breast feeding, safe spaces
8 campaign where community members actively engage with
9 business owners in South LA to encourage breast feeding
10 friendly environments for the public.

11 Through AAIMM funding, Breast Feed LA was able to
12 provide community members with scholarships to our
13 lactation educator program and our lactation consulting
14 course. Partnerships like these further the goal of
15 diversifying the lactation workforce to support our
16 community with culturally humble lactation care. Breast
17 Feed LA also received a Village Fund grant to provide a
18 breast feeding support group, which centers families in
19 Long Beach and surrounding areas.

20 The support group is run by a clinical director,
21 Aleah Shanay (phonetic) and myself, the program
22 coordinator, by providing lactation support by community
23 members for community members. We have built trust and a
24 growing and thriving support group community. To date, we
25 have served over 70 families through our support group and

1 lactation clinic that centers Black families. The work
2 being done by the CATs Village Fund and AAIMM is essential
3 for supporting pregnant and parenting families, connecting
4 people around this important cause, and most importantly
5 saving lives of mom, birthing people, and babies.

6 As we all know, funding for maternal and child
7 health is limited, and First 5 LA's investment in these
8 important issues has and continues to make a real
9 difference.

10 Thank you so much for your time.

11 MS. VO: Up next, Ms. Nikia Fields (phonetic).

12 SPEAKER: Hello there. Thank you very much,
13 everyone, for having me. It's such an honor to be
14 listening in on all of the amazing outcomes of the AAIMM
15 Initiative.

16 My name is Nikia Fields. I'm a licensed clinical
17 social worker. And I also have a focus and specialty on
18 early childhood and working towards my endorsement in
19 infant family and early childhood mental health services
20 for the State. And I say all this to tell you because I
21 think the AAIMM initiative is amazing work because of what
22 it is impacting Black women and families most is toxic
23 stress. And toxic stress from racism is impacting birth
24 outcomes. And not only if women are depressed or anxious
25 when they're pregnant, but even before they're pregnant in

1 utero and postpartum, if they are not engaged in feeling
2 trusting of their service providers, their community, or
3 even trusting themselves and their thoughts. And the
4 community they're around, then it's really difficult for
5 them to access health care that is already severely
6 inaccessible because of systemic inequities. So having
7 AAIMM as a resource to our tribe has been instrumental to
8 my organization, Therapeutic Play Foundation. We're the
9 backbone support of the Black mental health task force so
10 we have a lot of focus in our advocacy around infant and
11 family mental health.

12 AAIMM has allowed us to build the relationships
13 with not only public systems like First 5 LA, Department
14 of Public Health, Department of Mental Health, but they've
15 given me, as a leader, access to other leaders who needed
16 a tribe, who needed a safe space to do this really hard
17 advocacy work. By putting us as community leaders in the
18 front, by funding us by allowing us to do mommy matters or
19 the mommy matters work that we're doing at the Black
20 maternal health Center of excellence, the maternal health
21 you mentioned earlier in the presentation.

22 The work is being done. If AAIMM disappeared, it
23 would be a real pit. Please support. Thank you.

24 MS. VO: And that concludes our virtual public
25 comments.

1 Madam Chair, I'm handing this back to you.

2 SUPERVISOR MITCHELL: Thank you very much.

3 And we've got two members of the public who wish
4 to provide testimony here in person. We'll start with
5 Tasia Wooley (phonetic) Executive Director of Backbone.
6 Who will be followed by Ashusha (phonetic) AAIMM Outreach
7 and Engagement Director.

8 SPEAKER: Good afternoon. My same an Tasia
9 Wooley and I'm from the Antelope Valley. So I bring that
10 big Antelope Valley energy to you guys. So I just wanted
11 to share a little bit of context of why I do the work.

12 In 2007 my second son -- I'm a mom of five. My
13 second son died during the birthing process. And a few
14 weeks after this, I remember getting a survey -- I don't
15 know if it was State or the County.

16 SUPERVISOR MITCHELL: State.

17 Speaker: Asking about what happened. And I was
18 sitting on the floor, bawling my eyes out just trying to
19 regroup from my experience. I send it off hoping that
20 something will come back to tell us why. I -- that never
21 came. But in February 2020, AAIMM came. And they came to
22 the Antelope Valley. And in that room was the first time
23 I acknowledged my trauma and my experience. And it was a
24 safe space. And so AAIMM created a platform for us in the
25 Antelope Valley to be seen and heard.

1 So I served as a backbone. I have a partner in
2 the Impact, Kim Wiseman (phonetic), Project Joy. We're
3 doing the work in the community. I'm also a Village Fund
4 recipient, and my program is focused on community advocacy
5 and leadership.

6 See I'm here. This system is working.

7 I just want to share that AAIMM Initiative and
8 the support First 5 has given us in the AV has ignited
9 some momentum. The Black community in the AV is feeling
10 seen and heard. It's a community that's often overlooked
11 in the greater LA County. And we're, like, we're here,
12 we're here to stay, and we're going to do something.

13 So I appreciate all the support with the AAIMM
14 initiative as well as First 5. And I just want to make
15 sure when you think about that community voice, it's right
16 here. It's right here. We're here and present. And
17 thank you so much.

18 SUPERVISOR MITCHELL: Thank you.

19 SPEAKER: Good afternoon, everyone. Thank you,
20 Madam Chair and commissioners. I really appreciate this
21 opportunity.

22 In 2017 I had a vision to create the AAIMM
23 Community Action Team model. And that was because I had
24 been doing this work for over 30 years in LA County
25 through Black Infant Health Program. And I had not seen a

1 significant decrease in the rates of Black infant
2 mortality, and then became maternal mortality and
3 morbidity.

4 So tomorrow I go and support the family of
5 Bridget Comer, and I've been working with Freddy as well
6 as Nijia (phonetic) the partner of April, and they have
7 yet to receive justice. But they've yet to receive
8 justice -- but they've been receiving a lot of support
9 from our Community Action Team and members. And I don't
10 know where they would be without that, because they
11 wouldn't have been able to advance to the place that they
12 have and be able to get the success that they're going to
13 get for their daughters and family. Freddy is a father of
14 five now without support, and it was preventable. And
15 that's the issue that we have to look at. Not just the
16 maternal deaths but the morbidities.

17 So in the Community Action Teams, I heard a lot
18 of questions being asked. The Community Action Teams are
19 created as a partnership between community and government
20 to create interventions and strategies. And much of that
21 you have heard from many of our partners that are on the
22 line and in the (unintelligible) AV. There's breast --
23 Black breast feeding support, there's Black maternal
24 health that was brought here with Black Women for Wellness
25 and there's so much more that we're doing. And we're

1 grateful for this partnership and support.

2 And since it took over 400 years for us to get to
3 this place, it will take many more years for us to address
4 and really prove and create some systemic overhaul and
5 change and improve the lives of Black families.

6 So thank you and I appreciate the support and
7 thank you to my colleagues for sharing.

8 SUPERVISOR MITCHELL: So glad we got the
9 opportunity to hear public comment. To just add texture,
10 I think, to the wonderful presentation we heard from
11 staff. Thank you all for the presentation. Appreciate
12 it.

13 This was information only. And information we
14 received. Thank you.

15 COMMISSIONER NICHOLS: Next up is Item Number 11
16 which is a written report for informational purposes. But
17 before I ask the commissioners if they have any questions,
18 I believe Dr. Byrd has a statement he'd like to make.

19 Dr. Byrd?

20 COMMISSIONER BYRD: Yes, Vice Chair.

21 So I don't really need to discuss any of the
22 items under Item 11, but I do want to disclose that I'm
23 employed by the Department of Mental Health, which you are
24 aware, which is party to the proposed agreement in Item
25 11. And I currently receive a salary from DMH for my

1 position as Deputy Director of Prevention Services.

2 However, pursuant to noninterested exemption,
3 provided in Government Code Section 1091.5(a)9, I do not
4 have an interest in this proposed agreement with DMH that
5 disqualify me for participating in the agreement.

6 COMMISSIONER NICHOLS: Thank you, Dr. Byrd.

7 With that, do any commissioners have any
8 questions on Item 11 or any of the sub items? All right.
9 Hearing none. This item is received and filed.

10 And now I think we're going to go onto Item
11 Number 12, general public comments.

12 MS. VO: Yes. Before we do general public
13 comments, Item 12, I do want to confirm no public comments
14 on Item 11.

15 COMMISSIONER NICHOLS: Thank you.

16 MS. VO: And now confirming there are no public
17 comments on Item 12.

18 COMMISSIONER NICHOLS: No public comments on Item
19 12.

20 MS. VO: That is correct.

21 COMMISSIONER NICHOLS: All right. With that, I
22 think Item 13 is adjournment. Before I adjourn us, is
23 there any other business I should consider or any comments
24 before we close? Hearing none. We are adjourned. I want
25 to thank everyone for coming down.

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(At 4:22 PM, the meeting was adjourned.)

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C E R T I F I C A T E

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

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

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

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

Attested to on this 1st day of June 2023.

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 April 30, 2023.

BACKGROUND:

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

DISCUSSION:

First 5 LA began the month of April with a net position of \$316.7 million. During the month of April 2023, we received \$2.0 million in revenues. We had \$5.0 million in program expenditures, and \$1.4 million in operating expenditures. As a result, First 5 LA ended the month with a net position of \$312.3 million.

The tobacco tax allotment for February 2023 was received in April 2023 which is consistent with prior years.

This report includes detailed financial information for the month ending April 30, 2023. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of April 30, 2023.
- Detailed operating and program expenditures: Shows expenses against the FY 2022-23 Budget approved on June 9, 2022, 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
April 30, 2023, Unaudited**

	REVENUES AND EXPENDITURES	
Net Position as of March 31, 2023	\$ 316,743,009	
Revenue		
Monthly State Allotments	1,534,406	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	2,500	
Interest Income - Unreserved	449,296	
Investment Income - Other	-	
Total Revenue	\$ 1,986,202	
Expenses		
Program Budget (Attachment A)		
2020-2028 Strategic Plan: Focusing For The Future	\$ 4,759,244	
Legacy Investments	230,100	
Total Initiative/Program Expenses	\$ 4,989,344	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,167,439	
General Operating	111,038	
Consultant Services	101,459	
Professional Services	50,404	
Travel Expenses	5,353	
Professional Development	8,523	
Capital Improvements	64	
Total Operation and Administration	\$ 1,444,281	
Total Expenses	\$ 6,433,625	
Variance (Revenue - Expenses)	\$ (4,447,423)	
Net Position as of April 30, 2023	\$ 312,295,586	(2)

NOTE:

- 1) Tobacco tax revenue for February 2023.
- 2) Net Position excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2022-23 BUDGET
APRIL 30, 2023, UNAUDITED**

INITIATIVE/PROGRAM	FY 2022-23 BUDGET	APRIL EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2020-2028 STRATEGIC PLAN				
Center for Child and Family Impact				
Families	37,143,866	2,713,030	23,779,714	13,364,152
Communities	16,592,219	1,133,972	4,569,265	12,022,954
Early Care & Education Systems	10,942,000	157,120	2,894,876	8,047,124
Health-Related Systems	6,008,517	94,607	1,802,427	4,206,090
Center Support	600,000	1,440	252,640	347,360
Office of Government Affairs & Public Policy				
Early Childhood Policy and Advocacy Fund	1,500,000	-	95,493	1,404,507
Policy Advocacy Fund Technical Assistance Provider	596,000	-	-	596,000
Conference Funding to Advance the Field of Early Childhood Development	50,000	-	-	50,000
Organizational-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas	200,000	107,750	256,550	(56,550)
Organizational Memberships and Stakeholder Engagement Efforts	393,000	-	158,050	234,950
Federal Policy and Sustainability Advocate	75,000	-	-	75,000
State Policy and Sustainability Advocate	366,000	59,167	259,750	106,250
Strategic Plan Advocacy Strategies	973,000	51,900	561,790	411,211
Office of Communications				
Strategic Communications	1,897,000	114,480	653,153	1,243,847
Strategic Communications Partnerships	250,000	317,403	317,403	(67,403)
Strategic Marketing	1,450,000	375	183,611	1,266,389
Office of Data for Action				
Annual Reporting	87,000	8,000	67,350	19,650
Data Requests	5,000	-	-	5,000
Children's Data Network (CDN)	793,000	-	95,305	697,695
County Data Partnership	147,000	-	-	147,000
WIC Data Mining Research Partnership	314,000	-	49,582	264,418
First 5 LA Data Strategy	200,000	-	156,160	43,840
Impact Framework	127,000	-	-	127,000
Subtotal 2020-2028 Strategic Plan	80,709,602	4,759,244	36,153,118	44,556,484
LEGACY INVESTMENTS				
Little by Little/One Step Ahead Program	1,800,000	230,100	1,348,638	451,362
Subtotal Legacy Investments	1,800,000	230,100	1,348,638	451,362
Emerging Opportunities Fund	150,000	-	50,000	100,000
TOTAL	82,659,602	4,989,344	37,551,756	45,107,846

The FY 2022-23 program budget was approved by the Board of Commissioners on June 9, 2022.

NOTES:

Journal entries for FY 2022-23 accrued expenses were reversed in July 2022. The amounts reported are the actual program expenditures for April 2023.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 APRIL 30, 2023, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	APRIL EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	-	62,653
TOTAL	-	62,653

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
APRIL 30, 2023, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	APRIL ACTUAL	FISCAL YTD ACTUAL	FY 2022-23 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	901,578	9,465,613	13,201,910	3,736,297
Fringe Benefits	265,861	2,930,290	4,302,965	1,372,675
Total Personnel Services	1,167,439	12,395,903	17,504,875	5,108,972
General Operating Expenses				
ADP Payroll Charges	2,527	27,876	42,000	14,124
Workers Compensation Insurance	-	42,801	52,500	9,699
Utilities	39,633	153,220	120,000	(33,220)
Corporate Insurance	-	109,614	110,000	386
Mileage, Parking and Other Transportation	881	3,923	25,405	21,482
Telephones	4,628	48,124	70,000	21,876
Cell Phones & Mobile Devices	9,400	90,150	129,338	39,188
Outside Printing & Publishing	-	801	2,000	1,199
Other Supplies	609	1,326	5,250	3,925
Postage & Delivery	605	1,861	9,500	7,639
Educational Supplies	-	509	3,000	2,491
Office Supplies	3,568	19,073	62,705	43,632
Subscriptions & Publication	880	29,950	34,385	4,435
Equipment-Rents & Leases	1,710	17,880	26,190	8,310
Building Repair & Maintenance	29,298	137,320	150,000	12,680
Equipment Repair & Maintenance	-	494	11,100	10,606
Offsite Storage	759	12,054	22,500	10,446
Hardware & Software Maintenance	7,943	229,941	446,500	216,559
Miscellaneous/Contingency	5,107	27,218	102,800	75,582
Stipend Honorarium	-	550	-	(550)
Internal Meeting	3,489	23,654	91,505	67,851
Divisional Capacity Building	-	-	15,000	15,000
Total General Operating Expenses	111,038	978,339	1,531,678	553,339
Consultant Services				
Consultant Fees	59,567	769,348	1,630,100	860,752
Other Professional Fees	41,893	219,125	378,000	158,875
Total Consultant Services	101,459	988,473	2,008,100	1,019,627
Professional Services				
Audit	6,095	44,215	90,000	45,785
Legal Fees	17,669	123,647	225,000	101,353
Professional Dues	24,650	19,754	57,495	37,741
Staff Recruitment	70	2,850	20,000	17,150
Commission Stipends	-	11,400	20,000	8,600
Web-Based Services	1,919	16,781	88,000	71,219
Bank & Other Service Charges	-	5,871	20,000	14,129
Total Professional Services	50,404	224,519	520,495	295,976
Travel Expenses				
Airfare	4,168	12,618	74,649	62,031
Lodging	(101)	13,808	71,514	57,706
Per Diem	987	8,811	36,747	27,936
Other Travel Expense	299	3,165	10,478	7,313
Total Travel Expenses	5,353	38,403	193,388	154,985
Professional Development				
Training Material & Supplies	-	100	10,700	10,600
Internal Training	-	600	122,400	121,800
Leadership Programs	2,800	18,350	31,000	12,650
Conference Registrations	1,998	28,447	99,700	71,253
External Education/Training	3,725	11,698	54,750	43,053
Total Professional Development	8,523	59,195	318,550	259,355
Capital Improvements				
Capital Outlay (Equipment Purchases)	64	117,827	130,000	12,173
Total Capital Improvements	64	117,827	130,000	12,173
TOTAL OPERATING EXPENSES	1,444,281	14,802,658	22,207,086	7,404,428

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2022-23 operating budget was approved by the Board of Commissioners on June 9, 2022.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
April 30, 2023 Unaudited**

Current Assets:

Cash	\$	2,653,160
Cash- Morlin Mgmt Corp		189,821
Investment:		
Operating and Allocated funds		161,267,985
Specific Investment - County Pooled		134,000,000
Advance - Regional Network (RN)		1,235,157
Advance - Various		209,059
Other Receivables		679,573
Total Current Assets	\$	300,234,754

Fixed Assets:

Land	\$	2,039,000
Building & Improvements		14,933,008
Furniture & Fixtures		627,671
Computer, Software & Accessories		2,144,492
Office Equipment		331,033
Accumulated Depreciation		(7,194,973)
Total Fixed Assets	\$	12,880,231

Total Assets	\$	313,114,985
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Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$	(32,235) (1)
Total Current Liabilities	\$	(32,235)

Net Assets:

Investment in capital assets	\$	12,880,231
Restricted		300,266,990
Total Net Assets	\$	313,147,221

Total Liabilities and Net Assets	\$	313,114,985
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NOTES:

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

First 5 LA

SUBJECT:

Contracts for Approval

RECOMMENDATION:

Approve thirty-four (34) renewals and authorize staff to complete the final execution of the agreements upon approval from the Board.

BACKGROUND:

In fiscal year 22-23, First 5 LA had 181 active agreements:

	# of agreements
Agreements that are not scheduled to renew at this time	74
Agreements that are anticipated to expire by June 2023	28
Agreements that are anticipated to have no-cost extensions	6
Agreements that are anticipated to renew with contract amounts less than \$150,000 subject to Executive Director authority ¹	22
Agreements that are renewing with contract amounts over \$150K subject to board approval	34
Agreements that are being presented to the Board through Strategic Partnership Action Memos (See Items 4D-H)	17

Pursuant to the Procurement Policy, adopted on September 9, 2021, "All First 5 LA contracts and amendments over \$150,000 in the aggregate shall be presented to the Board of Commissioners as an item under Consent for approval prior to execution on behalf of the First 5 LA."

First 5 LA's proposed programmatic budget for FY 2023-24 totals \$78,370,282 and the approved operating budget totals \$ 20,746,542. Funding for the renewing agreements is included in the FY 23-24 budget which is being presented for approval at the June 8, 2023 Board of Commissioners meeting. There are **thirty-four (34) renewals** for approval whose combined total contract amount is \$40,029,371. Contractors and grantees are proposed for renewals to continue or complete a multiyear project or initiative. A description of each contractor and grantee's project and scope of work for FY 23-24 is provided in Attachment A. Staff analyzed the progress of each contractor and grantee and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A. The anticipated project end date noted in Attachment A is subject to change based on First 5 LA's strategic plan reset efforts. Upon approval of the agreements presented below and the approval of the FY 23-24 Budget, staff will complete final execution of the agreements.

DISCUSSION:

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

¹ New agreements and renewing agreements/ amendments that have contract amounts up to \$150,000 will be presented to the Board as information through the ED Report in alignment with the Procurement Policy adopted on September 9, 2021.

Attachment A
June 2023

RENEWALS											
	TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
1	Center for Operational Excellence	N/A/Internal Operations/Facilities	<p>MORLIN ASSET MANAGEMENT, LP (06895) Contractor provides facility management services for First 5 LA. Services include building management and maintenance, handling room reservations, providing reception, general stocking of supplies, parking management, postage machine updates, handling office placement and staff requests, contract services, and other facilities-related work as assigned. Contractor will continue providing facility management services for FY 23-24.</p> <p>Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	Procurement Exception	19 years	\$2,000,000	\$201,000	7/1/2023	6/30/2024	6/30/2024	Yes 126
<p>The Best Start Regional Networks are an important catalyzing force for building and sustaining regional and local level networks of parents/caregivers, community leaders, organizations, and other allies working together as network partners to advance community systems change priorities reflective of a steadfast commitment to Diversity, Equity, Inclusion, Anti-Racism and redressing Anti-Blackness (DEIAA), aligned with First 5 LA's priority results, within the 14 Best Start Geographies and respective 5 regions. The purpose of the project is to cultivate community voice, leadership, and power to advance systems change. The project supports five Regional Network Grantees (RNGs) as they work to nurture regional and local network growth, demonstrate the network's purpose and value proposition, mobilize collective action on community systems change priorities, obtain monetary and in-kind resources for network action, and provide infrastructure that enables regional and local networks to function effectively and mobilize quickly. During FY 22-23, the RNGs have successfully demonstrated significant systems change milestones by supporting the capacity strengthening of the Best Start Regional Networks around: 1) alignment of values and approach, 2) the deep engagement of parents, residents, and other partners, and 3) strategies such as participatory budgeting, promotores, and healing to make progress on community priorities.</p> <p>On May 11, 2017, the Board approved the new support structure for the Best Start Community Partnerships at a cost not to exceed a total of \$15.5 million annually for all RNGs. The total annual cost for FY23-24 will be \$13,002,239. Funding for these agreements is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting. The following grantees are recommended for renewal: Community Health Council, Para Los Niños, Long Beach Nonprofit Partnership, Inc., El Nido Family Centers, Children's Bureau of Southern California.</p>											
2	Communities Team	Communities/ Strengthening Regional Networks n/Region 2 SLA Regional Network	COMMUNITY HEALTH COUNCIL (10062)	RFP	11 years, 2 months	\$46,559,338	\$3,940,200	7/1/2023	6/30/2024	6/30/2028	Yes

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

RENEWALS											
	TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
3	Communities Team	Communities/ Strengthening Regional Networks/Region 1 Central -East Regional Network	<u>PARA LOS NINOS (10064)</u>	RFP	11 years, 2 months	\$39,107,691	\$3,451,500	7/1/2023	6/30/2024	6/30/2028	Yes
4	Communities Team	Communities/ Strengthening Regional Networks /Region 4 Port Cities Regional Network	<u>LONG BEACH NONPROFIT PARTNERSHIP, INC. (10067)</u>	RFP	11 years, 2 months	\$23,684,151	\$2,077,740	7/1/2023	6/30/2024	6/30/2028	Yes
5	Communities Team	Communities/ Strengthening Regional Networks /Region 3 SFV Regional Network	<u>EL NIDO FAMILY CENTERS (10075)</u>	RFP	11 years, 2 months	\$20,428,520	\$1,819,799	7/1/2023	6/30/2024	6/30/2028	Yes
6	Communities Team	Communities/ Strengthening Regional Networks /Region 5 AV Regional Network	<u>CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA (10076)</u>	RFP	11 years, 2 months	\$17,443,360	\$1,713,000	7/1/2023	6/30/2024	6/30/2028	Yes

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

RENEWALS											
	TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
7	Early Care & Education Team	ECE /County Systems Building/Kindergarten Readiness Assessment	<p><u>THE REGENTS OF THE UNIVERSITY OF CALIFORNIA (09583)</u> The Kindergarten Readiness Assessment (KRA) measures the school readiness of children entering kindergarten and engages community stakeholders around the results for systems change. Objectives: 1) Collect Early Development Instrument (EDI) data to assess kindergarten readiness of children in the community; 2) Strengthen school district and community agency staff capacity to support systems change; 3) Build capacity of stakeholders to understand and act on the EDI. Contractor will provide technical assistance for Long Beach Unified School District and other past participating districts, analyze recently collected EDI data, and utilize funding to pursue pathways towards sustainability of the EDI work after F5LA funding sunsets at the close of FY 24.</p> <p>On July 13, 2017, the Board approved the establishment of a Strategic Partnership with Contractor. Thereafter, the board approved multiple amendments to the Strategic Partnership on April 12, 2018, June 11, 2020, June 10, 2021 and June 9, 2022 for an amount totaling \$4,100,000 through June 2024.</p> <p>Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	Strategic Partnership	6 years, 7 months	\$4,100,000	\$510,500	7/1/2023	6/30/2024	6/30/2024	Yes 128
8	Early Care & Education Team	ECE/Quality Improvement System/Early Care & Education	<p><u>CHILD CARE ALLIANCE OF LOS ANGELES (CCALA) (10298)</u> The primary objective of the landscape analysis was to examine Home Based Child Care (HBCC) in Los Angeles County. This included an analysis of Family Child Care Homes (FCC licensed) and Family, Friend, and Neighbor care (FFN license exempt) to: 1) Better understand these provider populations, their role and unique needs in providing child care in Los Angeles County, 2) Increase understanding of families accessing home-based child care in Los Angeles County and their reasons for choosing HBCC, and 3) Understand how ECE partners can better support HBCC early educator's ability to provide optimal care for children.</p> <p>Contractor has completed the Home-Based Child Care landscape analysis which it was contracted to lead for the last two fiscal years. The next phase of the work will include using the data to inform an overall Home-Based Child Care (HBCC) strategy which will be developed in partnership with key stakeholders in Los Angeles County.</p>	Strategic Partnership	5 years	\$5,000,000	\$400,000	7/1/2023	6/30/2024	9/17/2026	Yes

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

RENEWALS											
TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
		On September 9, 2021, the Board approved the establishment of a Strategic Partnership with Contractor in the amount not to exceed \$5,000,000 for a period of up to 5 years. Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.									
9	Family Supports Team	<p>U.S. NETCHEMISTRY, INC. (08359) The Contractor oversees the development and management of the Stronger Families Database, which is used by the Welcome Baby and Select Home Visiting grantees to track data, develop reports, and support case management activities. In FY 22/23, the Contractor successfully made database revisions requested by program models and funders and maintained ongoing functionality and reporting ability for users. The Contractor will continue these services in FY 23/24.</p> <p>On January 13, 2011, the Board approved the countywide universal assessment program for parents at the birth of their child, including the Welcome Baby database. Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	RFQ	11 years, 5 months	\$6,104,345	\$624,136	7/1/2023	6/30/2024	6/30/2024	Yes 129	
10	Family Supports Team	<p>DIGNITY COMMUNITY CARE (08426) The Contractor is the Family Strengthening Oversight Entity through the LA Best Babies Network. The Contractor provides oversight to the Welcome Baby and Select Home Visiting grantees, including coordination of training, monitoring fidelity to home visiting program models, technical assistance, database support, and provision of program materials. In FY 22-23, the Contractor completed two cohort trainings, provided ongoing database and program technical assistance, and continued coordination efforts with multiple funders to ensure standardized program implementation. In FY 23-24, the Contractor will continue to provide oversight and assistance to Welcome Baby and Select Home Visiting grantees and coordination efforts to support standardized implementation.</p> <p>On September 9, 2010, the Board approved the home visitation models and overall approach. Funding for this contract is included in the budget for FY 23-24, which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	RFQ	11 years, 2 months	\$37,175,319	\$3,800,000	7/1/2023	6/30/2024	6/30/2024	Yes	

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

RENEWALS											
	TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
11	Family Supports Team	Family Supports/Home Visiting/Welcome Baby Impact Study	<p><u>AMERICAN INSTITUTES FOR RESEARCH IN THE BEHAVIORAL SCIENCES (09176)</u> The Contract is conducting an impact evaluation on Welcome Baby. The primary goals of the evaluation are to address questions in the Home Visit Learning Agenda, specifically: 1) Determine the impact of Welcome Baby on maternal and child outcomes, 2) Determine whether the impact of the Welcome Baby program varies across maternal risk levels (as assessed by the Modified Bridges for Newborns Screening Tool), 3) Identify variation in the impact of the Welcome Baby program across demographic subgroups, 4) Understand the outcomes of women who participated prenatally in Welcome Baby. In FY 22-23, the Contractor continued with primary data collection as well as primary and secondary data analysis. Remaining focus groups for the implementation study were completed and primary data collection for the 18-month time point were completed for participants in the Special Supplemental Nutrition Program for Women, Infants Children (WIC). In FY 23-24, 10-month findings including a technical memo, report and dissemination product will be produced. The outline of a memo of findings will also be provided for the 18-month interviews.</p> <p>Funding for this contract is included in the budget for FY 23-24, which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	RFP	8 years, 2 months	\$7,740,053	\$1,461,804	7/1/2023	6/30/2024	6/30/2024	Yes 130
<p>Select Home Visitation is a voluntary, home-based intervention program for clients identified through the Welcome Baby program as needing more intensive support. The program provides home visits during which the client receives strength-based information and support with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being. In FY 22/23 programs continued to serve families and began to implement prenatal/postpartum outreach strategies to target eligible families. In FY 23/24, sites will continue to enroll and serve families as well as participate in various pilots to help increase learning for FFPSA and sustainability efforts. The Board approved the Home Visitation models and Implementation approach on September 9, 2010. The total annual cost for FY23-24 will be \$11,933,103. Funding is included in the budget for FY 23-24 which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p> <p>The following 13 grantees are recommended for renewal: Plaza Community Center, A California Nonprofit Religious Corporation, Wellnest Emotional Health & Wellness, El Nido Family Centers, Antelope Valley Partners for Health, St. Mary Medical Center, Shields for Families Pacific Asian Counseling Services, The Children's Clinic 'Serving children and their families', The Whole Child – Mental Health & Housing Services, Children's Institute, Inc, Child and Family Guidance Center, Child Care Resource Center, Inc., and Lundquist Institute for Biomedical Innovation at Harbor-UCLA Medical Center.</p>											
12	Family Supports Team	Family Supports–Home Visiting/Select Home Visiting Programs	<p><u>PLAZA COMMUNITY CENTER, A CALIFORNIA NONPROFIT RELIGIOUS CORPORATION (00811)</u></p>	Solicitation to the Pool	10 years, 7 months	\$5,618,045	\$683,912	7/1/2023	6/30/2024	6/30/2024	Yes

RENEWALS											
	TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
13	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>WELLNEST EMOTIONAL HEALTH & WELLNESS (00812)</u>	Solicitation to the Pool	10 years, 7 months	\$5,900,369	\$597,722	7/1/2023	6/30/2024	6/30/2024	Yes
14	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>EL NIDO FAMILY CENTERS (00813)</u>	Solicitation to the Pool	10 years, 7 months	\$10,968,173	\$1,286,727	7/1/2023	6/30/2024	6/30/2024	Yes
15	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>ANTELOPE VALLEY PARTNERS FOR HEALTH (00815)</u>	Solicitation to the Pool	10 years, 6 months	\$14,073,617	\$1,547,356	7/1/2023	6/30/2024	6/30/2024	Yes
16	Family Supports Team	Family Supports–Home Visiting/Select Home Visiting Programs	<u>ST. MARY MEDICAL CENTER (00816)</u>	Solicitation to the Pool	10 years, 7months	\$5,339,290	\$530,614	7/1/2023	6/30/2024	6/30/2024	131 Yes
17	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>SHIELDS FOR FAMILIES (00817)</u>	Solicitation to the Pool	10 years, 7months	\$8,892,484	\$928,874	7/1/2023	6/30/2024	6/30/2024	Yes
18	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>PACIFIC ASIAN COUNSELING SERVICES (00818)</u>	Solicitation to the Pool	10 years, 7 months	\$4,527,925	\$463,582	7/1/2023	6/30/2024	6/30/2024	Yes
19	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>THE CHILDREN'S CLINIC 'SERVING CHILDREN AND THEIR FAMILIES' (00819)</u>	Solicitation to the Pool	10 years, 7 months	\$5,416,445	\$485,312	7/1/2023	6/30/2024	6/30/2024	Yes

RENEWALS											
	TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
20	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>THE WHOLE CHILD – MENTAL HEALTH & HOUSING SERVICES (00820)</u>	Solicitation to the Pool	10 years, 6 months	\$4,505,082	\$459,905	7/1/2023	6/30/2024	6/30/2024	Yes
21	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>CHILDREN'S INSTITUTE, INC. (00821)</u>	Solicitation to the Pool	10 years, 7 months	\$12,266,120	\$1,201,901	7/1/2023	6/30/2024	6/30/2024	Yes
22	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>CHILD AND FAMILY GUIDANCE CENTER (00822)</u>	Solicitation to the Pool	10 years, 7 months	\$6,435,157	\$612,031	7/1/2023	6/30/2024	6/30/2024	Yes
23	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>CHILD CARE RESOURCE CENTER, INC. (00826)</u>	Solicitation to the Pool	10 years, 7 months	\$19,585,409	\$2,339,983	7/1/2023	6/30/2024	6/30/2024	Yes
24	Family Supports Team	Family Supports/– Home Visiting/Select Home Visiting Programs	<u>LUNDQUIST INSTITUTE FOR BIOMEDICAL INNOVATION AT HARBOR-UCLA MEDICAL CENTER (00829)</u>	Solicitation to the Pool	10 years, 7 months	\$6,711,977	\$795,184	7/1/2023	6/30/2024	6/30/2024	Yes
25	Health Systems Team	Health Systems/– Early Identification and Intervention/Help Me Grow	<u>VIVA SOCIAL IMPACT PARTNERS (10258)</u> The Help Me Grow LA (HMG LA) Pathways investment focuses on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a developmental or behavioral delay or at risk of delay can effectively access appropriate timely services. The Contractor serves as the technical assistance (TA) Provider and Evaluator, who supports capacity building and data collection & analysis needs for the seven (7) HMG LA Pathways Unifying Agencies, and is responsible for evaluation to capture learning and improve project implementation. In FY 22-23, the Contractor provided TA to Pathways Wave 1 grantees to collect implementation data, develop data dashboards, hold data sensemaking meetings with collaborative partners, and provide ongoing TA. For Wave 2 grantees, the Contractor supported initial onboarding and the development of project approaches, logic models, evaluation and TA plans, and collection of baseline data. In FY23-24, core activities will include ongoing evaluation and TA for Wave 1, including the final wave of data collection & reporting as grantees' project terms end in December 2023, and ongoing support for Wave 2 grantees to launch and continuously evaluate their approaches.	RFQ	4 years, 7 months	\$1,443,200	\$316,000	7/1/2023	6/30/2024	6/30/2025	Yes
											132

RENEWALS											
TEAM/OFFICE	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	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
		Funding for this contract is included in the budget for FY 23-24, which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.									
26	Health Systems Team	<p>Health Systems/AAIMM Birth Outcomes and Disparities – Policy and Systems Change/AAIMM Birth Outcomes and Disparities – Policy and Systems Change</p> <p><u>YOUNG COMMUNICATIONS GROUP INC. (10356)</u> The Contractor serves as a critical First 5 LA partner for the African American Infant and Maternal Mortality (AAIMM) Prevention Initiative through their communications consultation work. As one of the leading Black-led communication firms in Los Angeles with experience on health equity initiatives, the contractor has unique familiarity with AAIMM communications planning and execution. Responsibilities include managing a team of subcontractors; strategizing and planning communication assets; strategic administration; guiding decision making and consensus building; managing complex budgets and subcontractors; crisis communications management; working in collaboration with F5LA Communications contractors; community engagement and the promotion of AAIMM values. In FY 22-23, the Contractor led key workplans for AAIMM initiatives, such as the Communications Strategic Plan; launched public awareness campaigns, including the "Grow the Village" Campaign" for Black Maternal Health Week in April 2023; and developed streamlined processes, including AAIMM partner communication requests. In FY 23-24, the Contractor will continue development of public awareness campaigns and activations; collaborate with partners on messaging for strategic planning and evaluation; and continue building AAIMM partner capacity for communications.</p> <p>Funding for this contract is included in the budget for FY 23-24, which will be presented for approval at the June 8, 2023 Board of Commissioners meeting. This agreement is partially funded via reimbursement by external funding from Los Angeles County Department of Public Health.</p>	Procurement Exception	1 year, 8 months	\$728,322	\$536,750	7/1/2023	6/30/2024	6/30/2024	Yes 133	
27	Health Systems Team	<p>Health Systems/– Early Identification and Intervention/Help Me Grow</p> <p><u>CITY OF LONG BEACH DEPARTMENT OF HEALTH & HUMAN SERVICES (10339)</u> The goal of Help Me Grow LA (HMG LA) Pathways is to improve existing referral pathways through technology, infrastructure and practice change to make sure all children get the services they need when they need them. The Grantee, serving as the Unifying Agency of a local collaborative, will identify, implement and refine strategies to better connect children to early identification and intervention (EII) services and supports within their geographic region.</p>	Strategic Partnership	3 years	\$500,000	\$205,021	7/1/2023	6/30/2024	6/30/2025	Yes	

RENEWALS											
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		<p>During FY 22-23 (Year 1 of the project), the Grantee completed the planning phase of their Pathways work, including launching a community collaborative, defining & planning approaches to strengthen referral pathways, developing a logic model and evaluation plan to measure approaches, collecting baseline data (including input from families), and other foundational activities. Selected approaches for the Grantee include developing a comprehensive, publicly accessible EII resource directory, increasing the number of partners using their multi-agency referral platform, expanding & leveraging the Long Beach Resource Line to provide EII navigation and referrals, and providing professional development to the region's Early Care and Education workforce about EII. In FY23-24, the Grantee will launch these approaches while engaging in continuous peer learning and evaluation with other grantees and the Technical Assistance Provider.</p> <p>On May 12, 2022, the Board approved the establishment of a Strategic Partnership with Grantee in the amount of \$X for X years.</p> <p>Funding for this grant is included in the budget for FY 23-24, which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>								134	

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28	Health Systems Team	Health Systems/- Early Identification and Intervention/Help Me Grow	<p><u>SAN GABRIEL/POMONA VALLEYS DEVELOPMENTAL SERVICES, INC., DBA SAN GABRIEL/POMONA REGIONAL CENTER (10340)</u> The goal of HMG LA Pathways is to improve existing referral pathways through technology, infrastructure and practice change to make sure all children get the services they need when they need them. The Grantee, serving as the Unifying Agency of a local collaborative, will identify, implement and refine strategies to better connect children to early identification and intervention (EII) services and supports within their geographic region.</p> <p>During FY 22-23 (Year 1 of the project), the Grantee completed the planning phase of their Pathways work, including launching a community collaborative, defining & planning approaches to strengthen referral pathways, developing a logic model and evaluation plan to measure approaches, collecting baseline data (including input from families), and other foundational activities. Selected approaches for the Grantee include developing a web-based self-referral portal and universal referral form, developing more concise EII informational brochures, implementing accessibility-friendly software for the Grantee's website to increase accessibility of information, and piloting employing promotores to connect families and providers with culturally relevant EII information. In FY23-24, the Grantee will launch these approaches while engaging in continuous peer learning and evaluation with other grantees and the TA Provider. On May 12, 2022, the Board approved the establishment of a Strategic Partnership with Grantee.</p> <p>Funding for this grant is included in the budget for FY 23-24, which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	Strategic Partnership	3 years	\$500,000	\$150,818	7/1/2023	6/30/2024	6/30/2025	Yes 135
29	Information Technology Team	N/A/Internal Operations/Information Technology	<p><u>AKKODIS, INC. (FORMERLY MODIS IT, INC.) (10185)</u> The Contractor provides staffing augmentation to the Information Technology Team, with knowledgeable and experienced IT service providers.</p> <p>The Information Technology Team uses the Contractor for temporary staff, including the current Administrative Assistant.</p>	RFP	5 years	\$1,500,000	\$300,000	7/1/2023	6/30/2024	6/30/2024	Yes

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		Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.									
30	Office of Communications	Office of Communications/Strate gic Communications/Comm unications & Marketing	RFQ	4 years, 9 months	\$3,386,000	\$862,000	7/1/2023	6/30/2024	6/30/2025	Yes 136	
		<p><u>BARÚ ADVERTISING, INC (10255)</u> The Contractor provides social media and digital marketing services, specifically to design strategic, data-driven creative concepts to maximize reach and engagement of target audiences and build upon current and future social media and traditional marketing campaigns. This includes creative asset production, paid media strategy, content strategy and planning, online community management and general account management as well as the ability to measure and report on the impact of executed strategies and tactics. The goal is to design foundational, comprehensive, holistic, and impact-monitored social media and digital marketing plans informed by First 5 LA's strategic direction and priorities. In FY 22-23, the Contractor developed and implemented an ongoing paid media strategy for First 5 LA social media channels(Facebook, Twitter and Instagram) to increase brand visibility and content awareness, as well as developed an ongoing editorial content calendar, managed community engagement across all channels, and successfully executed digital advertising campaigns to amplify First 5 LA's state budget and legislative priorities. In FY23-24, the Contractor will continue to provide social media and digital marketing services to design foundational, comprehensive, holistic, and impact-monitored social media and digital marketing plans informed by the Strategic Plan Reset and priorities. This work also includes development of new strategies for First 5 LA's YouTube and LinkedIn channels, as well as optimization of First 5 LA's website.</p> <p>Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>									
31	Office of Communications	Office of Communications/Strate gic Marketing /Communications & Marketing	RFQ	4 years, 8 months	\$1,275,000	\$350,000	7/1/2023	6/30/2024	6/30/2025	Yes	
		<p><u>BUMPERCAR, INC. (10261)</u> The Contractor complements ongoing communications campaigns and initiatives via multimedia creative services expertise and supports communications strategies through the development of campaigns in partnership with First 5 LA staff, focused on elevating area of impact supported by the First 5 LA strategic plan. In FY 22-23, notable accomplishments from the Contractor included development of graphic assets and materials for the internal communications of the organization's DEI commitments, external audience umbrella campaign materials</p>									

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		<p>for the African American Infant and Maternal Mortality (AAIMM) and the Help Me Grow LA (HMG LA) initiatives, recognition photography and video production during organization leadership transitions, creative design support to First 5 LA partners, and replenishment of the organization's photography library. In FY 23-24, the scope of work, includes development of graphic design for print, digital, social media and presentations, photography, photo cataloging and organization, videography, film editing, audio production, and post-production and related services, which includes the organization's internal communication, and an integrated video hub for staff use.</p> <p>Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>									
32	Office of Data for Action	<p>UNIVERSITY OF SOUTHERN CALIFORNIA (08576) The Contractor is a data and research collaborative focused on the linkage and analysis of administrative records. Continuation of CDN's Data Partnership will (1) improve the data infrastructure in Los Angeles County and state family-serving systems to produce high-quality, actionable data and (2) link administrative data within and across public systems to produce actionable research to inform, advance, and/or measure systems change outcomes. In FY22-23, CDN developed research products and provided access to linked administrative data that supported planning and execution of First 5 LA's systems change efforts. Additionally, the Contractor supported the improvement of data infrastructures both within and across systems to ensure access to high quality data that drives systems change. The work of this project in FY23-24 will ensure (1) First 5 LA has access to and uses high-quality data from administrative records collected by and linked across local and state agencies to inform, advance, and/or measure systems change outcomes, and (2) public systems have access to and use high-quality data from administrative records collected by and linked across local and state agencies to inform, advance, and/or measure systems change efforts that are aligned with First 5 LA's strategic plan.</p> <p>On October 14, 2010, the Board approved a motion to help create a countywide Data Partnership focused on increasing access to timely and accurate data and improving outcomes for families with young children with an initial investment of \$5 million.</p>	RFP	10 years, 6 months	\$8,931,238	\$600,000	7/1/2023	6/30/2024	6/30/2024	137 Yes	

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		Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.									
33	Office of Data for Action	<p>Office of Data for Action/Learning and Integration/First 5 LA Data Strategy</p> <p>HEALTH MANAGEMENT ASSOCIATES, INC. (10313) The purpose of the Data Strategy project is to ensure First 5 LA has the data needed to (a) drive systems change, (b) measure impact and (c) optimize First 5 LA's effectiveness to further advance system change efforts. The goal is to ensure First 5 LA staff, commissioners and key partners have shared commitment to Data Priorities and the Data Investments that address those priorities and are positioned to use data to inform resource allocation, strategy, and decision-making. The Contractor serves as a partner in the development of the First 5 LA Data Strategy project, including stakeholder engagement and organizational capacity building in order to prioritize data needs and ensure data investments advance First 5 LA's strategic plan goals. In FY 22-23, the Contractor conducted research on peer organizations to understand successful practices and approaches to using data to advance systems change; conducted a modified SWOT analysis to understand First 5 LA's current practice related to using data to advance systems change; and drafted the Data Strategy Framework. In FY 23-24, the Contractor is anticipated to support the finalization of the Data Strategy Framework and the development of the Data Strategy including stakeholder and community engagement.</p> <p>Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting.</p>	RFP	2 years, 7 months	\$390,000	\$200,000	7/1/2023	6/30/2024	6/30/2024	Yes 138	
34	Office of Government Affairs and Public Policy	<p>Office of Government Affairs and Public Policy/Integrated Policy and Advocacy Fund/Early Childhood Policy and Advocacy Fund and</p> <p>Office of Government Affairs and Public Policy/Integrated Policy and Advocacy Fund/Policy Advocacy Fund Technical Assistance Provider</p> <p>COMMUNITY PARTNERS (10333) The Contractor is co-designing and conducting the grantee selection process, as well as managing the Early Childhood Policy Advocacy Fund (EC PAF) in partnership with First 5 LA. EC PAF evolves First 5 LA's current approach to EC PAF projects, through integration, and with the goal of promoting more aligned and holistic advocacy through a Whole Child and Whole Family lens. This fund will feature differing strategies but shared outcomes across those strategies, especially around prioritizing children ages prenatal to 5-years old as a special population. It will also bring together diverse advocacy voices whose work occurs at the intersection of systems; support achievement of First 5 LA strategic and sustainability priorities; and reflect commitment to diversity, equity and inclusion. Thus far in FY 22-23, the Contractor has supported development of EC PAF design, including: commissioning a white paper on the history of</p>	RFP	5 years	\$6,708,118	\$4,576,000	7/1/2023	6/30/2024	04/30/2027	Yes	

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		<p>exclusionary policymaking in the United States, interviewing over 50 organizations to learn more about inclusive grantmaking policies, creating two new EC PAF grant pools, writing a request for proposal for organizations to apply to said grant pools, creating scoring tools to review and award grants, etc. It also led a webinar attended by 77 organizations to promote EC PAF, and supported a briefing with new First 5 LA Executive Director Karla Pleitez Howell, to provide updates on the project.</p> <p>In FY23-24, Contractor will distribute part of the regranting funds to selected Reimagining Systems Fund grantees. Contractor will then manage grantees, support achievement of desired Early Childhood Policy and Advocacy Fund (EC PAF) and system change outcomes, and conduct on-going project evaluation. Contractor will finalize development of the Community Opportunities Flexible Fund grant pool, including grant application and scoring rubric, before launching the fund, publicizing grant opportunities, and eventually distributing remaining regranting funds to a yet-to-be determined group of grantees. Funding for this contract is included in the FY 23-24 budget which will be presented for approval at the June 8, 2023 Board of Commissioners meeting..</p>								139	

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FIRST 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with 13 Hospitals in Los Angeles County in the Amount of \$54,223,060 for a Total of \$285,307,212 Through June 30, 2025 to Continue Implementing the Welcome Baby Program and Authorize First 5 LA Staff to Execute Agreements with Each of the 13 Hospitals for a Cumulative Amount up to \$26,861,154 for FY 23-24.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the May 4, 2023, Board of Commissioners Meeting. At today's June 8, 2023 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with 13 Hospitals in Los Angeles County to implement Welcome Baby in the amount of \$54,223,060 for a total of \$285,307,212 and authorize staff to execute a contract with each of the 13 hospitals for a cumulative amount up to \$26,861,154 for FY 23-24. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent. Funds for FY 23-24 are included within the current First 5 LA Programmatic Budget under Welcome Baby Hospitals, subject for approval by the Board of Commissioners on June 8, 2023. Beyond FY 23-24, funds will be pulled for the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

On June 14, 2012, the Board of Commissioners approved the establishment of Strategic Partnerships with 24 hospitals in Los Angeles County to implement Welcome Baby/Universal Assessment for Newborns through the issuance of the Welcome Baby Letter of Intent (LOI). The following findings from Birthing rate data from all Los Angeles County hospitals was used to identify the hospitals serving the majority of women giving birth in Best Start Communities. Hospitals also had to serve at least eight (8) percent of families in at least one Best Start community. These hospitals and the pilot hospital served 80% of all families within Best Start communities and 26% of births countywide (based on 2012 birth data). Ten of the 24 hospitals responded to the initial Welcome Baby LOI.

On September 12, 2013, the Board of Commissioners approved the expansion of Welcome Baby to four additional hospitals which had responded to the Welcome Baby LOI in May 2013. On January 8, 2015, the Board of Commissioners also approved the addition of Martin Luther King Community Hospital to the list of hospitals eligible for a Strategic Partnership for a total of 14 hospitals. On June 11, 2015, the Board of Commissioners extended the strategic partnerships with 14 Welcome Baby/Universal Assessment grantees to align with the 2015-20 Strategic Plan. At the June 11, 2020, Board meeting, the Board of Commissioners approved to amend the Strategic Partnership of Welcome baby grantees through June 2023 for 14 hospitals. However, in 2021 one of the Welcome Baby hospitals, Providence Little Company of Mary San Pedro, closed its labor and delivery department. The hospital continues to serve as the fiscal entity for Torrance Memorial Hospital, bringing the total number of participating hospitals to 13.

First 5 LA staff recommend continuing Strategic Partnerships with the 13 hospitals listed below to continue implementing the Welcome Baby Program over a period of two years through June 30, 2025:

Welcome Baby Hospitals	FY 23-24 Estimated Contract Amount	FY 24-25 Estimated Contract Amount
Dignity Community Care	\$3,252,224	\$3,308,919
Northridge Hospital Foundation	\$1,331,338	\$1,356,474
Providence Health & Services Foundation/San Fernando and Santa Clarita Valleys Services Areas	\$2,125,771	\$2,166,720
Providence Little Company of Mary Foundation	\$1,729,576	\$1,763,985
Prime Healthcare Services - St. Francis, LLC	\$2,611,362	\$2,664,100
St. Mary Medical Center	\$1,988,831	\$2,024,080
White Memorial Community Benefit Corporation	\$2,214,725	\$2,253,981
Antelope Valley Partners for Health	\$3,055,735	\$3,110,845
Long Beach Memorial Medical Center	\$2,628,748	\$2,677,078
Emanate Health	\$1,971,393	\$2,011,406
Prime Health Care Centinela , LLC	\$1,090,426	\$1,110,946
Valley Presbyterian Hospital	\$1,788,267	\$1,820,233
Martin Luther King Jr.- Los Angeles (MLK-LA) Healthcare Corporation	\$1,072,758	\$1,093,140
TOTAL	\$26,861,154	\$27,361,907

**Torrance Memorial Medical Center and Antelope Valley Hospital were previously approved as Strategic Partners but requested another entity to administer this program. Torrance Memorial Medical Center is a subcontractor to Providence Little Company of Mary San Pedro Foundation while Antelope Valley Hospital ceded fiscal oversight to Antelope Valley Partners for Health.*

RATIONALE FOR AMENDMENT:

The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship. The 13 participating Welcome Baby hospitals enroll over 22,000 families annually and continue to successfully provide families with up to nine engagement points that include prenatal, hospital and postpartum visits. As a light-touch, universal model, Welcome Baby plays a critical role in countywide home visiting efforts, providing sufficient support to the majority of pregnant and parenting families it enrolls. Welcome Baby demonstrates the highest enrollment reach of home visiting programs in the county and includes a risk assessment at the hospital visit that helps connect families to the appropriate level of support based on their needs. Families with more focused needs are referred by Welcome Baby staff to other more intensive home visiting programs. The hospitals are also participating in the Welcome Baby Virtual study, for which findings will support engagement efforts with key stakeholders and inform sustainability strategies.

Welcome Baby is a long-standing First 5 LA investment, representing a unique approach in its ability to reach all families at participating hospitals, regardless of need, and connect families to the appropriate home visiting program. The depth and scale of data collected by Welcome Baby also plays a critical role in informing cross-sector service needs and gaps, including areas such as early identification, referral needs and health coverage. Additionally, the Welcome Baby infrastructure provides an opportunity to test potential sustainability strategies such as Motivational Interviewing and Community Health Workers (CHWs), for which the former is eligible for reimbursement under Families First Prevention Services Act and the latter as an approved Medi-Cal benefit. Updating the strategic partnership for two years with the 13 hospitals will allow the First 5 LA Strategic Plan Reset process to be completed while maintaining core infrastructure and while simultaneously exploring potential sustainability strategies to inform First 5 LA's future role and scale of the investment.

The amended amount identified by the updating to the Strategic Partnership was informed by expenditures from previous fiscal years. The majority of funds cover personnel costs, supplies, mileage, space costs and professional development expenses. The following were considered when developing the amended amount:

- Hospital Birth Rate to inform personnel needs and estimated enrollment per hospital
- Increases in related program costs such as mileage rate
- Analysis of expenditure trends from prior fiscal years

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership in the Amount of \$54,223,060 over a period of two years for a Total Project Cost of \$285,307,212 to comply with this policy.

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

In partnership with the Welcome Baby hospitals, First 5 LA staff has been leading efforts to explore and pilot sustainability strategies. Efforts have included the exploration of strategies emerging as a result of Department of Health Care Service's California Advancing and Innovating Medi-Cal (CalAIM), a long-term commitment to transforming and strengthening Medi-Cal services. Additional sustainability strategies under exploration have emerged under the Families First Prevention and Services Act (FFPSA). These strategies could potentially leverage external funding to offset the use of First 5 LA funding.

NEXT STEPS

Staff anticipates executing a contract with each of the 13 hospitals for a cumulative amount of up to \$26,861,154 for FY 23-24.

FIRST 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment in the Amount of \$450,000 for a Total of \$1,150,000 Through June 14, 2024 to Build Upon Sustainability Strategies for African American Infant and Maternal Mortality Prevention Initiative (“AAIMM”) Community Action Teams and Support the Village Fund’s Third Cohort to Implement Community-driven AAIMM Strategies and Authorize First 5 LA Staff to Execute an Agreement in the Amount of \$450,000.

RECOMMENDATION (PROVIDED AS ACTION):

This memo was provided as information for the Board’s consideration at the May 4, 2023 Board of Commissioners meeting. At today’s June 8 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment (THE PARTNERSHIP) in the amount of \$450,000 for a total of \$1,150,000 and authorize staff to execute a contract in the amount of \$450,000. Funds for FY22-23 are included within the current First 5 LA Programmatic Budget under AAIMM Birth Outcomes and Disparities – Policy and Systems Change, which was approved by the Board of Commissioners in June 2022. Funds for FY 23-24 will be included in First 5 LA’s Programmatic Budget under AAIMM Birth Outcomes and Disparities – Policy and Systems Change that is subject to be approved by the Board of Commissioners in June 2023.

BACKGROUND:

Los Angeles County’s African American Infant and Maternal Mortality Initiative (AAIMM)

Led by the L.A. County Department of Public Health (LACDPH) and in partnership with First 5 LA, AAIMM was launched in 2018 as part of LACDPH’s 5-Year Plan to address the Black-White infant mortality gap in L.A. County. Through a series of comprehensive, coordinated strategies, AAIMM seeks to address the unacceptably high rates of Black infant and maternal deaths countywide and ensure healthy and joyous births for Black families in LA County. A central component of AAIMM is recognizing and addressing racism and the stress resulting from exposure to racism as the root cause of birth disparities.

AAIMM Innovation Fund

In June 2020, the First 5 LA Board of Commissioners approved a Strategic Partnership with THE PARTNERSHIP to contribute \$300,000 to the AAIMM Innovation Fund, a pooled fund leveraging public and private funding sources to support the sustainability of AAIMM and invest in community-driven innovation. Under the Strategic Partnership, First 5 LA funds support two main areas of work:

- **Village Fund (Community Grantmaking):** Three-year grants ranging from \$5,500 to \$33,000 to support innovative, community-led strategies to support the well-being of Black birthing families. Examples of Village Fund projects have included new parents’ support groups, lactation & breast/chestfeeding support, community care circles, COVID-19 self-care packages, and more. More information is available at: https://www.blackinfantsandfamilies.org/the_village_fund.
- **AAIMM Community Action Teams Advocacy & Capacity Building Support:** AAIMM Community Action Teams (CATs) are regional collaboratives co-led by community and LACDPH, that seek to both engage their community on countywide AAIMM strategies and to implement regional birth equity strategies. Currently there are four CATs operating: South LA/South Bay (Service Planning Area/SPAs 6 and 8), Antelope Valley/Palmdale (SPA 1), San Gabriel Valley/Pasadena (SPA 3), and Santa Clarita/San Fernando Valley (SPA 2).

In July 2022, the Board of Commissioners approved an amendment to First 5 LA's Strategic Partnership with THE PARTNERSHIP, authorizing an additional \$400,000 to fund CATs backbone support and additional capacity-building (for a project total of \$700,000). "Backbone support" refers to a minimum amount of funding needed to operate, grow and sustain the CATs' organizational infrastructure. Under the approved amendment, THE PARTNERSHIP's work on the AAIMM Innovation Fund was expanded to include overseeing the procurement and onboarding of CATs backbone agencies; ensuring fair allocation of backbone funding across the CATs; facilitating CATs peer learning, strategic planning, and sustainability planning; and ensuring documentation of CATs' efforts as part of the AAIMM evaluation.

Contractor's Performance & Achievements to Date

THE PARTNERSHIP has performed well to date and completed all required deliverables. Key accomplishments for each main area of work are presented below:

- **Village Fund Achievements to Date:**
 - Launched three Village Fund cohorts, reaching 22 grantees total using an inclusive selection process that centers Black/African American panelists and includes prior cohort grantees.
 - Supported long-term sustainability and growth of Village Fund through proactive fund development and funder engagement. Illustrating this, of the \$430,650 in Village Fund grants awarded in 2023, \$100,000 was contributed by F5LA.
 - Leveraged funds for a supplemental evaluation of the Village Fund due in June 2023.
- **AAIMM CATs Achievements to Date:**
 - Procured 2 New CAT backbone organizations via an inclusive selection process.
 - Supported CATs sustainability by hiring a development consultant to support buildout of CATs fundraising infrastructure; facilitating funder engagement events in Antelope Valley, with plans to extend similar opportunities in other regions; and currently working with CATs backbones to develop 2023 fund development plans.
 - Supported CATs to participate in countywide and regional strategic planning, in collaboration with AAIMM consultant Coachman-Moore & Associates. Identification of 2023 SMART goals for each CAT is nearly complete, and backbone support has proven critical to ensuring CATs have capacity for strategic planning and identifying regional systems change priorities (see section below, "CATs Backbone & Capacity Building Justification.")

RATIONALE FOR AMENDMENT:

The proposed amendment seeks to (1) extend First 5 LA's Strategic Partnership with THE PARTNERSHIP for one additional year through June 14, 2024, and (2) provide \$450,000 in additional funding to support AAIMM Village Fund and CATs backbone support during this additional year.

Village Fund Justification

The proposed amendment would fund the AAIMM Village Fund for an additional year in the amount of \$75,000, reduced from First 5 LA's prior contributions of approximately \$100,000 per year since FY20-21. While the AAIMM Village Fund is a pooled fund, currently First 5 LA accounts for approximately one third of the fund in FY22-23. Continuing funding in FY23-24 at a reduced rate recognizes First 5 LA's fiscal reality, while giving THE PARTNERSHIP time to increase support from other funders and minimize disruption in funding to current Village Fund cohorts.

CATs Backbone & Capacity Building Justification

The proposed amendment would fund CATs backbone support and capacity building in the amount of \$375,000, reduced from \$400,000 in FY22-23. This funding will avoid disruption at a critical period of the CATs' organizational development and allow additional time for the CATs to build funding support longer term, while recognizing First 5 LA's fiscal reality.

FY22-23 has so far been a year of major progress for the CATs, with a heavy focus on strategic planning and organizational development that will continue into FY23-24. Backbone support has played an essential role in this work; however, given that the newest backbones were onboarded as recently as January 2023, we anticipate an additional year of support will be needed for the impact to be fully realized. Key anticipated and/or demonstrated impacts of the backbones include:

- **Increasing capacity for long-term strategic planning & systems change work:** CATs strategic planning has accelerated in FY22-23 with the increase in backbone support, helping to develop more formal systems change priorities across the CATs in addition to their ongoing role of engaging community around AAImm work. Examples include:
 - Antelope Valley:
 - Securing partnerships with the City of Lancaster and Charles Drew University's Black Maternal Health Center of Excellence (CDU BMHCE) to open a Maternity Home in mid-2023, serving as a hub for pre-to-postnatal services for Black birthing families
 - Identifying and pursuing strategies to strengthen the AV's Black birth workforce, beginning with a landscape analysis completed by CDU BMHCE in early 2023
 - Participating on the Best Start/AVRI Providers Work Group to increase access and connectivity to services in key neighborhoods.
 - South LA/South Bay:
 - Opening a Maternity Home in SPA 8 to provide culturally relevant resources and supports to Black birthing families
 - Strengthening advocacy and public awareness for the AAImm work through partnerships with community, hospitals, midwives, doulas, and others
 - Building crisis response readiness to both (a) directly support families and (b) mobilize community and system responses in the case of traumatic birth outcomes for Black/African American families
 - San Gabriel Valley:
 - Launching a maternal mental health group for Black/African American mothers
 - Strengthening regional supports for Black maternal mental health through partnerships with County Supervisor Solis and the Department of Mental Health (e.g., co-designing & delivering provider trainings)
 - San Fernando/Santa Clarita Valleys:
 - Conducting community surveys and/or listening sessions in 2023 to develop regional systems change priorities grounded in broader community voice
- **Strengthening AAImm CATs co-ownership by community** and LAC DPH, by shifting investment (of resources and time) more strongly into community's hands. Providing resources to community-based organizations and co-leads has allowed them to take on greater ownership and incorporate AAImm more fully into daily work than when operating on a volunteer basis.
- **Increasing capacity for organizational infrastructure building** through basic operational support, coordination & maintenance of work groups, development of organizational assets, etc.
- **Strengthening fundraising & development capacity:** As of spring 2023, all CATs are developing fundraising plans and have applied for additional funding outside of First 5 LA; some are also cultivating funder relationships (e.g., Antelope Valley meet-the-funder events). However, more time is needed for current development efforts to bear fruit.
- **Network-building:** Backbone organizations expand the CATs' network of community relationships, helping to increase their reach and potential impact (e.g., through partnerships with local governments, CBOs, and other systems-change partners). They are also physically rooted in the geographic communities they serve, supporting in-person and virtual community-building.

- **Improving the consistency, trustworthiness, and relevance of communications:** CATs leaders shared that backbone funding helps ensure that communication with their community is consistent and relevant, a critical factor in building community trust and momentum over time.
- **Data and documentation:** Backbones provide capacity to work with evaluators and support data collection and documentation activities needed to assess CATs' impact.

Alignment with First 5 LA's Strategic Plan Reset

While First 5 LA's strategic plan reset is in progress, the proposed Amendment aligns closely to the long-term systems change outcomes approved by Board in November 2022 as part of Phase 1:

- Accessible – Public systems are connected, aligned, and seamless: CATs are focused on facilitating linkage to culturally relevant, quality services for Black birthing families, such as through the opening of Maternity Homes and creation of resource directories.
- Equitable – Public systems eliminate systemic biases in mindsets, policies, procedures, and practices: Equity is at the core of all AAIMM work. CATs and Village Fund grantees engage regional system partners around birth equity and help support more equitable public systems countywide, such as serving as Community Advisors for Cherished Futures hospitals.
- Power-Sharing – Communities and public systems share power in the development, implementation, and improvement of policies, procedures, and practices that impact children and families: A core value of AAIMM is ensuring that the work is grounded in community voice and Black/African American leadership. The AAIMM CATs and Village Fund provide a critical connection to community for the AAIMM initiative's DPH leadership, allowing them to both gather input on strategies, and to promote their work across LA County. At a regional level, CATs also demonstrate this power-sharing as backbones and DPH co-lead each CAT.

Alignment with Organization-Wide DEI Efforts

The proposed amendment also aligns with First 5 LA's DEI Commitments, which were shared with the Board in September 2022. In particular, continued investment in the CATs and Village Fund supports:

- **DEI Commitment #11** - Historically, Black-led and smaller organizations face greater barriers to accessing funding, including at First 5 LA. Contributing to the AAIMM Innovation Fund has enabled First 5 LA to support a larger number of small, Black-led organizations through reduced barriers to participation and procurement processes that center equity and community voice
- **DEI Commitment #3** - Centering lived experience with "Black Women Up Front and Leading" is a core AAIMM value, upheld by both the CATs and Village Fund. Within the larger AAIMM initiative, CATs and Village Fund provide ongoing connection to community across LA County, helping to ensure that efforts are relevant, grounded in the day-to-day experience of Black birthing families, and informed by an understanding of root causes and regional context.

Cost Breakdown and Justification for Amended Amount

In summary, the proposed Amendment would extend First 5 LA's partnership with THE PARTNERSHIP for one additional year and provide \$450,000 additional funding, broken down as follows:

- Village Fund: \$75,000 contribution to the AAIMM Innovation Fund (pooled fund, reduced from \$100,000 in prior years)
- CATs Backbone Support & Capacity Building: \$375,000 contribution (reduced from \$400,000 in FY22-23), with direct support to CATs backbones remaining the same as last year and reductions made in capacity-building support, which will be shared more strongly with DPH in FY23-24.

Amounts for both the Village Fund and CATs were developed with input from THE PARTNERSHIP and AAIMM leadership, to identify where continued funding is most needed to avoid disruption in AAIMM work

and momentum. Prior funding thresholds for AAIMM CATs were established based on learnings from CATs to date and input from AAIMM leadership.

Summary

AAIMM CATs are in a critical period of organizational development, focused heavily on strategic planning and sustainability. Continuing First 5 LA's investment in the CATs at a reduced rate through our Strategic Partnership with THE PARTNERSHIP will help maintain this momentum while recognizing First 5 LA's fiscal reality. Similarly, continuing investment in the AAIMM Village Fund at a reduced rate will allow THE PARTNERSHIP time to leverage contributions from other funders while minimizing disruption to the third Village Fund cohort. The proposed Amendment also aligns closely with strategic plan refinements and ongoing organization-wide DEI efforts.

Pursuant to the Procurement Policy, Strategic Partnerships greater than \$150,000 must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership in the Amount of \$450,000 for a Total Project Cost of \$1,150,000 to comply with this policy.

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

Sustainability Plan

THE PARTNERSHIP, First 5 LA staff, and AAIMM leadership will work collaboratively to support the sustainability of AAIMM CATs and broader AAIMM Innovation Fund using several approaches, including ongoing fund development led by THE PARTNERSHIP, and collaborative sustainability planning with the CATs. This will include identifying and working to address specific development infrastructure needs (e.g. processes/workflows, templates, trainings) and supporting relationship-building with other funders. Additionally, several other AAIMM activities will also support greater sustainability of the CATs and Village Fund in FY23-24, including completion of strategic planning in June 2023, completion of the AAIMM UCLA and Village Fund supplemental evaluations in June 2023 (providing tools for CATs and Village Fund grantees to communicate their impact through data in FY23-24), and continuing to deepen AAIMM's roots and co-ownership across LA County communities.

Leveraged Resources

THE PARTNERSHIP has successfully grown the AAIMM Innovation Fund to include contributions from many funders, a full list of which can be found at <https://villagefundla.org/>. Major funders include the Conrad N. Hilton Foundation, Ballmer Group and California Healthcare Foundation. These funders primarily support the Village Fund (Community Grantmaking).

For CATs backbone, THE PARTNERSHIP has secured continued backbone funding for FY23-24 from Reissa Foundation (for South LA/South Bay) and Baby Futures Fund (for Antelope Valley). All CATs also continue to leverage LAC DPH staff support and have applied for at least one grant to support programmatic work, with ongoing efforts to access new funding streams. Moving forward, THE PARTNERSHIP will continue to cultivate relationships with current and new funders to support sustainability of the AAIMM Innovation Fund and CATs backbone.

NEXT STEPS

Staff anticipates executing a contract amendment in the amount of \$450,000 with an anticipated start date for a total project cost of \$1,150,000 through June 15, 2023.

FIRST 5 LA

SUBJECT:

Authorize First 5 LA to Receive Funds from the Los Angeles County Department of Mental Health (Department of Mental Health) to support Home Visiting Services in Service Planning Areas (SPAs) 1 and 2, Approve Resolution # 2023-02 and Authorize First 5 LA Staff to Execute an Agreement in the Anticipated Amount of up to \$13,740,000 through June 30, 2026. The funding amount is contingent upon final award from the LA County Department of Mental Health and the LA County Board of Supervisors.

RECOMMENDATION:

The following recommendations were presented as written information for the Board's consideration at the May 4, 2023 Commission meeting. First 5 LA staff recommends that at the June 8, 2023 Commission meeting, the Board approve the following action related to Home Visiting Services:

1. Approve a Budget Resolution #2023-02 to approve receipt of funds in the amount of \$13,740,000 from July 1, 2023 through June 30, 2026 from the Department of Mental Health to support implementation of Home Visiting Services in Service Planning Areas (SPAs) 1 and 2.
2. Authorize the Executive Director or Designee to complete the execution of an agreement with DMH to receive funds for a period of July 1, 2023, through June 30, 2026, upon approval from the First 5 LA Board of Commissioners at the June 8th Commission Meeting and once formal funding has been approved by the Department of Mental Health and the LA County Board of Supervisors.
3. Authorize the Executive Director or Designee, on behalf of First 5 LA, to accept additional funding from the Department of Mental Health and to execute agreements should additional funding to support Home Visiting Services arise.

BACKGROUND:

The Mental Health Services Act (MHSA), passed by California voters in 2004, represents a comprehensive approach to the development of community-based mental health services and supports in California. As part of MHSA funds, the Los Angeles County Department of Mental Health utilizes Prevention and Early Intervention (PEI) funds to support mental health education, outreach, and early identification efforts that can mitigate costly negative long-term outcomes for mental health consumers and their families.

First 5 LA applied to the Department of Mental Health to utilize PEI funds to support home visiting services in SPAs 1 and 2. Data indicates that these SPAs have a high number of Department of Children and Family Services (DCFS) Child Abuse Hotline calls, and minimal services targeting these areas to address this issue. The proposed partnership with the Department of Mental Health will enhance referral pathways between DCFS's Prevention and Aftercare Networks (P&As), another MHSA PEI funded program, and First 5 LA's home visiting programs. Licensed clinical therapists are an additional program component that will be incorporated to enhance the Healthy Families America (HFA) and Parents as Teachers (PAT) programs to provide mental health support to identified program participants. Funds will be used to offset the addition of licensed clinical therapists and home visiting services in SPA 1 and 2.

Home visiting sustainability strategies are a key area of focus given First 5 LA's declining revenue. A potential sustainability strategy to offset home visiting expenditures includes the Family First Prevention Services Act (FFPSA), a federal legislation that allows for some reimbursement for home visiting services provided to eligible children. The State of California is currently building the infrastructure needed to draw down the federal dollars, and in the meantime the Department of Mental Health PEI funds provide support for home visiting services and infrastructure in an area of critical need.

NEXT STEPS:

Upon Commission approval, the Executive Director, or Designee, will execute an agreement contingent upon final award from the Department of Mental Health and the LA County Board of Supervisors.

RESOLUTION NO. 2023-02

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF FUNDS TO SUPPORT HOME VISITING SERVICES IN SERVICE
PLANNING AREAS (SPA) 1 AND 2**

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

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

Whereas, funds awarded by the Los Angeles County Department of Mental Health (LACDMH) will be used to support home visiting services in SPAs 1 and 2, including the improvement of referral pathways between DCFS’s Prevention and Aftercare Networks (P&A) and home visiting programs, and enhancement of the Healthy Families America (HFA) and Parents as Teachers (PAT) home visiting models with the addition of licensed clinical therapists.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Funding received from LACDMH in the amount of \$13,740,000 through June 30, 2026, invoiced quarterly, will be considered restricted for fund balance purposes; and
2. The Executive Director or Designee, on behalf of First 5 LA, is authorized to accept additional funding from LACDMH if funding for the same purpose continues; and
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

PASSED, APPROVED AND ADOPTED THIS 8th DAY OF JUNE 2023, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Holly Mitchell
Chair, First 5 LA

Karla Pleitéz Howell
Executive Director

FIRST 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with the Los Angeles County Office of Education (LACOE) in the Amount of \$11 million for a Total of \$37,025,151 Through June 30, 2027 to manage the implementation of Quality Start Los Angeles (QSLA), including the QRIS Data System and Authorize First 5 LA Staff to Execute a Contract in the Amount of \$2,983,140.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board’s consideration at the May 4, 2023 Commission meeting. At today’s June 8, 2023 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with the Los Angeles County Office of Education (LACOE) in the amount of \$11 million over the period of four years for a total of \$37,025,151 and authorize staff to execute a contract in the amount of \$2,983,140. Funds for FY 23-24 are included within the proposed First 5 LA Programmatic Budget under QSLA Databased and IMPACT Legacy, that is subject to be approved by the Board of Commissioners in June 2023. Beyond FY 23-24, funds will be pulled for the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

As First 5 California’s second quality rating and improvement system (QRIS) initiative entitled Improve and Maximize Programs so All Children Thrive (IMPACT) 2020 sunsets on June 30, 2023, First 5 LA and LACOE have jointly applied for First 5 CA’s new round of funding, called IMPACT Legacy. First 5 LA awaits final confirmation from First 5 CA on the final award amount, though it is expected to not be greater than the IMPACT 2020 award. IMPACT Legacy’s four-year funding opportunity builds off the work conducted through IMPACT and IMPACT 2020, and places less emphasis on rating early learning and care sites and more emphasis on providing quality improvement services, with a particular focus placed on settings that have historically had less access to quality supports (e.g., Family, Friend, and Neighbor care, Family Child Care Homes, and center-based care settings without a state preschool contract), an approach re-affirmed in First 5 LA’s Strategic Plan 2020-2028. Because LACOE administers the other quality improvement funding streams that fund QSLA (i.e., California State Preschool Program Block Grant, Quality Counts California Block Grant), staff recommend the continuation of a Strategic Partnership with LACOE given their unique position to leverage, blend, and braid IMPACT funds with the other public dollars that make up QSLA’s funding. In addition, LACOE has the skills and resources needed to adhere to state reporting, compliance, and monitoring requirements – a role they have managed for QSLA for many years, as well as in the role as the largest Head Start delegate agency in the country.

Historically, First 5 LA has held two Strategic Partnerships with LACOE, which are summarized in the table below.

Contracts:	LA County QRIS Data System Administrator (Agreement #09543)	QSLA IMPACT Funds (Agreement #10271)
Summary of Work:	Provide appropriate staffing to manage the database, and provide the necessary support for countywide partners interfacing with the QSLA data system. LACOE to maintain QSLA’s data system, which stores, exports, and imports all data elements required for a site’s rating. The QSLA data	Provide a variety of quality improvement services in a variety of ECE settings, including centers, family child care home, and family, friend and neighbor care. Work is in alignment with a joint application submitted to First 5 CA by QSLA for ECE efforts.

	system provides a common place to collect various types of data, across multiple partners, and from multiple funding streams, in one central place.	
Timeframe of Strategic Partnership	2017 - 2020 2020 - 2023	2015-2020 (IMPACT) 2020-2023 (IMPACT 2020)
Total Project Amount:	\$4,300,000 (funded by F5LA)	\$21,725,151 (funded by F5CA)
Most Recent Board Approval:	On June 11, 2020, the Board of Commissioners approved an amendment of the Strategic Partnership with LACOE through June 30, 2023.	On July 9, 2020, the Board of Commissioners approved a Board Resolution authorizing the Executive Director on behalf of First 5 LA to accept additional funding from First 5 CA should additional funding from Quality Counts California (QCC) and/or Quality Starts Los Angeles (QSLA) regional efforts continue. On November 12, 2020, the Board of Commissioners approved the establishment of a Strategic Partnership with LACOE to implement the QSLA Impact 2020 award from First 5 CA through June 30, 2023.

First 5 LA staff recommends that the two Strategic Partnerships with LACOE be combined into one, to allow for the ability to maximize and continue quality improvement services. The QSLA data system is the primary and central source for capturing all quality improvement services offered to ECE providers. Having all aspects of QSLA quality improvement services and tools under one Strategic Partnership allows for a more holistic view of QSLA’s quality improvement work, as well as provides for administrative cost savings.

LACOE’s role as past and current administrator of QSLA’s public quality improvement funds for over eight years makes them uniquely qualified to administer IMPACT Legacy funds, in particular given their right of first refusal for other state-funded quality improvement dollars. This management structure places LACOE in a unique position to easily blend and braid other current and future public funding for QSLA. Additionally, our strong and long-standing partnership will help QSLA in applying for future funding opportunities. LACOE’s existing contracts with QSLA’s implementation partner and data system vendor (Hubbe Inc.) are already in place, and place LACOE in position to quickly amend these contracts to support other quality improvement investments. Moreover, LACOE has robust oversight and accountability mechanisms to ensure compliance with all relevant state guidelines and protocols.

In addition to LACOE having effectively managed the last two rounds of IMPACT funds, LACOE has also administered and maintained QSLA’s data system, which stores, exports, and imports all data elements required for a site’s rating. The QSLA data system provides a common place to collect various types of data, across multiple partners, and from multiple funding streams, in one central place. All QSLA coaches, for example, are required to log visits and Quality Improvement Plans (QIPs) in the QSLA data system. The QSLA data system is also a repository of data used to comply with reporting requirements to Quality Counts California (QCC) through the Common Data Elements file submission process, which is the annual report of site-level common data to the state. Continuing to have a single data system to capture QSLA data ensures that all data is collected and entered reliably, allowing for greater confidence in the quality of the data. Additionally, by coordinating QSLA data collection efforts, First 5 LA and its partners are more easily able to tell a more comprehensive story about the picture of quality in early childhood education settings across the county.

As the contract manager of the QSLA data system (Hubbe, formerly iPinwheel), LACOE has extensive experience with state reporting requirements, including the submission of the Common Data File (CDF) to the state. Similarly, LACOE maintains a detailed Standard Operating Procedures handbook to which all QSLA partner agencies (e.g., Child Care Alliance of Los Angeles) adhere to. These robust protocols and a long history of administering public quality improvement dollars situate LACOE to responsibly and expeditiously steward public funding, including but not limited to IMPACT Legacy. LACOE has consistently shown themselves to be responsible stewards of these dollars, meeting funding and reporting requirements and serving as a strong partner in co-creating a more equitable quality support system for Los Angeles County's mixed delivery system.

RATIONALE FOR AMENDMENT:

Under the proposed amendment to the Strategic Partnership, LACOE would continue to administer the QSLA data system as well as the new round of IMPACT funding, which was jointly submitted by First 5 LA and LACOE. First 5 LA staff recommends that this Strategic Partnership with LACOE last for a period of four years to align with the new round of First 5 CA funding, IMPACT Legacy. This would allow for the ability to maximize and continue quality improvement services, as proposed in the application.

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership for an amount not to exceed \$11 million over the period of four years for a total of \$37,025,151 to comply with this policy.

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

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

QSLA has consistently worked to make its model more sustainable. Modifications have included, but are not limited to, streamlining data collection into one central data system, reducing coaching services at highly-rated sites, reduced the frequency of formal assessments, fewer in-person supports, and reduced financial incentives for sites. Together with other IMPACT Regional Hubs statewide, the QSLA consortium continues to explore lessons learned and investing resources to ensure the long-term sustainability of our statewide early learning and care quality improvement work, including adapting tools such as virtual coaching and online learning platforms to deliver QSLA's professional development offerings in modalities more accommodating of providers' varying needs.

QSLA is now funded through a Quality Counts California (QCC) solicitation, the strategic partnership with LACOE allows us to seamlessly blend and braid funding (e.g., IMPACT Legacy, Quality Counts California Block Grant, California State Preschool Program Block Grant). First 5 LA also continues to leverage the experience and resources available within our partner agencies to enhance the work of QSLA, to recruit participants, and to offer supports to providers representing the mixed-delivery early learning and care system in LA County. By administering through a single agency, First 5 LA is also able to reduce reporting requirements and centrally manage the work of QSLA's implementing agencies, the Child Care Alliance of Los Angeles and LACOE.

NEXT STEPS:

Once the state officially confirms funding, staff anticipates executing a contract in the amount of \$2,983,140.

FIRST 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with Public Health Foundation Enterprises, Inc. (PHFE) in the Amount of \$1,401,000 for an Estimated Project Total of \$8,863,696 Through June 30, 2026 for the WIC Data Mining Project and Authorize First 5 LA Staff to Execute an Agreement in the Amount of \$339,000.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the May 4, 2023 Board of Commissioners Meeting. At today's June 8, 2023 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with Partnership with Public Health Foundation Enterprises, Inc. (PHFE) in the amount of \$1,401,000 for an estimated total of \$8,863,696 and authorize staff to execute a contract in the amount of \$339,000. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent. Funds for FY 2023-2024 are included within the current First 5 LA Programmatic Budget under WIC Data Mining Project, subject for approval by the Board of Commissioners on June 8, 2023. Beyond FY 2023-2024, funds will be pulled for the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

Overview:

In 2002, First 5 LA partnered with Public Health Foundation Enterprises, Inc. ("PHFE WIC") to establish the WIC Data Mining Project in an effort to collect critical data on low-income families with children under age 5 and pregnant parents. PHFE WIC is the largest provider of the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) in Los Angeles County. WIC agencies across Los Angeles County regularly collect extensive information about the families they serve, including socioeconomic information, demographics, characteristics, and health information. PHFE WIC has agreements with the six other WIC agencies in the county, allowing it to aggregate the data they collect countywide. PHFE WIC provides First 5 LA with important data on WIC participants to better understand the conditions of low-income target population through research. For example, through our partnership PHFE WIC conducted the Los Angeles County WIC Survey in 2005, 2008, 2011, 2014, and 2020. Most recently, in June 2020, the Board of Commissioners approved an amendment to the strategic partnership with PHFE WIC through June 2023.

First 5 LA currently has a need for data that will help staff understand the conditions and experiences of low-income families that impact their children's development prenatally through age 5, and how they differ across various communities and/or demographics in the county, in order to inform First 5 LA's systems change focus and strategy. Extending the strategic partnership with PHFE WIC will allow First 5 LA to continue collecting and analyzing data on low-income families given our shared target population. The extension of this Strategic Partnership does not obligate First 5 LA to contract with PHFE-WIC for the duration of the Strategic Partnership if it is determined not to be in the best interest of the Commission.

Desired Outcomes and Proposed Objectives and Work

By extending the Strategic Partnership with PHFE WIC, First 5 LA aims to achieve the following goals:

- First 5 LA will have data describing the experiences of low-income families across the county during children's first five years of life and pregnancy, aligned with First 5 LA's Strategic Plan.

- First 5 LA will understand the conditions and experiences of low-income families and how they differ across various communities and/or demographics in the county.

To achieve these goals, PHFE WIC will conduct analyses on existing data, collect new data, and support First 5 LA's learning about First 5 LA's targeted population throughout the three years of the extended partnership. The resulting data and analyses will provide First 5 LA with crucial insights that will help inform decisions around the work the organization does and help First 5 LA measure progress towards its Strategic Plan outcomes. Although the specific projects will be determined as our new strategic plan emerges more details on the specific work that First 5 LA proposes for PHFE WIC to conduct can be found in the Rationale section of this memorandum.

RATIONALE FOR AMENDMENT:

Since the last Strategic Partnership extension in 2020, PHFE WIC has helped First 5 LA understand the experiences of low-income families across a variety of demographics in the County, including in relation to children's growth and milestones, health care, nutrition, and resources such as enrollment in public services. For example, PHFE WIC explored which WIC families are more likely to have participated in a home visiting program during their child's first year of life, and how participation in said programs was related to the different services and safety-net programs WIC families accessed during their children's first five years. Additionally, in 2020, PHFE WIC conducted the latest Los Angeles County WIC Survey, which interviewed nearly 7,000 WIC participants and provided First 5 LA with extensive information about low-income families with children under five on a variety of topics, including impacts and experiences during the COVID-19 pandemic. PHFE WIC also produced a research brief focused on Early Identification and Intervention (EII), which was used to inform the Centralized Access Point and other aspects of HMG LA

In the next three fiscal years, First 5 LA will have an ongoing need for data to better understand the conditions and experiences of low-income families with pregnant parents and children aged five and under, especially as Los Angeles communities continue to adjust to the impacts of the COVID-19 pandemic. Continuing to obtain data about families served by WIC participants will be a valuable resource for First 5 LA. To qualify for WIC, families must have one pregnant family member, and/or have one child under the age of 5 and fall under 185% the Federal Poverty Level. With over 260,000 enrolled individuals, WIC serves roughly a third of First 5 LA's entire target population, focusing on some of the most vulnerable populations in First 5 LA's area of interest. Given that PHFE WIC has the capacity to compile data that is regularly collected by the seven Los Angeles County WIC agencies, it is in a unique position to provide us with data that focuses on a significant portion of the populations we are most interested in learning about in the coming years.

First 5 LA has a need for rich data that can be delivered in a timely manner. Conducting research with vulnerable and hard to reach populations, such as low-income families with children under five, can take years, and barriers related to trust or lack of familiarity with the entity conducting the research are often encountered. These challenges do not exist for PHFE WIC. PHFE WIC is a reliable and trusted partner among a wide segment of First 5 LA's target population. Families recognize WIC as a trusted source of information and are more willing to participate in the research they conduct than in studies conducted by unknown entities. These benefits can significantly reduce both time and costs of conducting research, which are significant benefits to First 5 LA

PHFE WIC is responsive to First 5 LA's needs and has maintained a strong working relationship with First 5 LA for over two decades. For example, in 2020 First 5 LA requested that the Los Angeles County WIC Survey capture how the COVID-19 pandemic was impacting families and this request was accommodated. Another example of PHFE WIC's responsiveness to First 5 LA's needs includes its willingness to collect data for a research effort led by another contractor working with First 5 LA. In 2020, First 5 LA began conducting a longitudinal research project on the experiences and development of children who are enrolled in the Welcome Baby home visiting program. This study needed a comparison group to substantiate the credibility of the findings. PHFE WIC quickly and successfully developed a comparison group of participants in the 2020 Los Angeles County WIC Survey and conducted the data

collection for the comparison group which included administering tri-monthly surveys. Without access to PHFE WIC's resources and willingness to support our needs, the Welcome Baby study would not have had as much rigor.

Given the above, extending the partnership with PHFE WIC for three more years will allow First 5 LA to continue receiving rich data, including demographics, characteristics, and families' experiences during a child's first 5 years of life, that First 5 LA needs to better understand the conditions of and the issues our low-income target population have encountered. PHFE WIC has shown to be a valuable strategic partner to First 5 LA through their ability to produce reliable data in a cost-efficient manner.

To achieve the goals and objectives listed in the Background section of this memorandum, funds will be used for PHFE WIC to conduct the following work:

- Produce research products using existing data collected by Los Angeles County's WIC agencies to inform First 5 LA of the conditions of the county's low-income target population.
- Collect new data to help inform First 5 LA's ongoing work around serving low-income families.
- Conduct the next Los Angeles County WIC Survey to establish a baseline that begins to measure First 5 LA's Strategic Plan outcomes.
- Develop products for disseminating findings to support First 5 LA's learning about the communities we serve. May also develop tools and lead communication efforts to disseminate findings externally among relevant stakeholders.

It is important to note that federal regulations prevent other contractors from accessing WIC administrative data beyond PHFE WIC. As such, PHFE WIC is also the only contractor who is able to conduct the Los Angeles County WIC Survey at this time.

The total amount to extend the Strategic Partnership for an additional three years is not to exceed \$1,401,000. This funding level was determined based on costs from previous years and includes staff hours, direct costs, and conducting a countywide survey among our targeted low-income population.

The costs for conducting countywide research in Los Angeles County that is representative of any given population generally has high costs associated. Some examples include:

- In 2012, First 5 LA Board of Commissioners approved \$1 million to conduct the 2012 Best Start Family Survey¹, which also focused on interviewing families of children ages 0-5. The survey employed an address-based methodology that included mailing surveys to households.
- The 2018 Los Angeles County Health Survey (LACHS), conducted by the Los Angeles County Department of Health, cost slightly over \$2 million.² The entire survey interviewed 7,000 residents on adults and 5,000 residents on children, employed a random-digit-dial survey conducted by telephone, and lasted approximately 30 minutes in length.

In contrast, the costs proposed for the Los Angeles County WIC Survey included in this Strategic Partnership are lower for several reasons. The methodology being proposed for the Los Angeles County WIC Survey is more cost-efficient than address-based methodologies. The sample size that is currently proposed is between 4,000 and 6,000 interviews. Additionally, PHFE WIC is able to administer research tools such as surveys and focus groups without the need to purchase samples. PHFE WIC is also able to conduct research and analysis in-house, including focus groups, research in Spanish, and data processing, thus limiting the need for subcontractors.

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership in the Amount of \$1,401,000 for an estimated project total of \$8,863,696 to comply with this policy.

¹ <https://www.first5la.org/files/Email%20Packet%20COMMISSION%2006-14-12.pdf>

² <http://publichealth.lacounty.gov/cg/docs/2019-007RFPLACHHealthSurvey/Addendum2.pdf>

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

PHFE WIC is a program of Heluna Health and the largest local WIC agency in the U.S. The program serves families in Los Angeles, Orange, and San Bernardino counties. The strategic partnership between First 5 LA and PHFE WIC allows PHFE WIC to conduct countywide research, including the Los Angeles County WIC Survey, and utilize the data collected to support their target population. For example, PHFE WIC regularly submits for review and publishes findings from research conducted for First 5 LA in recognized journals such as the *American Journal of Public Health*.

As mentioned in the above section of this memorandum, PHFE WIC is able to conduct countywide research at a reasonable cost. PHFE WIC's existing resources, as well as the proposed methodology and sample size between 4,000 and 6,000 for the next Los Angeles County WIC Survey, allow for lower costs when compared to other research previously conducted at a countywide level.

In addition to receiving funding to conduct research from First 5 LA, PHFE WIC receives funding from other entities to conduct research, evaluations and program expansions designed to support healthy outcomes for the women and children served by the program. Recent funders include The David and Lucile Packard Foundation, The Robert Wood Johnson Foundation, the Southern California Center for Latino Health, the Research Innovation and Development Grants in Economics (RIDGE) Partnership, and multiple grants from USDA-FNS. Since 2020, PHFE WIC has secured over \$1M in research and evaluation funding from other agencies, and regularly applies for funding from other sources throughout the year. Additionally, PHFE WIC works in close collaboration with the six other WIC programs serving participants in LA County, ensuring that all children served by WIC in LA County are included in research, evaluation, and program expansion efforts.

NEXT STEPS:

Staff anticipates executing a contract in the amount of \$339,000.

FIRST 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with Catalyst California (formerly Advancement Project California) in the Amount of \$200,000 for a Total of \$1,150,000 Through June 30, 2024 to Continue to Strengthen the Data Infrastructure Needed to Support First 5 LA's Ongoing Policy and Systems Change Work of the Best Start Regional and Local Networks and First 5 LA staff Within the 14 Best Start Geographic Areas and Authorize First 5 LA Staff to Execute an Agreement in the Amount of up to \$200,000.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the May 4, 2023, Board of Commissioners meeting. At today's June 8, 2023 Commission meeting, First 5 LA staff recommends that the Board approve the amendment to the Strategic Partnership with Catalyst California in the amount of \$200,000 for a total project cost of \$1,150,000 through June 30, 2024 and authorize staff to execute a contract amendment in the amount of \$200,000. Funds for FY 23-24 are included within the proposed First 5 LA Programmatic Budget under Expand Regional Influence and Impact with Data. The proposed First 5 LA Programmatic Budget is subject to the approval of the Board of Commissioners and will be brought before the Board at the June 8, 2023 Meeting of the Board of Commissioners for approval.

BACKGROUND:

In April 2019, the Board of Commissioners approved a Strategic Partnership with Catalyst California to strengthen the data infrastructure needed to support the ongoing systems change work of the Best Start Regional and Local Networks and First 5 LA staff within the 14 Best Start Geographic Areas. In June 2020, the Board of Commissioners approved an amendment to extend the Strategic Partnership through June 2023 to continue to support the ongoing data needs of First 5 LA and Best Start Regional and Local Networks to support ongoing planning, implementation and learning of our collective policy and systems change efforts.

Since 2019, Catalyst California has been a critical partner to First 5 LA and our Best Start Regional Networks by providing critical data on indicators related to systems and issues impacting families in our Best Start communities and leveraging their expertise, knowledge, and relationships with key policy makers critical to advance the systems change work of First 5 LA and Best Start communities. The partnership with Catalyst California continues to support First 5 LA staff and Best Start Regional and Local partners' ongoing learning, reflection, decision-making, and strategic action by facilitating discussions about the state of Best Start geographies' local community priorities and our collective policy and systems change efforts. Additionally, data from Catalyst California continues to inform our strategic decisions on First 5 LA investments including First 5 LA Strategic Planning and implementation, Best Start Learning Agenda, Impact Framework, and how to operationalize our DEI Value and Investment Guidelines to advance equitable outcomes for children and families. The partnership has produced several successes from the past contract years including:

- 1) Continued data collection and analysis on key indicators (e.g., data on essential workers within the Best Start geographies in the context of the COVID 19 pandemic)
- 2) Developed retrospective analysis of Best Start geographies (Data Analysis) that incorporated additional community perspectives
- 3) Updated data narrative with local community priorities through engagements with First 5 LA staff and regional network grantees and the updating of data indicators with Census 2022
- 4) Facilitated conversations with First 5 LA staff and community partners on data related to local priorities to influence and impact systems change with data.

RATIONALE FOR AMENDMENT:

Under the proposed amendment to the Strategic Partnership, Catalyst California will continue to provide access to pertinent community and systems-level data and data analysis to support, guide and measure

the impact of First 5 LA and Best Start Regional and Local Networks' policy and systems change efforts and continue to inform aspects of First 5 LA's strategic plan implementation, Impact Framework and Best Start Learning Agenda.

Catalyst California has a proven data warehouse (i.e., healthycity.org or RaceCounts) that will be utilized to streamline the purchasing, housing, and analysis of identified data indicators which contributes to their ability to implement this project in a more cost-effective manner than resources provided through a competitive solicitation.

Catalyst California was integral in providing their technical data and community engagement expertise in selecting and outlining the geographies for the original 14 Best Start Communities. In the community selection process, Catalyst California developed a matrix of high to low need geographies with high to low resourced geographies which was a unique methodology that included combining of their multi-racial and equity values with First 5 LA's values and the perspective of key community members and stakeholders. We anticipate that it would be difficult, if not impossible, to perfectly recreate the methodology as the methodology included Catalyst California's unique approach to advancing policy and systems change through a racial equity lens that values and incorporates community stakeholder feedback. Additionally, Catalyst California led the development of a groundbreaking policy report and web tool with First 5 LA that examined the early care and education landscape in Los Angeles County through three key foci of Access, Workforce, and Quality. Catalyst California has a demonstrated level of ability and expertise in identifying key prenatal-5 health indicators to support First 5 LA's forward-thinking approach of identifying policy opportunities for the five (5) Best Start Regions and 14 partnerships.

Catalyst California is a next generation, multiracial civil rights organization working on systems change. Their staff works to expand opportunities in our educational systems, create healthy built environments and communities, develop the connective tissue of an inclusive democracy, and shift public investments towards equity. Given its experience, expertise, methodology that combines rigorous and innovated quantitative analysis with authentic community engagement, and role in the selection of Best Start communities, Catalyst California is uniquely positioned to support First 5 LA in its efforts to provide a data infrastructure that supports the evolving policy and systems change work within the 14 Best Start communities and across Los Angeles County through an equity and racial justice lens.

The work of Catalyst California in 2009 and 2010 was foundational in the selection of the Best Start geographies, Best Start Learning Agenda and the Communities Team's ongoing reflection, learning, strategy development and assessment efforts. This includes guiding staff as they fulfill the roles of connector, convener, and catalyzer to advance First 5 LA's policy and systems change goals within the 14 Best Start geographic areas. However, this work does not serve the Communities Team alone. First 5 LA, as a whole, seeks to achieve equitable outcomes for all children and families within Best Start communities and across Los Angeles County. The ability for Catalyst California to support First 5 LA in making sense of the Impact Framework results and contextual indicators will maximize their ability to provide First 5 LA and Best Start regional and local networks real-time and updated data to support planning, implementation and learning from strategies to improve results for children, families and communities that align with First 5 LA's evolving priorities.

Amending the Strategic Partnership with Catalyst California is in the best interest of the First 5 LA to ensure continued 1) access to relevant data; 2) support to First 5 LA staff and community partners with critical data as they develop and actualize policy and systems change efforts through the Best Start regional and local network structure; 3) inclusion of individuals with lived experience and expertise affected by the different system or policies impacting the lives of children and families in shaping the data narrative; and 4) provision of coaching and technical support to First 5 LA staff and Best Start Regional and Local Networks.

Pursuant to the Procurement Policy, Strategic Partnerships of \$150,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to amend the Strategic Partnership for an amount not to exceed \$200,000 for a total project cost of \$1,150,000 through June 2024 to comply with this policy.

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

Leveraging: Catalyst California has a 20-year history of data-driven policy, racial justice and equity, community engagement, and mobilization efforts to build partnerships between community advocates and decision-makers and transform public systems in Los Angeles County and throughout the state. Through this partnership, First 5 LA will leverage Catalyst California's extensive data and community engagement expertise as it aligns with First 5 LA's Impact Framework, Strategic Plan Reset and implementation, Best Start regional and local network, and its evolving priorities and learnings.

Sustainability: The resulting data infrastructure will support the actions, evolution and sustainability of policy and systems change work within Best Start communities and across the county. It also will also provide critical information that will help to focus and guide the engagement and mobilization of additional partners including the philanthropic, government, and private sectors. Ultimately, this project supports efforts to strengthen, increase and/or sustain resources and relationships across sectors that will maximize strategic opportunities within Best Start communities and across the county that contribute to First 5 LA's North Star.

NEXT STEPS:

Staff anticipates executing a contract in the amount of up to \$200,000.

Memo

To: Board of Commissioners
From: Karla Pleitéz Howell, Executive Director
Date: June 8, 2023
Subject: EXECUTIVE DIRECTOR’S REPORT

I. EXECUTIVE DIRECTOR’S HIGHLIGHTS

As we convene for our final, full Board of Commissioners meeting for fiscal year 2022-23, I am proud to present our final, proposed budget for 2023-24 for your consideration today. Informed by multiple conversations with the Board, staff, and our partners, the final budget represents important progress toward a new fiscal future at First 5 LA:

- We are continuing to reduce spending aligned with our evolving fiscal reality, developing a responsible glide path over time.
- We are increasing our focus on **strategic sustainability**, leveraging our funding, pursuing policy opportunities which can expand and sustain the impact of our work, and diversifying our funding partners. First 5 LA will never truly be a grant-seeking organization, competing with our community-based partners for limited funds, but we must continue to expand our partnerships and be more strategic in our priorities to expand the size, reach, and impact of our limited resources.
- We are revisiting our long-term financial goals and plan as we learn more about the impacts of Proposition 31, which will take months and potentially years to fully understand.
- And, we are continuing to explore ways to maximize the potential return on our investments, including the use of one of our largest and most important assets, our building.

Our budget is a reflection of the values and priorities for our **strategic plan reset**. Since February when we first discussed the need to bring greater clarity and focus to our strategic priorities, our team has conducted a landscape analysis – starting with our Board strategy discussions in March – to inform the reset of our strategic plan, which we’ll discuss in our meeting today.

Today’s landscape discussion will inform a SWOT analysis – strengths, weaknesses, opportunities, and threats – we’ll conduct over the summer, which will further inform the goals, objectives, and strategies that will ultimately serve as the framework for our strategic plan. In each of our upcoming committee and full Board meetings, the strategic plan reset will be the primary focus of our time together. For an overview of the strategic plan reset and the Board’s role in the process, please see Attachment A – First 5 LA’s Strategic Plan Reset.

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Brandon Nichols <i>Vice Chair</i>		

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M.P.H., M.Ed.
Jacquelyn McCroskey, DSW
Deanne Tilton

EXECUTIVE DIRECTOR

Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT

John A. Wegner

As previously shared, in addition to the incredible First 5 LA team, our strategic plan reset will be supported by a team of consultants bringing expertise and objectivity to our work. In future meetings, I look forward to the Board engaging with the consultant teams we're selecting to support the reset.

I look forward to our discussion today, informed by the landscape analysis, and focused on First 5 LA's future. I know with your guidance and support, and the incredible team and partners we have, First 5 LA's future – and the future of LA County's children and families – is bright.

II. UPDATES FROM THE TEAM – WHAT HAS FIRST 5 LA BEEN UP TO?

Highlighting home visiting achievements at the annual Family Strengthening Summit

With support from First 5 LA, the LA County Family Strengthening Summit will be held virtually on June 15, 2023. The annual celebratory event, organized by the Los Angeles Best Babies Network (LABBN, First 5 LA's Family Strengthening Oversight Entity), highlights the year's accomplishments in home visiting and is attended by home visitors and family strengthen leaders throughout LA County. LABBN expects more than 500 participants, and I will be offering pre-recorded remarks for the event.

Collaborating with Quality Start Los Angeles partners to receive continued state funding

First 5 LA continues to collaborate with Quality Start Los Angeles (QSLA) partners to apply for continued state funding to implement, expand, and stabilize quality improvement services in diverse early care and education settings throughout LA County. Through this partnership, QSLA anticipates receiving funding from First 5 California (\$4,966,281 over two years through the IMPACT Legacy fund), the California Department of Education (CDE, \$13,613,723 over two years through the California State Preschool Program), and California Department of Social Services (\$3,154,919 for one year through Quality Counts California).

Connecting Best Start parent leaders to Help Me Grow countywide early intervention efforts

Katia Morales, a Best Start member and parent leader in the San Fernando Valley, Panorama City and Northeast Valley Best Start region (Region 3), was recently selected to participate in the Help Me Grow Community and Family Advisory Council (CFEC). CFEC is an advisory group supported by First 5 LA comprised of 12 parent champions with a focus on ensuring early childhood services and resources meet the needs of families with children with, or at risk of, behavioral and/or developmental delays and disabilities.

Funding home visiting services through innovative partnerships

First 5 LA has been working with Blue Shield of California Promise Health Plan, a Medi-Cal Managed Care Plan operating in LA County, since 2019 to positively impact health-related outcomes for its members enrolled in home visiting, an important sustainability opportunity for First 5 LA-funded home visiting programming. In 2022, First 5 LA received \$520,000 from Blue Shield of California Promise Health Plan to support its Welcome Baby and Select Home Visiting programs, which help improve maternal and infant health outcomes in the diverse communities of Los Angeles. This partnership has been highlighted in a [report](#) from the Institute for Medicaid Innovation.

Implementing a Community Pathway through the Family First Prevention Services Act

In 2018, Congress passed the Family First Prevention Services Act (FFPSA), federal legislation that allows states to shift child welfare funding toward prevention-oriented services, including several home visiting models. California has chosen to implement FFPSA, and to initiate a program called Family First Prevention Services (FFPS), which broadens these efforts.

First 5 LA is actively involved in implementing FFPSA and FFPS in LA County, focused on developing a Community Pathway, which aims to coordinate services for families to mitigate the risk of entering the child welfare system. This work entails deep partnerships with the county departments of Children and Family Services, Public Health, Mental Health, Probation, the county's Office of Child Protection and Commission for Children and Families, the Children's Data Network, and providers, among others. For example, First 5 LA co-leads the county's Community Pathway implementation workgroup and multiple First 5 LA teams are involved in implementing pilot efforts to maximize funding and partnership opportunities. In addition, First 5

LA's support for Children's Data Network's research is helping inform decisions about how to allocate FFPSA and FFPS funding. First 5 LA-supported research, for example, indicates that approximately 11,530 families referred to the child welfare system are eligible for home visiting services, services which could be partially reimbursed through FFPSA.

Advancing First 5 LA's policy priorities and building relationships with policymakers

Aligned with the Board-approved policy agenda, First 5 LA has taken positions on state legislative and budget priorities ([click here for a list of support positions](#)), including the Governor's proposed budget revisions released in May (see Attachment B, a summary of the Governor's FY 23-24 May Revise). Our priorities continue being elevated through various advocacy efforts, including meetings in Sacramento with the Early Care & Education (ECE) Coalition, and in Washington, D.C. with Child Care Aware of America. A deeper dive into First 5 LA's policy priorities and the status of legislation and state budget will be part of the June Program and Planning Committee meeting agenda.

Launching a digital advertising campaign to support First 5 LA's state advocacy priorities

In support of the Board-approved policy agenda, First 5 LA executed a targeted digital advertising campaign with media partners Cal Matters and the Capitol Morning Report to reach and influence key policymaker audiences with messaging that reinforced First 5 LA's priorities and the importance of protecting and advancing statewide investments in the Governor's FY23-24 budget to support young children and families. The digital campaign, originally launch in April to support First 5's Advocacy Day, will run through June.

III. CONTRACTS EXECUTED LEVERAGING EXECUTIVE DIRECTOR DELEGATION AUTHORITY

Pursuant to the Procurement Policy adopted on September 9, 2021, "The Executive Director (or designee) may approve any contract or amendment up to and including \$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."

The following agreements and amendments were executed between April 8, 2023, and May 8, 2023, by Executive Director Karla Pleitéz Howell and her designees:

#10326 Insight Public Sector – Contract Amount: \$15,125

Contract Period: 4/8/2023 – 4/7/2024

Licensing agreement for Microsoft 365 (M365) E3 licenses and MS Visio Plan 2 and M365 Audio Conferencing. Microsoft products are the backbone of First 5 LA's day-to-day workflows, including email, document management, and communication.

#10366 Carahsoft Technology Corporation – Contract Amount: \$12,572

Contract Period: 4/21/2023 – 4/21/2024

The Contractor will conduct a Security Penetration (PEN)Test. PEN Testing is a simulated cyber-attack against First5LA's network and computer systems to check for any exploitable vulnerabilities which will be used to fine-tune the network and fix any security vulnerabilities.

IV. RECENT AND UPCOMING EVENTS SPONSORED BY FIRST 5 LA

Name: National Foster Youth Institute - An Afternoon of Celebration and Learning

Date: Saturday, May 6, 2023

Amount: \$1,000

Executive Vice President John Wagner attended this annual event, raising awareness for NFYI's mission to redefining children welfare and the foster care system. NFYI was founded by Mayor of Los Angeles Karen Bass, when she co-chaired the bipartisan Congressional Caucus on Foster Youth while serving in Congress.

Name: Dolores Huerta Foundation - Dancing with Dolores

Date: Friday, May 12, 2023

Amount: \$200

Executive Director Karla Pleitéz Howell and Communities' Team members joined this celebration of Dolores Huerta's 93rd birthday and her honorary degree of Doctor of Science honoris causa from the University of Southern California.

Name: Para Los Niños - Bienestar/Wellbeing for All

Date: Wednesday, May 17, 2023

Amount: \$5,000

First 5 LA's Regional Network Grantee Para Los Niños hosted this annual event to honor their mental health teams. Commissioner Winnie Weschler attended alongside Communities Team representatives.

Name: Perinatal Advisory Council: Leadership, Advocacy, and Consultation (PACLAC) - 26th Annual Quality of Life for Families XXVI

Date: Thursday, May 25, 2023

Amount: \$1,500

This annual conference shared health-related issues affecting the perinatal community, including the Los Angeles County African American Infant and Maternal Mortality initiative with a session led by Dr. Melissa Franklin and Yolonda Rogers-Jones on Improving the Experiences of Birthing Black Mothers.

Name: Black Equity Collective - 2nd Annual Equity and Justice Symposium

Date: Wednesday, June 7, 2023

Amount: \$5,000

The Black Equity Collective has been a leader in transforming the relationship between philanthropy and Black-led organizations for a more equitable funding approach. First 5 LA supported this event to connect with key decision makers and help center families and children in this initiative

First 5 LA's Strategic Plan Reset

Background and Context – Why a Reset?

The world has changed since the Board of Commissioners adopted First 5 LA's current strategic plan in November 2019. Over the past three years, the organization has learned – through the global COVID-19 pandemic, an explicit commitment to diversity, equity, and inclusion, and continued evolutions in the organization's fiscal context – that First 5 LA must bring greater clarity and focus to its work.

Informed by these changes, First 5 LA cannot simply make marginal refinements to its plan for the future. Instead, the organization must bring a fundamental shift to its strategic focus and increase its commitment to measurably improving the lives of Los Angeles County's youngest residents. This context is why First 5 LA is currently undergoing a process to **reset** its strategic plan, informed by staff, community, partners, existing research and data, and the Board.

A New Framework focused on Goals, Objectives, and Strategies to inform Tactics – "GOST"

The goal of the strategic plan reset is to develop a clearer and more concise strategic plan which clearly articulates the **goals**, **objectives**, and **strategies** for the organization to inform **tactics** which staff will deploy to achieve measurable results for children and families in LA County. This framework, known as GOST, is how staff will organize the strategic plan.



Note: the strategic plan, which will be submitted for Board consideration and approval during the November 2023 Board meeting, will only include the organization's goals, objectives, and strategies. Tactics are the activities staff will undertake in 2024 and beyond aligned with the strategic plan, to achieve First 5 LA's goals and objectives. Developing and implementing tactics are the responsibility of staff; the Board's role is to inform the development of, and ultimately approve, the goals, objectives, and strategies as part of the strategic plan.

The Strategic Plan Reset Process

A landscape analysis – informed by community, partner, and Commissioner input – launched during the March 2023 Board meeting. The landscape analysis will ultimately inform an analysis of First 5 LA's strengths, weaknesses, opportunities, and threats (a "SWOT" analysis), to be completed in summer 2023. The landscape and SWOT analyses will lead to the development of the GOST framework.

The strategic plan reset will be supported by a small team of consultants in partnership with staff: a lead team focused on developing the GOST framework, a communications team focused on writing the final plan, and an expert facilitator conducting key informant interviews. Ultimately, we anticipate adapting First 5 LA's structure to ensure staff teams align with the strategic plan.

Understanding the New Strategic Plan Structure

MISSION	Statement of our purpose, why we exist
VISION	Aspirational statement of what we are striving for. Currently articulated as our North Star
VALUES (inclusive of DEI)	Core principles that guide organizational culture, behaviors, and decisions
GOALS	What are we trying to accomplish? General aims to achieve vision and mission
OBJECTIVES	How will we know we're making progress towards our goals? Specific and measurable targets
STRATEGIES	How will we achieve our objectives? Priority methods and resources
TACTICS	What are we doing day to day to advance our strategies? Specific activities and jobs to be done

Memo

To: First 5 LA Leadership Team

From: Office of Government Affairs and Public Policy

Date: May 15, 2023

Subject: **2023-2024 GOVERNOR’S MAY REVISE BUDGET OVERVIEW**

Overview

On May 12, 2023, Governor Newsom unveiled the [May Revision](#) to his proposed state budget. The governor’s revised proposal is a \$306 billion total spending plan that features \$224 billion in General Fund spending and \$31.5 billion in total budgetary deficits. Since his January proposal, the state’s deficit has grown by \$9 billion, with the governor warning of a potentially larger shortfall by the June deadline for the approved final budget. Delayed state tax receipts, uncertainty around or default of the federal debt, continued interest rate hikes, higher programmatic utilization, particularly Medi-Cal, and/or a broader economic slowdown, were cited as factors that could contribute to increasing the deficit.

Both thematically and in its specific proposals, the May Revise is very similar to the governor’s January proposal. The additional \$9 billion in deficit was a smaller increase than most anticipated, and the revise does not call for significant new spending delays or trigger reductions beyond what the January budget contained. There are also few, if any, new spending proposals featured in the May Revise.

Media coverage

Media coverage of the May Revise release primarily focused on the swing from last year’s \$100 billion surplus to this year’s estimated \$31.5 billion deficit. Multiple outlets also highlighted Governor Newsom’s calls for fiscal prudence, in contrast to the ambitious policy agenda of his first term. Certain outlets discussed discrete policy priorities, and the expansion of Medi-Cal to undocumented Californians, as well as funding for flood prevention following record snow and rainfall in the state. Still, much of the media framed the revise broadly around the governor’s efforts to create a balanced budget without making cuts or utilizing significant rainy day or other reserve funds.

Partner reactions

Advocacy partners primarily reacted favorably to the May Revise and the governor’s commitment to upholding prior progress and avoiding extensive spending cuts. Similar to the media coverage described above, multiple partners commended Governor Newsom for his investments in health care, including expanding Medi-Cal regardless of immigration status, and avoiding cuts to safety net and cash assistance programs. With regard to child care, several partners highlighted the need to advance rate reform by

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M.P.H., M.Ed.
Jacquelyn McCroskey, DSW
Deanne Tilton

EXECUTIVE DIRECTOR

Karla Pleitez Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

adopting an alternative methodology that reflects the true cost of care and called on the governor to prioritize these investments.

Legislative reactions

While members of the Legislature agreed that developing a budget this year will be challenging, they applauded the governor for a May Revise proposal that reflected key values and protected progress achieved over previous years toward ensuring the state can thrive and become more equitable. Legislative leaders, including Senate Pro Tem Toni Atkins, Senate Budget Chair Nancy Skinner, and Speaker Anthony Rendon, have all stated they look forward to working with the governor to deliver a responsible and equitable budget, while also remaining committed to addressing the long-term child care needs, including rate reform. The Legislative Women’s Caucus along with Assembly leaders and Speaker Designate, Robert Rivas, have announced that a child care package is a priority in this year’s budget.

For a more complete list of media, partner and legislative reactions to the May Revise, including links to full articles and statements, see [here](#).

First 5 LA advocacy priorities

First 5 LA advocacy in 2023 has focused on ensuring the development and implementation of an equitable system for rate reform that recognizes the essential and challenging work of child care providers. Though the May Revise does not specifically mention rate reform, it proposes to allocate \$29.4 million in available federal funds to waive child care family fees until September 30, extending that temporary policy beyond its current sunset date of June 30, 2023. If adopted, this proposal could provide additional time for the governor and lawmakers to ensure development of a rate system that both ensures child care providers can cover the full cost of care, and permanently eliminates the need to charge family fees. Currently, efforts both legislative and administrative, at the Department of Developmental Services, are attempting to move forward comprehensive rate reform. Continuing to waive family fees, as the revise proposes, will help ensure families can continue accessing high quality early learning opportunities that are vital to economic success and their child’s optimal development.

Comments from Governor Newsom could perhaps cast some doubt on legislative efforts related to rate reform. During his press conference releasing the May Revise, Governor Newsom indicated that he is likely to veto most legislation that contains new spending, saying that state leaders “have a collective responsibility” to ensure fiscal prudence. He also identified himself as the “backstop” against spending that originates from policy bills, and complained that bills lawmakers pass that contain spending “mislead people who think that just because it passed, it’s going to happen, even though it does not line up with the budget.”

Given these comments, the ultimate fate of two current legislative vehicles for rate reform, which First 5 LA is supporting, are unclear. AB 596 (Reyes) / SB 380 (Limon) are parallel bills that would move forward comprehensive reform of California’s early learning rate reimbursement system in alignment with the recommendations from the Rate & Quality Stakeholder Workgroup and Joint Labor Management Committee. Currently, both bills are in the Appropriations Committees of their respective houses. As they carry estimated on-going spending of \$30.8 million annually, according to analysis

from the Senate Appropriations Committee, in the event of passage through the Legislature, Governor Newsom’s willingness to sign them into law is not assured.

Finally, Governor Newsom highlighted that “there’s a lot of attention on [child care] and there should be,” adding “there’s a lot of desire and a lot energy in that space.” He framed child care as an issue of economic development, saying it is foundational for allowing families—particularly women—to be able to work, and a strategy for addressing a labor shortage in the state, pointing to a previous \$2 billion investment that would create 200,000 spaces by 2026 (see *Key Highlights* below).

Related to other key First 5 LA priorities, the May Revise did not address previous trigger commitments to continuous Medi-Cal eligibility for children prenatal to 5-years or enhanced CalWORKs cash grants. The revise did propose a 3.6 percent increase in the maximum CalWORKs aid payments, and while not as significant as the budget trigger First 5 LA has advocated for, this would still bring the state closer to ensuring no child served by CalWORKs will grow up in deep poverty. Leaders have until 2024 to decide whether trigger commitments made in the prior year should go into effect. In light of the current economic conditions, and the repeated refrain of the governor around preserving core investments, the lack of inclusion of these trigger commitments is not unexpected. This strategy permits more leeway to assess the uncertain fiscal situation and preserves the capacity to reassess and prioritize these commitments at a later date. With all this in mind, First 5 LA will continue advocating that policymakers follow through on previous trigger commitments by funding continuous Medi-Cal eligibility for young children and enhanced CalWORKs cash grants.

Budget framework

Governor Newsom repeatedly framed this May Revise proposal using words such as “prudence,” “caution” and “resilience.” He emphasized volatility in the macroeconomic climate, including uncertainty around the stock market, the Federal Reserve decision on interest rate increases, and stalled congressional negotiations on the nation’s debt limit, as potentially adding to the state’s budgetary challenges this year. He also discussed California’s highly progressive tax structure, which creates a heavy dependence on a small number of high-income earners for state revenue. In response to these conditions, the governor said his focus was on fiscal prudence, attempting to rely on marginal adjustments rather than the cutting of investments, to ensure a balanced budget. Despite the budget deficit, Governor Newsom also said he was not considering utilization of the state’s rainy day fund, and instead would rely on other means to protect previous investments.

To balance the budget without outright cuts to programs and services, the May Revise proposes:

- \$6.7 billion in spending reductions, primarily related to previously allocated but unspent funds. This includes \$1.1 billion in additional fund sweeping beyond what the governor’s January budget proposed.
- \$3.9 billion in “trigger” reductions, with the May Revise maintaining these from the January proposal, but not calling for any additional triggers.
- \$8.1 billion in spending delays, with the May Revise proposing an additional \$695 million in delays beyond the \$7.4 billion the governor requested in January.

- \$7.5 billion in shifts across various commitments, particularly related to environmental investments.
- \$450 million in draw-downs from the state's Safety Net Reserve to help offset increased costs related to Medi-Cal and CalWORKs utilization. This action would leave \$450 million remaining in the fund.

The May Revise does not project a recession in California over the next year. However, it cautions that even a mild or moderate economic slowdown would negatively impact budgeting. Specifically, the revise warns that a mild recession would add an estimated \$20 billion beyond the current deficit, while a severe downturn could increase the deficit by as much as \$40 billion. Continued technology sector layoffs, banking instability, and volatility in the stock market would also challenge the state. Delayed tax filing deadlines in California further obscure any attempt to create a complete revenue picture. With all these factors in mind, even though the May Revise does not currently propose cuts to key programs and services, a more defensive posture may be necessary in future years.

Legislature frameworks

With the release of the governor's May Revision, the focus of budget development now moves to the Legislature. Both the Senate and Assembly have already provided some initial frameworks that indicate the potential focuses of their budgets.

- Senate: The Senate released a [full budget proposal](#) ahead of the governor's May Revise, something the Legislature rarely, if ever, does. An increase in the state's corporate tax rate for businesses earning more than \$1.5 million in profits in California is perhaps the most significant element of the Senate proposal. This would raise approximately \$4.3 billion annually. Governor Newsom immediately responded that he would not support this, and while Assembly leadership did not specifically comment, members of that body do not appear to favor this approach either. The Senate may be attempting to open a conversation around revenue generation in response to the state's deficit, rather than offering this as a realistic policy proposal. The Senate also proposed \$1 billion to increase child care rates and would approve the CalWORKs cash grant trigger included in the 2022-2023 state budget, two key First 5 LA advocacy priorities. Senate leadership indicated their spending proposals fully depend on implementation of the corporate tax, and with Governor Newsom already dismissing that, the Senate's budget is not likely to move forward in a meaningful way.
- Assembly: In contrast with their Senate colleagues, the Assembly will not be releasing a full budget proposal. However, leadership did [announce](#) a \$1 billion proposal to increase child care provider rates. This 25.44 percent increase aligns with First 5 LA and the ECE Budget Coalition's major advocacy priority on rates. This child care funding is the Assembly's only priority released so far, as it has not yet proposed any other new spending as of yet.

Early Action Bills: Both the Senate and Assembly have released companion bills AB & SB 100, which, among other things, include continuing to waive family fees for early learning services. These bills would authorize the California Department of Social Services (CDSS) to extend the waiver from July 1, 2023 to September 30, 2023 for all child care programs, using funds from the 2022-2023 Budget Act. Removing fees for services is part of the asks of the ECE Coalition and provisions of AB 596 & SB 380, two

bills that First 5 LA are supporting this year. Though this is only a temporary measure, it will allow families to continue accessing services while Child Care Providers United (CCPU) continues negotiations with the administration and CDSS to work on comprehensive rate reform, both of which are potential avenues to address a new fee schedule. These bills also align with the May Revise proposal to continue waiving family fees, and as part of the governor's broader investments in California's State Preschool Programs.

Key highlights of the Governor's 2023-2024 January Budget Proposal related to First 5 LA's 2023 Policy Agenda priorities include:

Expand access to affordable, quality early care and education.

The governor's May Revise budget proposal includes:

- **Funding to continue the waiving of child care family fees** from July 1, 2023, to September 30, 2023. This reflects legislation that authorizes CDSS to spend \$29.4 million in available federal funds to extend the fee waivers and approximately **\$169.2 million in available federal funds to provide temporary stipends** to state-subsidized child care providers.
- An **8.22 percent increase for statutory cost of living adjustments (COLA)**, which equates to \$183.3 million in General Fund for Child Care and Development Programs. While the actual COLA percentage has increased from what was proposed in January, the actual cost in providing this adjustment has decreased by \$52 million Proposition 98 General Fund and \$28 million General Fund due to a lower number of providers being reimbursed at the standard reimbursement rate than projected previously.
- An allocation of **\$690 million for the second year of universal transitional kindergarten (UTK) expansion, and \$165 million to add another certified or classified staff person** to each classroom. This May proposal also revises first-year investments in UTK from \$614 million for expanding access to \$604 million and from \$383 million for additional staff in the classroom to \$337 million. This is due to enrollment for UTK programs falling short by 35,000 students. Full implementation of UTK is still set to be complete by 2025-2026.
- \$2 billion to preserve the **200,000-space expansion to child care programs** by 2026.

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

The governor's May Revise proposal includes:

- \$11.1 billion resulting from the **proposed Managed Care Organization (MCO) Tax** to provide new General Fund revenue and also **improve access, quality, and equity in the Medi-Cal program** over an 8-to-10-year period, starting in 2024. Furthermore, new revenue from the MCO tax would provide \$237 million (\$98 million General Fund) in 2023-2024 and \$580 million (\$240 million General Fund) annually to **increase rates to at least 87.5 percent of Medicare rates for primary care, obstetric care (including doulas), and non-specialty mental health services** as a condition of federal approval of the Designated State Health Program (DSHP). Finally, the May Revise adds details around the MCO tax compared to the governor's January proposal, moving up the effective date of the tax to April 1, 2023, and specifying the period over which the revenue would be spent.

- The **In-Home Supportive Services (IHSS)** program provides personal care and services to low-income individuals with disabilities, including children. \$22.4 billion (\$8.4 billion General Fund) is proposed for the implementation of the IHSS program in 2023-2024. \$60.7 million (\$27.9 million General Fund) ongoing to increase access to authorized services for minor recipients and their families.

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

The governor's May Revise budget proposal includes:

- \$7.2 billion for **California Work Opportunity and Responsibility to Kids (CalWORKs) program expenditures** and \$1.4 billion for other programs. This entails a 3.6 percent increase to the **CalWORKs Maximum Aid Payment** levels, with an estimated cost of \$111.2 million in 2023-2024. As a result, the May Revise proposal is greater than the 2.9 percent increase estimated in the governor's January Budget Proposal, creating additional positive impacts for families.

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

The governor's May Revise proposal includes:

- \$3.7 billion to address **homelessness**, including \$1 billion in one-time General Fund 2023-2024. Homelessness is a community-identified priority for Best Start Region 2 (Compton/East Compton).
- \$500 million one-time Mental Health Services Fund in 2023-2024 in lieu of General Fund for the **Behavioral Health Bridge Housing Program**, effectively eliminating the governor's budget proposed delay of \$250 million General Fund to 2024-2025. With this proposal, the May Revision maintains the \$1.5 billion funded in the 2022 Budget Act for the Behavioral Health Bridge Housing Program. The program addresses the immediate housing and treatment needs of people experiencing homelessness and serious behavioral health conditions, including mental illness and substance use disorders. Mental health is a community-identified priority in Best Start Region 4 (Wilmington) and affordable housing is a priority identified by Best Start Regions 1 (Central/Southeast LA) and 4 (Long Beach, Wilmington).
- \$500 million one-time General Fund for the **Foreclosure Intervention Housing Prevention Program**, which provides funds to various non-profit organizations to acquire foreclosed property and operate as affordable housing. The 2023-2024 May Revision proposes to defer \$345 million of the \$500 million one-time General Fund over four fiscal years—for a revised allocation of: \$50 million in 2023-24, \$100 million in 2024-2025, \$100 million in 2025-2026, and \$95 million in 2026-2027. Affordable housing is a priority identified by Best Start Regions 1 (Central/Southeast LA) and 4 (Long Beach, Wilmington).
- A proposal to revert \$17.5 million in unexpended funding that remained in the **Downtown Rebound Program** after the Notice of Funding Availability. This program finances the conversion of vacant or underutilized commercial and industrial structures into residential units, residential infill, and the development of high-density housing adjacent to existing or planned mass transit projects. Affordable housing is a priority identified by Best Start Regions 1 (Central/Southeast LA) and 4 (Long Beach, Wilmington).
- Maintains over \$8 billion in various behavioral health investments and implements the **California Food Assistance Program expansion** for income-eligible individuals aged 55 years or older, regardless of their immigration status, by October 2025. Best

Start Regions 1 (Central/Southeast LA), 2 (South LA), and 3 (Panorama City & Northeast Valley).

- \$150 million General Fund in 2023-2024 in the Rapid Response funding to be administered by the California Department of Social Services (DSS) to support **immigrant population** as COVID-19 public health emergency ends. Funds will be used to support respite sheltering for migrants and support their safe passage through border regions.
- Maintenance of funding to expand full-scope **Medi-Cal eligibility** to all income-eligible Californians, **regardless of citizenship status**. The state's adopted 2022-2023 budget included \$835.6 million (\$626.1 million General Fund) in 2023-2024 and \$2.6 billion (\$2.1 billion General Fund) at full implementation and annually thereafter, inclusive of In-Home Supportive Services (IHSS) costs, to expand full-scope eligibility to all income-eligible adults aged 26 through 49 regardless of immigration status. This funding will ensure all income eligible Californians have access to health care through Medi-Cal.
- \$86.6 million to the **Statewide Park Program** to support the creation of new parks and recreation opportunities in underserved communities across California.
- \$67.3 million to continue the state's commitment to **clean up parkways surrounding the former Exide Technologies facility** identified with high levels of lead and/or metals. The funding will be allocated over two years, including \$40.4 million in 2023-24 and \$26.9 million in 2024-25. Residents in Best Start Region 1 (Central/Southeast LA) have identified the cleanup of communities located near the Exide Technologies facility as a priority.

The state budget development process:

The Office of Government Affairs and Public Policy (OGAPP), in partnership with the Office of Communications (OOC), our state advocates in Sacramento, California Strategies, statewide network of First 5s and other advocacy partners, will work to influence the budget throughout its development. First 5 LA's broad advocacy will focus on ensuring communities and families furthest from opportunities receive the supports that help them thrive.

- Late May: Legislative budget committees send budget bills to floors of their respective bodies.
- Early June: Budget conference committees meet, reconcile budgets from the Senate and Assembly, and send a budget from the Legislature to both floors for passage.
- June 15: Constitutional deadline for the Legislature to pass a budget bill.
- Late June: Legislature and Newsom administration negotiate final state budget.
- June 30: Deadline for the governor to sign California's state budget.
- July 1: California's new fiscal year begins.

First 5 LA will continue working to influence the state budget throughout these remaining steps of the process.

FY 2023-24 Budget and Updated Long- Term Financial Plan

Meeting of the Board of
Commissioners

June 8, 2023



Request for Approval – Resolution

For approval by the Commission in June 2023:

Adopt Resolution No. 2023-03, which includes the following actions:

- Budget Approval**
1. Replace Resolution No. 2022-01
 2. Total FY 2023-24 Budget of \$99.1 million
 - Attachment B – FY 2023-24 Budget Summary
 3. Administrative Limit for FY 2023-24
 - Attachment D – Administrative Limit Calculation (\$13.4 million or 13.5% of the budget)
- Fund Balance Approval**
4. Reaffirmation of Government Accounting Standards Board (GASB) 54 Constraints (\$81.6 million)
 - Attachment F – GASB 54 Fund Balance
 6. Reserve
 - 50% of the total FY 2023-24 Budget (\$49.6 million)
 7. Long Term Financial Plan (LTFP)
 - Future funds through FY 27-28 will be formally assigned through the LTFP
 8. Executed copy of the Resolution shall be retained on file

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FY 2023-24 Budget Summary

Budget Component	FY 2022-23 Budget		Proposed FY 2023-24 Budget	Variance	
	Original	Revised			
Program					
<i>Center for Child & Family Impact Total</i>	71,846,000	71,286,602	64,845,365	(6,441,237)	
<i>Offices Total</i>	9,552,000	9,423,000	11,347,917	1,924,917	
<i>Total 2020-2028 Strategic Plan</i>	\$ 81,398,000	\$ 80,709,602	\$ 76,193,282	\$ (4,516,320)	-5.6%
<i>Legacy Investments</i>	2,200,000	1,800,000	2,027,000	227,000	
<i>Emerging Opportunities</i>	150,000	150,000	150,000	-	
Total Program	\$ 83,748,000	\$ 82,659,602	\$ 78,370,282	(4,289,320)	-5.2%
Operating*	22,245,086	22,207,086	20,746,542	(1,460,544)	-6.6%
TOTAL BUDGET	\$ 105,993,086	\$ 104,866,688	\$ 99,116,824	\$ (5,749,864)	-5.5%

* Includes COE, EDO, Office of Equity, Strategy and Learning, and Program Ops

Administrative Cost Limit (ACL)

\$13.4 million or 13.5% of the total proposed FY 2023-24 budget

- Broad (Inclusive) Approach:
 - All costs for administrative teams, including the Executive Director's Office budget, Office of Equity Strategy and Learning, Office of Communications operational costs, and the Center for Child and Family Impact Support costs, as well as 100% of salary/benefit costs for all Directors and Administrative Assistants
- Decrease of approximately \$656,000 compared to the FY 22-23 Mid-Year Revised ACL of \$14.03 million (13.38%). Percentage increased due to a decline in program costs in proportion to administrative costs.
- Estimates adhere to the LTFP recommendations adopted in 2020 to establish a 15% total annual cost cap on Administrative costs.

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LONG-TERM FINANCIAL PLAN

Revenue & Expenditure Projections (Apr 2023)

Projections after Proposition 31



LTFP Assumptions and Adjustments

Key Assumptions

1. Annual spending limits were established and approved by the Board in July 2020
2. The annual rate of decline, beginning with FY 2024-25 through FY 2027-28, is approximately 6.47%
3. Reserve (Operations) assumes 50% of the total budget beginning with FY 2020-21

Key Adjustments

- Total Estimated Spending for FY20-21, FY21-22, and FY22-23 was updated to align with actual spending, mid-year revised budget and proposed budget, respectively
- Revenue estimates were updated to align with projections provided in April 2023 by the Department of Finance (DOF) and the California Department of Tax and Fee Administration (CDTFA), as well as new confirmed external funding

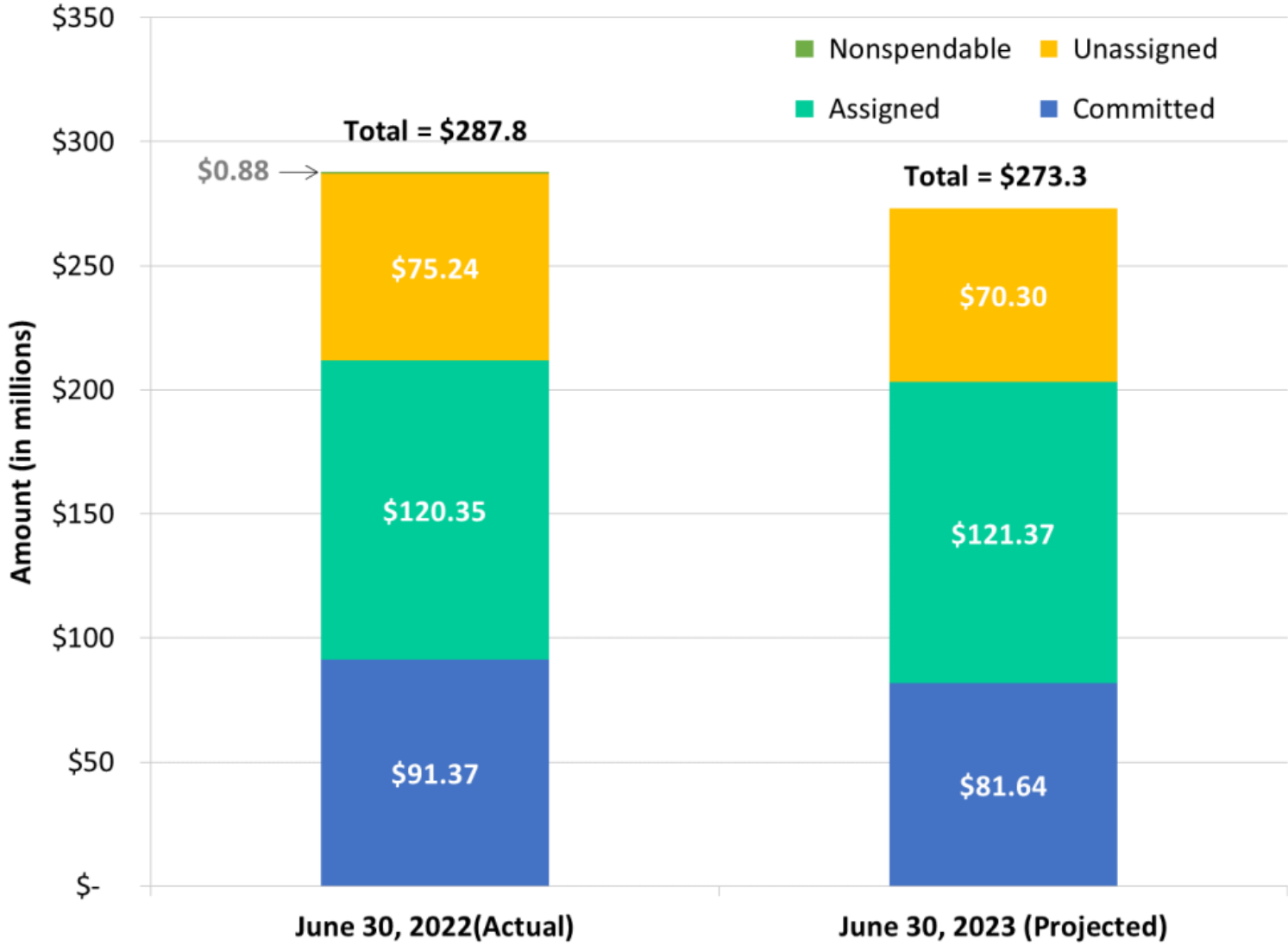
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Results

- ✓ Accelerated decline in projected revenue for FY22-23 through FY27-28
- ✓ Decrease in expenditures from FY22-FY24
- ✓ Decrease in Projected Available Ending FY27-28 Fund Balance from \$100.7M to \$84.6M

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Fund Balance (FY 2022 Actual vs FY 2023 Projected)



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NEXT STEPS

Next Steps

- **May 2, 2023– Combined BFC/Exec Committee Meeting**
 - Overview of the Draft FY 2023-24 Budget and Updated Long-Term Financial Plan
- **May 4, 2023– Commission Meeting**
 - Information Item: High-level Overview of the Draft FY 2023-24 Budget, Discussion of Proposed Programmatic Expenses, and Overview of Updated Long-Term Financial Plan
- **June 8, 2023 – Commission Meeting**
 - Action Item: Final FY 2023-24 Budget and Updated Long-Term Financial Plan presented to the Board for action
- **TBD**
 - Staff will return to the Board in FY 2023-24 to present a Revised Long-Term Financial Plan with updated spending limits, in conjunction with the Strategic Plan Reset process

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THE END



Appendix



GASB 54 (Fund Balance)

- As part of the annual budget process, staff presents projected fund balance categories to the Commission for review.
- This provides the Commission a regular opportunity to review and approve existing commitment levels. ¹⁸⁶

Fund Balance Categories

As defined by the Fund Balance Policy:

Nonspendable: Funds that have been advanced to a contractor or grantee for services to be provided in the future and are considered to be an asset of the Commission.

Committed: Funds allocated for a specified purpose and directed by the Commission via Resolution. The Commission must adopt another Resolution to reappropriate these funds for other purposes.

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Assigned: Funds are reserved for Commission use consistent with the 2020-2028 Strategic Plan.

Unassigned: Funds designated for the Operating Budget and Reserve.

FY 2023-24 BUDGET



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Memo

To: Board of Commissioners

From: Karla Pleitéz Howell, Executive Director

Date: June 8, 2023

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2022-23 BUDGET**

Members of the Commission:

On behalf of the First 5 LA team, I am pleased to present the proposed budget for fiscal year (FY) 2023-2024. The proposed budget is presented to the Board at a time of transition between leadership, our ongoing efforts in the context of our Strategic Plan Reset, and the deepening impact to our fiscal reality from declining revenues prompted by the California ballot measure, Proposition 31¹.

The detail of the proposed budget is captured in Attachment B. Attachment E provides a more granular overview of each Center, Team, and Office. This summary provides an overview of the work ahead across the organization and the deployment of First 5 LA’s human assets.

First 5 LA’s approach to sustainability requires that we take a multi-year view beyond the budget year. Towards that end, the Board-approved Long Term Financial Plan (LTFP) provides financial guardrails to focus and discipline First 5 LA’s expenditures. The LTFP represents a framework for multi-year financial planning to manage continued reductions in tobacco revenues, including additional decreases prompted by the approval of Proposition 31.

With the passage of Proposition 31, the proposed budget for fiscal year 2023-24 is the product of the First 5 LA team leaning into our new fiscal reality. The budget reflects a reduction below the FY spending limit of \$101.6 million.

The budget for FY 2022-23 includes a total budget request of approximately \$99.1 million as presented in the table below. One note is that this amount will be offset by non-Prop 10 revenues by roughly \$8.3 million making the net demand of First 5 LA resources \$90.8 million.

¹ Proposition 31 was passed in November 2022 and prohibits the retail sale of certain flavored tobacco products.

<u>COMMISSIONERS</u>			<u>EX OFFICIO MEMBERS</u>	<u>EXECUTIVE DIRECTOR</u>	<u>EXECUTIVE VICE PRESIDENT</u>
Los Angeles County Supervisor	Judy Abdo	Summer McBride	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Karla Pleitéz Howell	John A. Wagner
Holly J. Mitchell	Robert Byrd, Psy.D	Maricela Ramirez	Jacquelyn McCroskey, DSW		
<i>Chair</i>	Astrid Heger, M.D.	Carol Sigala	Deanne Tilton		
Brandon Nichols	Yvette Martinez				
<i>Vice Chair</i>					

Budget Component	FY 2022-23 Budget		Proposed FY 2023-24 Budget	Variance
	Original	Revised		
Program				
<i>Center for Child & Family Impact Total</i>	71,846,000	71,286,602	64,845,365	(6,441,237)
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<i>Legacy Investments</i>	2,200,000	1,800,000	2,027,000	227,000
<i>Emerging Opportunities</i>	150,000	150,000	150,000	-
Total Program	\$ 83,748,000	\$ 82,659,602	\$ 78,370,282	(4,289,320)
Operating*	22,245,086	22,207,086	20,746,542	(1,460,544)
TOTAL BUDGET	\$ 105,993,086	\$ 104,866,688	\$ 99,116,824	\$ (5,749,864)

* Includes COE, EDO, Office of Communications, and Program Ops



ATTACHMENT A:

FY 2023-24 BUDGET - HIGHLIGHTS

**ATTACHMENT A:
FY 2023-24 BUDGET – HIGHLIGHTS**

The FY 2023-24 Budget represents resources that will support Year 4 implementation of the 2020-2028 Strategic Plan, which was approved by the Commission in November 2019. Each year we refine our budgets, informed by experience and learning. This budget is the culmination of internal collaboration and work planning across teams, alignment of program costs to our strategic direction and fiscal realities of a sharp decline in tobacco tax revenues, and the continued evolution of First 5 LA as it fulfills its multiple roles as advocate, convener, funder, catalyst, communicator, and partner. The activities and resources proposed reflect the progress undertaken to apply the drivers of strategic plan implementation – focus and prioritization, alignment and integration, and diversity, equity and inclusion – to our work, even as we find ourselves responding to recent legislative changes that have resulted in a nearly 10.4% decline in tobacco tax funding from FY 2022-23 to FY 2023-24. The impact from the Proposition 31 ballot, prohibiting the sale of certain flavored tobacco in California has forced us to think more critically and creatively about how we employ our funds for greatest impact. This has led to greater clarity around how we deploy and maximize First 5 LA’s human and fiscal resources strategically and in alignment with the evolution of First 5 LA, our fiscal reality, and the results we seek for children and families in Los Angeles County. Our approach will continue to evolve as we proceed with the Strategic Plan Reset, an opportunity to revisit and update key elements of our Strategic Plan in an effort toward greater alignment of the Commission’s objectives and fiscal realities with the evolving needs of the children and families we serve.

Proposed program and operating budget resources will be drawn from the Assigned category of the fund balance. At the time of budget approval, requested program resources will shift from the Assigned resource category to the Committed category and operating resources will shift from the Assigned resource category to the Unassigned.

This FY 2023-24 Budget Highlights document provides a general high-level overview of budget requests at the Team/Office/Center level, specifically calling out investments that are new, large, high-profile, or Commission priorities. The document is organized into four sections as detailed in the outline below:

- I. Budget Overview
 - A. Budget Development Context
 - o Format and Approach to the FY 2023-24 Budget
 - B. Overall Budget Summary
 - C. Program Costs Summary
 - 1) 2020-2028 Strategic Plan
 - 1A. Center for Child & Family Impact
 - a. Family Supports Team
 - b. Communities Team
 - c. Early Care & Education Team
 - d. Health Systems Team
 - e. Center Support Team
 - 1B. Offices
 - f. Office of Government Affairs & Public Policy

- g. Office of Communications
- h. Office of Data for Action
- 2) Legacy Investments
- 3) Emerging Opportunities
- D. Operating Budget (Internal Operations)
- II. Revenue Assumptions
- III. Impact on Fund Balance
- IV. Administrative Cost Limit

It is important to note the distinction and inter-relationship between our Program Costs Summary, which represent our external work, and Operating Budget (Internal Operations), which represent our work to improve our workplace and operational effectiveness. Aligned with First 5 LA's adapted structure, the teams listed under Program Costs Summary above lead First 5 LA's external, systems change work. Teams such as those within the Center for Operational Excellence (e.g., Finance, Information Technology, and Contract Administration and Purchasing) as well as the Executive Director's Office, and Office of Equity, Strategy, and Learning, and Human Resources and Talent Management focus on First 5 LA's internal policies, processes, culture, and physical assets – all of which enable our external work. Proposed resources supporting the work of these teams are reflected in the Operating Budget.

Further detail on Program and Operating Budget requests by each team is provided in Attachments C and E. While the budget document is intended to provide broad parameters around programmatic spending, it is important to note that much of the information included is subject to change, as funding requests were generated using the latest information available at the time the budget was developed. In addition, activities or funding estimates for contracts that have yet to be negotiated may be revised as appropriate. Formal budget adjustments will be included as part of the mid-year adjustment process, as needed.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2023-24 Budget – Highlights

Attachment B: Budget Summary - Programs

Attachment C: Program Budget Detail

Program Budget – Detail by Program

Attachment D: Operating

- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment E: Operating Budget Detail

- Center/Office/Team Cover Page
- Operating Budget – Summaries & Detail by Center/Office/Team

For Attachment C, program detail is organized in order of the FY 2023-24 Program Summary. For Attachment E, operating detail is organized by the Center by Team/Office.

I. BUDGET OVERVIEW

The FY 2023-24 Budget framework aligns with the current 2020-2028 Strategic Plan and strategic priorities. Each of our projects aligns with at least one 2020-2028 Strategic Priority. The four Strategic Priorities are defined below:

Strengthen Public and Community Systems: Improve, integrate and expand family-centered systems of early prevention, intervention.

Advance and Build on Community Experience: Connect, maximize and coordinate public resources, local assets and relationships.

Expand Influence and Impact with Data: Expand the availability, use and power of data.

Optimize our Effectiveness: Heighten organizational performance to enhance our impact.

As the organization is currently amid the Strategic Plan Reset process, a few of the original 2020-2028 Strategic Plan components will be revisited and reassessed, including the Strategic Plan priorities. We will continue to filter investments through the lens of the Strategic Plan, our fiscal reality, and any corresponding changes to promote greater alignment of work across functions and teams.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2023-24 Budget

As we journey into year four of the strategic plan, the budget structure has evolved to further align with the 2020-2028 Strategic Plan structure. We do anticipate that this budget structure will continue to evolve next year in response to the Strategic Plan Reset and the revised Long Term Financial Plan to better align with our fiscal reality and more adequately represent resources that will support the strategic plan direction moving forward through FY 2027-28.

The purpose of the FY 2023-24 Budget is to set the context and provide a proposal for spending on Commission priorities. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to return to the Commission. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level. Other notable approaches to the FY 2023-24 Budget includes:

1. A total budget that is below the FY 2023-24 \$101.67 million spending limit outlined in the long-term plan approved by the Board in July 2020, in response to Proposition 31.
2. An increase in external funds being used to support or offset the activities earmarked for FY 2023-24 (\$8.3 million).
3. The elimination of three vacant full-time equivalent (FTE) positions, reducing the total revised FTE count to 117. Of the 117 FTE, 12 FTE are on-hold for FY 23-24, pending the outcome of the Strategic Plan Reset.
4. Resources in support of work-related travel have increased as the declaration of the COVID-19 public health state of emergency is set to expire in May 2023.
5. A full year of mobile phone/internet stipends are included in the operating budget to support the needs of staff as we transition from a full-time telework/soft hybrid model, in response to the global pandemic, to a full-time hybrid model in July 2023.

As an organization, we will continue to filter our investments through a diversity, equity and inclusion lens to ensure we are engaging and operating in a manner that is reflective and responsive to the needs of our communities. Additional funding changes are noted in the pages that follow.

B. OVERALL BUDGET SUMMARY

The total FY 2023-24 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$99.1 million, a decrease of approximately \$5.7 million, or 5.5% compared to the FY 2022-23 revised budget of \$104.9 million. Costs are estimated to decrease by 5.2% for programs and decrease by 6.6% for operating costs.

Budget Component	FY 2022-23 Budget		Proposed FY 2023-24 Budget	Variance
	Original	Revised		
Program				
<i>Center for Child & Family Impact Total</i>	71,846,000	71,286,602	64,845,365	(6,441,237)
<i>Offices Total</i>	9,552,000	9,423,000	11,347,917	1,924,917
Total 2020-2028 Strategic Plan	\$ 81,398,000	\$ 80,709,602	\$ 76,193,282	\$ (4,516,320)
<i>Legacy Investments</i>	2,200,000	1,800,000	2,027,000	227,000
<i>Emerging Opportunities</i>	150,000	150,000	150,000	-
Total Program	\$ 83,748,000	\$ 82,659,602	\$ 78,370,282	(4,289,320)
Operating*	22,245,086	22,207,086	20,746,542	(1,460,544)
TOTAL BUDGET	\$ 105,993,086	\$ 104,866,688	\$ 99,116,824	\$ (5,749,864)

* Includes COE, EDO, Office of Communications, and Program Ops

The FY 2023-24 Budget reflects a net decline in spending, consistent with the decline of revenues and long-term strategic direction.

C. PROGRAM COSTS SUMMARY

1) 2020-2028 STRATEGIC PLAN

This category includes estimated resources in support of the current iteration of the 2020-2028 Strategic Plan. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 4 activities of the 2020-2028 Strategic Plan, based on implementation work done to date. These costs and activities are not reflective of strategic plan changes anticipated as part of the Strategic Plan Reset process, as work and efforts in that endeavor are in the early stages of development. Additionally, our ongoing experience has identified that systems change efforts require time and effort to effectively develop the partnerships necessary to achieve the desired goals. However, a long-term emphasis on sustainability, particularly in light of recent changes to tobacco tax revenue, continues to undergird the investment decisions to advance results for children and families in our communities.

The 2020-2028 Strategic Plan programmatic costs are captured within two of the three organizational components: The Center for Child & Family Impact and the Offices.

Budget Component	Original FY 2022-23	Revised FY 2022-23	Proposed FY 2023-24	Variance
Program				
<i>Center for Child & Family Impact</i>				
Family Supports	\$ 38,170,000	\$ 37,143,866	\$ 39,103,000	\$ 1,959,134
Communities	16,302,000	16,592,219	14,367,200	(2,225,019)
Early Care & Education Systems	10,942,000	10,942,000	6,174,615	(4,767,385)
Health Systems	5,832,000	6,008,517	4,750,550	(1,257,967)
Center Support	600,000	600,000	450,000	(150,000)
<i>CCFI Total</i>	<i>71,846,000</i>	<i>71,286,602</i>	<i>64,845,365</i>	<i>(6,441,237)</i>
<i>Offices</i>				
Office of Government Affairs & Public Policy	4,153,000	4,153,000	6,565,500	2,412,500
Office of Communications	3,597,000	3,597,000	3,187,417	(409,583)
Office of Data for Action	1,802,000	1,673,000	1,595,000	(78,000)
<i>Offices Total</i>	<i>9,552,000</i>	<i>9,423,000</i>	<i>11,347,917</i>	<i>1,924,917</i>
Total 2020-2028 Strategic Plan	\$ 81,398,000	\$ 80,709,602	\$ 76,193,282	\$ (4,516,320)

1A. Center for Child & Family Impact

The Center for Child and Family Impact (CCFI), includes: Family Supports, Communities, Early Care & Education Systems, Health Systems and the Center Support Team. CCFI continues to leverage its talent and resources to create impact through partnerships and systems change. More information is included below and in Attachment C.

Family Supports (\$39,103,000)

The Family Supports FY 2023-24 budget is largely comprised First 5 LA's continued investments in Welcome Baby Hospitals (WBH) and Select Home Visiting (SHV), which combined comprise a total of \$32.5 million of 83.0% of the total Family Supports budget.

At approximately 41.4% of the overall programmatic budget, not adjusting for external funding to offset costs, home visiting is the single largest investment for First 5 LA. Informed by our fiscal reality, staff are thinking through how to evolve our home visiting strategy more intentionally towards improving systems infrastructure and facilitating sustainability. To address sustainability, the Family Supports team will build infrastructure and capacity to support home visiting sustainability strategies, including engagement with managed care plans; partner with the Los Angeles County Department of Mental Health (LACDMH) to access Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI) funds for home visiting; and develop and integrate home visiting referral pathways with complementary family-services and systems. This year's Family Supports program budget is anticipated to be offset by a total of \$5,086,000 in funding from LACDMH (\$4,362,000) to support SHV services in SPAs 1 and 2, and funding from First 5 California (\$724,000) to support coordination and collaboration efforts towards a unified home visiting system. In addition, the DMH partnership and award includes \$218,000 to support First 5 LA's Family Supports indirect/operational costs, for a total of \$5,304,000 in alternative funding for FY 2023-24.

Additional project costs proposed for FY 2023-24 include resources to ensure the consistent high-quality application and adherence to program fidelity by Welcome Baby and Select Home Visitation providers. It also includes funds to support the ongoing hosting and maintenance of the Welcome Baby and Select Home Visiting client tracking database, funds to support consultation and guidance in family strengthening strategies and, impact studies of Welcome Baby within the Best Start geographies.

The above represents some examples of the costs included within the FY 2023-24 Family Supports Team budget.

For further information and detail on the FY 2023-24 Family Supports Team program budget amounts and activities please refer to Attachment C.

Communities (\$14,367,200)

The Communities Team focuses on partnering with others to lead and fund systems change activities which promote parent and community engagement to advance efforts that result in families having access to the resources, opportunities, and relationships necessary to optimize their child's development across the five Best Start Regions (14 Best Start Geographies). A key component of the Communities Team budget are the Regional Network grantees (RNGs). Of the proposed FY 2023-24 costs within the Communities Team budget, 90.5% or \$13.0 million is driven by the Best Start Regional Network grantees.

The five RNGs represent a network of partners that work together to achieve outcomes aligned with community priorities at regional and local levels. Intentional collaboration and partnership are at the center of this work. Examples of this work across the five RNGs include parent/resident capacity building and leadership development, community change work, regional learning, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and organizational capacity building. Due to the fiscal realities of declining revenues, and our commitment to sustainability, the RNGs are on a gradual annual rate of decline, reducing costs by 10% across each of the five RNGs for FY 2023-24.

This team budget also includes funds to create a collective space for RNGs to build relationships, learn about each other's work and identify cross-cutting issues to explore together, as well as resources to meaningfully engage key networks and key stakeholders, cross-sector learning structure and processes with partners to understand the impact of the Best Start effort within the Best Start geography and the broader LA County environment. Additional funding will also be used to support the use and analysis of data to understand and elevate community priorities and better inform the focus of policy and systems change efforts. External funding in the amount of \$64,000 from First 5 California will also be used to fund the Refugee Family Support pilot project which is set to expire in FY 2023-24.

The above represents some examples of the budgets and costs included within the FY 2023-24 Communities Team budget.

For further information and detail on the FY 2023-24 Communities Team program budget amounts and activities please refer to Attachment C.

Early Care and Education (ECE) Systems (\$6,174,615)

ECE activities for FY 2023-24 include, but are not limited to, Kindergarten Readiness Assessment (KRA), County ECE Infrastructure Support, and Universal Preschool, as well as Quality Support System work that support the Quality Start Los Angeles (QSLA) system infrastructure model, such as IMPACT Legacy, QSLA Database and QSLA Facilitation and Communications.

This year's ECE Systems program budget is anticipated to be offset by a total of approximately \$2,600,000 in funding from First 5 California IMPACT (\$2,500,000) and the Los Angeles County Office of Education (LACOE) (\$100,000). Both non-First 5 LA Proposition 10 funding streams will support the continued implementation of the QSLA model and the infrastructure of the system including facilitation of the governing body and data system.

Ongoing investments in Universal Preschool will primarily support LACOE and/or the County Office for the Advancement of Early Care and Education (OAECE) in planning efforts, but funds may also be used to support developing and executing a communications plan to aid families in navigating new child care options. In its final year of funding, the Kindergarten Readiness Assessment (KRA) program will fund UCLA and the Long Beach Unified School District as all other KRA partners are expected to sunset their agreements at the end of FY 2022-23. Funds for FY 2023-24 will be used for collateral creation and distribution to communities, data dissemination, analysis and distribution of the last round of Early Development Instrument (EDI) data collected in FY 2022-23, as well as support UCLA in providing technical assistance to support current and former KRA partners in navigating the final data, updating data reporting tools and maintaining a peer learning network.

For further information and detail on the FY 2023-24 Early Care & Education Team program budget amounts and activities please refer to Attachment C.

Health Systems (\$4,750,550)

In FY 2023-24, the Health Systems team will continue to work to improve the health care system with a focus on serving children with or at-risk of developmental and behavioral delays through the Early Identification and Intervention (EII) work, as well as investing in decreasing the disparities in birth and other health care outcomes for African American women and children in L.A. County.

The primary workstream of the Health Systems budget in FY 2023-24 will be used in support of strengthening early identification and intervention efforts in L.A. County, including the implementation of the Help Me Grow LA model's key components in LA County (HMG LA), in partnership with the Los Angeles County Department of Public Health (LACDPH). Costs include activities to co-implement, in partnership with LACDPH, the four core components of the model:

1. Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination.
2. Community and Family Engagement: Efforts to strategically outreach to educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers.
3. Data Collection and Analysis: Efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers; and

4. Centralized Access Point: Established access platform(s) and county infrastructure (e.g., web-based, telephone, in-person, smartphone apps, chat/text, etc.) for identifying resource and referral and facilitating linkage to appropriate services and supports.

Funding this year will also support the final month of a three-year partnership with Los Angeles County Department of Health Services (LACDHS) to support trauma informed approach data collection, tracking and evaluation at their Strong, Healthy and Resilient Kids (SHARK) clinic.

First 5 LA and LACDPH are continuing their joint efforts to lead and invest in the African-American Infant and Maternal Mortality (AAIMM) project whose objective is to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease the high rates of Black infant and maternal deaths in L.A. County. This initiative is following a six-year action plan to reduce the gap in disparate infant mortality rates by 30% by 2024. Funding will be used to support a public awareness campaign (co-funded by the LACDPH), pooled funds that directly support community-based projects that consult, inform, and engage the community, an investment in a multi-sector hospital quality improvement initiative and funding to support LA-based systems change efforts to inform future black birthing justice work and priorities.

For further information and detail on the FY 2023-24 Health Systems Team program budget amounts and activities please refer to Attachment C.

Center Support (\$450,000)

In FY 2023-24 the Center Support Team will continue to invest in Strategic Cross-Cutting Funder Partnerships, County Partnerships, and Sustainability efforts through a number of projects.

County Partnerships are anticipated to address: prevention and infrastructure more broadly, as well as the cultivation of opportunities to partner with the County in a manner that aligns with our Strategic Plan goals. Proposed resources and activities will also address: infrastructure support for sustainability and health planning, and cross-sector partnerships to network and collaborate with key partners to marshal public and private resources to support County initiatives that are aligned with First 5 LA priorities.

For further information and detail on the FY 2023-24 Center Support Team program budget amounts and activities please refer to Attachment C.

1B. Offices

The Offices centralize and support key functions reporting directly to the Executive Director, including: The Office of Communications, Office of Data for Action, Office of Equity, Strategy, and Learning, and the Office of Government Affairs & Public Policy. The Office of Equity, Strategy, and Learning (OESL) continues to coordinate, facilitate and support organization-wide processes included, but not limited to: Strategic Plan Reset and the design and implementation of change management strategies to help staff engage in the strategic plan reset while strengthening relationships and capacity for implementation. As OESL has not identified any programmatic resources for FY 2023-24 costs to support OESL's functions are included within the Operating Budget and within Attachment E.

Office of Government Affairs & Public Policy (\$6,565,500)

FY 2023-24 investments in the Office of Government Affairs and Public Policy (OGAPP) will focus on core government affairs, advocacy and public policy functions including: lobbying, lobbying compliance, articulating organization-wide public policy change priorities, First 5 Association activities and developing strong relationships with elected officials. Additional investments will focus on advocacy and policy change priorities – in consultation with staff across the organization, advancing sustainability goals through influencing state and federal budgets, administrative guidance and policy development. OGAPP will also manage investments that were previously under the purview of other teams to support organization-wide advocacy efforts, manage First 5 LA's event sponsorships budget, refine a strategy for organization-wide sponsorships and partnership building efforts and lead the funding of conferences and events with the goal of advancing the field of early childhood development.

The largest investment managed by OGAPP in FY 2023-24 is the integrated Early Childhood Policy Advocacy Fund (ECPAF) which represents approximately 61% of the OGAPP's budget. This investment intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family lens. It will also bring together diverse advocacy voices whose work occurs and operates at the intersection of systems; support achievement of First 5 LA strategic and sustainability priorities; and reflect commitment to diversity, equity and inclusion.

For further information and detail on the FY 2023-24 Office of Government Affairs & Public Policy program budget amounts and activities please refer to Attachment C.

Office of Communications (\$3,187,417)

In FY 2023-24, the Office of Communications will continue to communicate the impact of the organization's work to internal and external audiences and work collaboratively across the organization to develop and implement strategic communications, marketing and internal communications efforts that build First 5 LA's reputation as an advocate, systems change agent and trusted source of information.

Communications strategies built in partnership with Centers, Teams and Offices will engage decision-makers, including parents and caregivers, communities, and elected officials on early learning, health care delivery systems and child development topics affecting children under the age of 5 in LA County and statewide. One example is the Office of Communication's ongoing work with the Office of Government Affairs and Public Policy to design communications strategies and deploy targeted tactics to reach and engage key decisionmakers on First 5 LA's policy and advocacy priorities.

This year's budget includes resources for strategy development, public relations, agency-wide translation and interpretation services, as well as pooled-fund investment in supporting the capacity of news outlets to cover early childhood issues to help elevate their importance and urgency. It also includes funds to support the development of marketing content, production materials and assets to reach and engage target audiences internally and externally. Funds will also be used to support communication needs as First 5 LA transitions to a fully hybrid work model by building alignment and engagement between employees, Centers, Teams and Offices, as well as opportunities to strengthen First 5 LA's brand, acknowledgement of our 25th Anniversary and the story of our impact in L.A. County and statewide, and strategies to communicate and amplify systems change priorities reflected in the 2020-2028 Strategic Plan Reset.

For further information and detail on the FY 2023-24 Office of Communications program budget amounts and activities please refer to Attachment C.

Office of Data for Action (\$1,595,000)

For FY 2023-24 resources in the Office of Data for Action will support the organization with measurement, evaluation and data-related endeavors, as well as managing the data and research investments that support the needs of the entire organization. This budget includes costs and activities that focus on advancing an organization-wide Data Strategy, as well as resources to support leading data partnerships with partners such as the Children’s Data Network, the Public Health Foundation Enterprise (PHFE) WIC, and the County of Los Angeles Chief Information Office to support First 5 LA’s systems change efforts, provide data for the Impact Framework, and align these partnerships with the Data Priorities identified in the Data Strategy.

In addition, resources in FY 2023-24 will support the continued refinement, alignment and implementation of the Impact Framework, achieving agreement on the purpose, goals and indicators, grounding the framework in the refined systems change outcomes from at least one public system, updating the measurement plan and including readily available data, as well as producing and disseminating reports and other products to engage staff, commissioners and key stakeholders in understanding the Commission’s impact. Funds will also be used to develop and submit First 5 LA’s Annual Report of investments and accomplishments to First 5 CA.

For further information and detail on the FY 2023-24 Office of Data for Action program budget amounts and activities please refer to Attachment C.

2) LEGACY INVESTMENTS

These investments are existing multi-year programs representing ongoing work of the Commission that is expected to end according to the terms of the project approval. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process, consistent with the First 5 LA Governance Guidelines. There is one legacy investment remaining—Little by Little.

Little by Little/One Step Ahead (\$2,027,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) program in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age-appropriate books, toys and safety items. In FY 2023-24, the initiative expects to provide services to over 50,000 unique WIC participants across 10 WIC site locations.

This investment with an original allocation of \$30 million is anticipated to fully expend the allocation in 2025.

3) EMERGING OPPORTUNITIES

Funds in this cost category are intended to provide flexibility to respond to and implement new or emergent opportunities that align with and further First 5 LA’s strategic plan goals. A total of \$150,000 is included in the FY 2023-24 budget to support these opportunities.

D. OPERATING BUDGET (INTERNAL OPERATIONS)

Based on an analysis of the work priorities and strategic outcomes we are seeking in alignment to the Strategic Plan, historical spending, as well as anticipated needs for FY 2023-24, the budget includes approximately \$20.7 million in support of First 5 LA’s operational costs.

The \$20.7 million represents a decrease of approximately \$1.5 million or 6.6% compared to the revised FY 2022-23 Budget, influenced primarily by downward spending in Personnel Services, Operating Services, Consultant Services, and Professional Services.

OPERATING COST CATEGORY	FY 2022-23 Budget				Proposed	
	Original		Revised		FY 2023-24 Budget	
Personnel Services	\$ 17,504,875	78.7%	\$ 17,504,875	78.8%	\$ 16,271,521	78.4%
Operating Services	1,655,678	7.4%	1,661,678	7.5%	1,618,995	7.8%
Consultant Services	2,038,100	9.2%	2,008,100	9.0%	1,753,500	8.5%
Professional Services	520,995	2.3%	520,495	2.3%	486,370	2.3%
Travel Expenses	202,888	0.9%	193,388	0.9%	271,676	1.3%
Professional Development	322,550	1.4%	318,550	1.4%	344,480	1.7%
Total Operating Costs	\$ 22,245,086	100%	\$ 22,207,086	100%	\$ 20,746,542	100%

Note: Percentages have been rounded to the nearest whole

Attachments D and E provide additional detail on the operating budget, based on the existing organizational structure.

Highlights and Assumptions:

The approximately \$1.5 million net decrease is driven by an overall decrease in several cost categories, largely driven by the strategic elimination of three vacant full-time equivalent (FTE) positions, a temporary hiring-freeze on 12 vacant positions for the fiscal year pending the outcome of the strategic plan reset, and a decrease in consultant support as major projects and activities have been completed (e.g. Procurement Reform Project and the design phase of Diversity Equity and Inclusion work). As shown in the summary tables and team budgets in Attachment E, the budget includes many increases and decreases within individual team budgets, and the following are highlights of the major spending categories.

The following are highlights of the major spending categories:

Personnel Services

Approximately \$16.3 million, or 78.4%, of the total \$20.7 million in operating costs is for Personnel Services. This includes salaries and employee benefits, representing a decrease of about \$1,229,356 or 7% compared to the revised FY 2022-23 personnel budget. The overall decrease in personnel costs is primarily driven by the elimination of 3 previously vacant positions and a temporary hiring freeze on 12 vacant positions. The salary and benefit costs for the 12 positions that are placed on hold are not included in the budget, but the 12 positions are included as part of the FTE count for FY 2023-24 pending the outcome of the Strategic Plan Reset. Additionally, we have also adjusted the total personnel costs to account for short and long-term vacancies throughout the year by way of a 3.5% attrition rate as well as staggered hiring for 2 positions that are only budgeted for 3 months as anticipated quarter 4 hires. For budgeting purposes, a 5% merit adjustment has also been included as part of the personnel costs, with actual merit adjustments ranging from 5% and below. The personnel costs were assessed and aligned to meet the organization's staffing needs to achieve the strategic priorities. A complete schedule of authorized positions can be found in Attachment D.

Operating Expenses

General operating expenses comprise \$1.6 million, or 7.8% of the total operating costs. This is a net decrease of approximately \$42,683 or 2.6% when compared to the revised FY 2022-23 operating services. There were increases and decreases in budgets across the organization. The most significant reductions were made to miscellaneous contingency by \$42,800 and to hardware and software Maintenance of \$52,500. Nearly \$33,000 of the reduction to miscellaneous contingencies belonged to Workplace Management team which is now defunct. The last couple years, there was an increase to support the costs related to the ongoing COVID-19 pandemic, ensuring that proper measures were taken to keep staff safe. These costs included any potential increase in security services and equipment and janitorial services, in response to COVID-19. Many of these expenses were satisfied in FY 2022-23 and fewer resources are required for FY 2023-24. The decreases in hardware and software maintenance are a result of a nearly \$30,000 reduction in Blackbaud Grantmaking licenses, \$7,500 in Windows server and conference calling subscriptions in IT. Another notable decrease in IT is under the equipment-rents and leases line item where IT has reduced the number of leased printers from 4 to 2 which has resulted in a \$13,200 adjustment. The nearly \$50,000 increase to Utilities is to provide funding for building utilities, including gas, water, and electricity in preparation for return to office work. There are also some increases to other line items but most notably a \$25,000 increase to building repairs and maintenance to cover general repairs and maintenance of the building including janitorial services, HVAC, plumbing, carpet cleaning, and electrical systems. Many of these increases are related to staff returning to the office two days a week on a hybrid work schedule.

Consultant Services

The budget includes approximately \$1.75 million for Consultant Services, representing about 8.5% of the total operating costs and a decrease of approximately \$255,000, or 12.7% compared to FY 2022-23. Most of these costs are centralized within the IT and HRTM teams. The services in IT will be used for temporary specialized IT staffing support, Modis of nearly \$300,000, and IT consulting services that are above and beyond those that can be covered under the Modis contract. In the HRTM team, some notable cost drivers include expenses related to the Executive recruitment search firm of \$75,000, Compensation study implementation of \$50,000, Interactive Process Coordination and

Facilitation and Disability Policy Development of \$50,000, legal costs of \$30,000, and HR Specific Consultant Support of \$50,000.

Professional Services

The budget includes approximately \$486,000 to support Professional Services, representing 2.3% of total operating costs and a \$34,000 or approximately 6.6% decrease in funding level compared to the revised FY 2022-23 budget. Resources will fund staff recruitment, web-based services, audit fees and miscellaneous bank charges.

Travel Expenses

Travel Expenses comprise 1.3% of the total operating costs at approximately \$272,000, representing an increase of about \$78,000 or 40.5% compared to the revised funding for FY 2022-23. For FY 2023-24, resources anticipate the return of work-related staff travel, grounded in guidance and best practices per public health officials.

Professional Development

Professional Development represents 1.7% of the total operating budget, at \$344,000. This budget includes a nearly \$26,000 increase in spending, or 8.1%, compared to the revised resources proposed in FY 2022-23. The largest driver behind the increase in Professional development is in leadership programs, as we see a roughly \$50,000 increase from FY 2022-23. The main contributors to this line item include coaching for Leadership team staff and costs associated with external staff professional development opportunities in programs such as Riordan Leadership Institute, Leadership LA, Leadership Southern California, Emerging Leaders Peer-to-Peer, CA Connection, CORO and other leadership programs. We see a \$45,000 reduction in the in-house training budget, as First 5 University will have a priority focus on DEI and manager specific leadership development. This line item is anticipated to increase in future years to reflect full implementation of First 5 University. The budgeted professional development funds included support equal-access staff training and Leadership Development opportunities through our Human Resources and Talent Management Team, as well as Team/Office-specific Professional Development needs. Despite the gradual decline in revenue, First 5 LA continues to prioritize staff training to ensure that our staff are well equipped to perform the key job functions needed to advance the desired short and long-term outcomes.

II. REVENUE ASSUMPTIONS

First 5 LA's primary source of funding, Proposition 10 Tobacco Tax, has been on a gradual decline since FY 2004-05, however, approval of a recent California ballot measure prohibiting the sale of certain flavored tobacco products, Proposition 31, has prompted an accelerated decline in our primary source of funding effective November 2022. As Proposition 10 revenue trends continue on a downward trajectory, First 5 LA will continue to not only maintain but amplify its efforts to explore other alternative revenue generating sustainability strategies for the future as well as pursue opportunities to partner and leverage funding from other organizations to support the work of the Commission and children of LA County. Examples of this progress include: IMPACT dollars from First 5 California (F5CA), funding from F5CA to implement the Home Visiting Coordination and Integration (HVCI) project, funding from F5CA to provide Refugee Family Support services, resources from the Los Angeles County Department of Public Health (LACDPH) to continue to support and advance the African American

Infant and Maternal Mortality (AAIMM) strategic communications initiative, funding from the Los Angeles County Department of Mental Health (LACDMH) to support home visiting services in SPAs 1 and 2, and a partnership with the Los Angeles County Office of Education to continue to support Early Care and Education efforts for a total of \$8,288,000 anticipated for FY 2023-24.

First 5 LA is primarily funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 23-24% of the total County allocations. The Department of Finance (DOF) and California Department of Tax and Fee Administration (CDTFA) distribute the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization's (BOE) administrative costs. As reflected in the First 5 LA Long-Term Financial Plans (LTFP), Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05 and is projected to continue to decline in future years as laws are amended to discourage smoking, such as Proposition 31, and overall fewer people take up smoking every year, according to the data. Tobacco tax funding for FY 2023-24 is projected at approximately \$58.8 million, a decrease of about \$6.8 million or 10.4% compared to the projected revenue for FY 2022-23. State projected revenue will continue to fluctuate, as is customary with projections. Staff will continue to work with and engage other county Commissions and the State First 5 Association to closely monitor, evaluate and discuss adjustments, Proposition 31 implications, or other significant deviations from CDTFA projections that may directly impact revenue.

The Commission is presently investing in two investment pools – the County surplus pool and a specific investment portfolio. For FY 2023-24, interest earnings from these investments are expected to yield approximately \$3.9 million in revenue and are projected using an estimated 1.3% rate of return on anticipated cash balances.

First 5 LA will continue to explore and identify new public and private revenues that could support our fiscal reality and advance our strategic goals, in alignment with the long-term financial plan and most recent iteration of the 2020-2028 Strategic Plan strategic priorities, which includes optimizing our effectiveness and addressing fiscal challenges by maximizing available revenue sources. Additional funding received throughout the year, both restricted and unrestricted, will be included and shared with the Board of Commissioner's when the FY 2023-24 Mid-Year Revised Budget is presented for review and approval or in the next Long-Term Financial Plan update, as applicable.

III. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance. As tobacco tax revenues that have supported the work to date continue to decline, spending is anticipated to continue to exceed the incoming revenue resulting in a commensurate decline in fund balance. Nevertheless, a portion of the budget is set aside for the fund balance reserve, which is calculated at 50% of the projected annual fiscal year budget per Board approval in July 2020. Based on the approved policy limit, the FY 2023-24 Reserve is calculated at \$49.8 million, an amount that is also classified as unassigned for fund balance purposes.

Additionally, First 5 LA's continued emphasis on sustainability and alternative revenues will also have an impact on the fund balance. In FY 2023-24, the total budget of \$99.1 million is offset by

approximately \$8.3 million in external funds to support the work in the fiscal year. As such, the net demand on the First 5 LA resources is \$90.8 million.

The annual budget, also per board policy, is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document. However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission acts via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2023-24 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2023-24 budget amounts for these initiatives will not commit additional dollars. The *projected* remaining allocation balances as of June 30, 2023 will be brought to the Board for reaffirmation on June 8, 2023 in conjunction with the approval of the FY 2023-24 Budget.

In contrast to the multi-year allocation balances for specific initiatives, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent funds from the previous fiscal year for these investments return to the assigned fund balance, which represents funds available for use within the parameters set by the board-approved Strategic Plan.

Balances for all fund balance categories will not be finalized until the completion of the FY 2022-23 year-end audit and Comprehensive Annual Financial Report (Annual Report). Fund balance updates will be provided in the updated Long-Term Financial Plan.

IV. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization's administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is because administrative costs are generally not as fluid as other types of costs and cannot adapt quickly to respond to changes in actual spending levels. Through the Long-Term Financial Plan, the annual administrative limit has been designated as representing no more than 15% of total annual costs, unless otherwise approved by the Board.

The definition of administrative cost accounts for 100% of the following departments' costs: Executive Director's Office, Center for Operational Excellence, Board of Commissioners, Office of Communications, Contract Administration & Purchasing Team, Facilities Management, Finance Team, Human Resources and Talent Management Team, Information Technology Team and the Center for Child and Family Impact Support (Executive Vice President and Executive Assistant to the EVP).

In addition to these costs, the existing definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic Teams/Offices: Communities Team, Early Care & Education Team, Family Supports Team, Health Systems Team, Office of Data for Action, Office of Government Affairs and Public Policy and the Office of Equity, Strategy and Learning.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a broad approach to the administrative limit calculation. For example, although the organization's Executive Director and Senior Leadership do not spend 100% of their time strictly on administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year.

Using the methodology noted above (further detail is provided as part of Attachment D), the administrative cost to support First 5 LA functions is projected to be \$13.38 million, or 13.5% of the total budget. The decrease from the previous year's revised \$14.03 million or 13.38% is due to cost reductions proposed in both program and operating budgets for FY 2023-24, as well as the elimination of Administrative costs related to the Work Place Management Team (absorbed into COE Support), the elimination of a vacant position in Work Place Management, and the hiring freeze applied toward 12 vacant positions including administrative positions, pending the outcome of the Strategic Plan Reset.



ATTACHMENT B:

FY 2023-24 BUDGET SUMMARY PROGRAMS

CENTER/TEAM/OFFICE	PROJECT NAME	REVISED FY 2022-23 BUDGET	FY 2023-24		VARIANCE	
			PROPOSED BUDGET	\$	CHANGE	
2020-2028 STRATEGIC PLAN						
<i>Center for Child and Family Impact</i>						
FAMILY SUPPORTS	Welcome Baby Hospitals	\$ 20,595,713	\$ 21,563,000	\$ 967,287	5%	
	Select Home Visiting Programs	10,466,153	10,909,000	442,847	4%	
	Deb Daro Consultation	20,000	20,000	-	0%	
	Family Strengthening Oversight Entity	3,800,000	3,800,000	-	0%	
	F5CA Home Visiting Coordination Project	21,000	724,000	703,000	3348%	
	Stronger Families Database	600,000	625,000	25,000	4%	
	Welcome Baby Impact Study	1,641,000	1,462,000	(179,000)	-11%	
Sub-total Family Supports		\$ 37,143,866	\$ 39,103,000	\$ 1,959,134	5.3%	
COMMUNITIES	Region 1: Central-East Regional Network	\$ 3,835,000	\$ 3,451,500	\$ (383,500)	-10%	
	Region 2: SLA Regional Network	4,378,000	3,940,200	(437,800)	-10%	
	Region 3: SFV Regional Network	2,022,000	1,819,800	(202,200)	-10%	
	Region 4: Port Cities Regional Network	2,309,000	2,078,100	(230,900)	-10%	
	Region 5: AV Regional Network	1,904,000	1,713,600	(190,400)	-10%	
	Communities of Practice	175,000	175,000	-	0%	
	Refugee Family Supports	290,219	64,000	(226,219)	-78%	
	Best Start Learning Agenda	818,000	540,000	(278,000)	-34%	
	Capacity Strengthening Learning Consortium	361,000	-	(361,000)	-100%	
	Activating Network Partners	225,000	350,000	125,000	56%	
Expand Regional Influence and Impact with Data Learning Dialogues	250,000	200,000	(50,000)	-20%		
	Learning Dialogues	25,000	35,000	10,000	40%	
Sub-total Communities		\$ 16,592,219	\$ 14,367,200	\$ (2,225,019)	-13.4%	
ECE	County ECE Infrastructure Support	\$ 180,000	\$ 200,000	\$ 20,000	11%	
	COVID Response Team	100,000	-	(100,000)	-100%	
	Kindergarten Readiness Assessment	3,060,000	800,000	(2,260,000)	-74%	
	Provider Advisory Group	185,000	314,615	129,615	70%	
	Universal Preschool	150,000	150,000	-	0%	
	Dual Language Learner	150,000	-	(150,000)	-100%	
	ECE Workforce Registry	495,000	-	(495,000)	-100%	
	Home-Based Child Care Strategy	594,000	1,210,000	616,000	104%	
	IMPACT Legacy	5,028,000	2,500,000	(2,528,000)	-50%	
	QSLA Database	600,000	500,000	(100,000)	-17%	
QSLA Facilitation and Communications	400,000	500,000	100,000	25%		
Sub-total ECE		\$ 10,942,000	\$ 6,174,615	\$ (4,767,385)	-43.6%	
HEALTH SYSTEMS	Help Me Grow	\$ 4,565,000	\$ 3,375,550	\$ (1,189,450)	-26%	
	First Connections	112,000	-	(112,000)	-100%	
	AAIMM Birth Outcomes and Disparities – Policy and Systems Change	1,331,517	1,375,000	43,483	3%	
Sub-total Health Systems		\$ 6,008,517	\$ 4,750,550	\$ (1,257,967)	-20.9%	
CENTER SUPPORT	Bold Vision	\$ 75,000	\$ -	\$ (75,000)	-100%	
	Center for Strategic Partnerships	50,000	50,000	-	0%	
	County Partnership Fund	200,000	200,000	-	0%	
	Infrastructure Support for Sustainability and Health Planning	220,000	200,000	(20,000)	-9%	
	Medi-Cal Administrative Activities Implementation Support	5,000	-	(5,000)	-100%	
	Southern California Grantmakers (SCG)	50,000	-	(50,000)	-100%	
Sub-total Center Support		\$ 600,000	\$ 450,000	\$ (150,000)	-25.0%	
Sub-Total: Center for Child and Family Impact		\$ 71,286,602	\$ 64,845,365	\$ (6,441,237)	-9.0%	
<i>Office of Government Affairs & Public Policy</i>						
OFFICE OF GOVERNMENT AFFAIRS & PUBLIC POLICY	Early Childhood Policy and Advocacy Fund	\$ 1,500,000	\$ 4,000,000	\$ 2,500,000	167%	
	Policy Advocacy Fund Technical Assistance Provider	596,000	596,000	-	0%	
	Conference Funding to Advance the Field of Early Childhood Development	50,000	-	(50,000)	-100%	
	Organization-Wide Sponsorships	200,000	300,000	100,000	50%	
	Organizational Memberships	393,000	175,000	(218,000)	-55%	
	Organization-Wide Partnerships		175,000	175,000	N/A	
	Policy & Advocacy Stakeholder Engagement		180,000	180,000	N/A	
	Federal Policy and Sustainability Advocate	75,000	-	(75,000)	-100%	
	State Policy and Sustainability Advocate	366,000	320,000	(46,000)	-13%	
	Strategic Plan Advocacy Strategies	973,000	819,500	(153,500)	-16%	
Sub-Total: Office of Government Affairs & Public Policy		\$ 4,153,000	\$ 6,565,500	\$ 2,412,500	58.1%	

CENTER/TEAM/OFFICE	PROJECT NAME	REVISED FY 2022-23 BUDGET	FY 2023-24		VARIANCE	
			PROPOSED BUDGET	\$	CHANGE	
Office of Communications						
OFFICE OF COMMUNICATIONS	Strategic Communications	\$ 1,897,000	\$ 1,587,417	\$ (309,583)	-16%	
	Strategic Communications Partnerships	250,000	200,000	(50,000)	-20%	
	Strategic Marketing	1,450,000	1,400,000	(50,000)	-3%	
Sub-Total: Office of Communications		\$ 3,597,000	\$ 3,187,417	\$ (409,583)	-11.4%	
Office of Data for Action						
OFFICE OF DATA FOR ACTION	Annual Reporting	\$ 87,000	\$ 63,000	\$ (24,000)	-28%	
	Data Requests	5,000	5,000	-	0%	
	Children's Data Network (CDN)	793,000	723,000	(70,000)	-9%	
	County Data Partnership	147,000	75,000	(72,000)	-49%	
	WIC Data Mining Research Partnership	314,000	407,000	93,000	30%	
	First 5 LA Data Strategy	200,000	200,000	-	0%	
	Impact Framework	127,000	122,000	(5,000)	-4%	
Sub-total Office of Data for Action		\$ 1,673,000	\$ 1,595,000	\$ (78,000)	-4.7%	
TOTAL 2020-2028 STRATEGIC PLAN		\$ 80,709,602	\$ 76,193,282	\$ (4,516,320)	-5.6%	
LEGACY INVESTMENTS						
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	1,800,000	2,027,000	227,000	13%	
TOTAL LEGACY INVESTMENTS		\$ 1,800,000	\$ 2,027,000	\$ 227,000	12.6%	
Emerging Opportunities Fund	Emerging Opportunities Fund	\$ 150,000	\$ 150,000	-	0%	
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 82,659,602	\$ 78,370,282	\$ (4,289,320)	-5.2%	
INTERNAL OPERATIONS						
	Administrative Costs	\$ 14,032,076	\$ 13,376,226	\$ (655,850)	-5%	
	Program Costs	8,175,010	7,370,316	(804,694)	-10%	
TOTAL INTERNAL OPERATIONS		\$ 22,207,086	\$ 20,746,542	\$ (1,460,544)	-6.6%	
TOTAL FIRST 5 LA BUDGET		\$ 104,866,688	\$ 99,116,824	\$ (5,749,864)	-5.5%	

NON- F5LA PROPOSITION 10 REVENUES						
	F5CA Home Visiting Coordination Project	\$ 21,000	\$ 724,000	703,000	3348%	
	F5CA IMPACT	5,027,077	2,500,000	(2,527,077)	-50%	
	LACDPH - AAIMM	336,517	320,000	(16,517)	-5%	
	Medi-Cal Managed Care Plan	100,000	-	(100,000)	-100%	
	LACOE	100,000	100,000	-	0%	
	F5CA Refugee Resettlement LA	290,219	64,000	(226,219)	-78%	
	SHV: DMH Application for funding	-	4,580,000	4,580,000	N/A	
TOTAL NON-F5LA PROPOSITION 10 REVENUES		\$ 5,874,813	\$ 8,288,000	\$ 2,413,187	41.1%	

TOTAL DEMAND ON F5LA RESOURCES		\$ 98,991,875	\$ 90,828,824	\$ (8,163,051)	-8.2%
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	FY23-24 LTFP Limit	FY23-24 Proposed Budget	\$ Var	% Var
Budget vs LTFP Limit	\$ 101,665,101	\$ 99,116,824	\$ (2,548,277)	-2.5%
Budget (Demand on F5LA) vs LTFP Limit	101,665,101	90,828,824	(10,836,277)	-10.7%



ATTACHMENT C:

FY 2023-24 BUDGET PROGRAM DETAIL

CENTER FOR CHILD & FAMILY IMPACT

Family Supports Team

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Welcome Baby Hospitals	\$20,595,713	\$21,563,000	4.7%

Program Summary

The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child’s birth.

Spending Plan and Funding Methodology

The program budget of \$21,563,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures. Given First 5 LA’s declining revenue, additional analysis was conducted including a Welcome Baby Right Sizing analysis as a result of decreasing number of births in the past decade in LA County. Similarly, birthing rates in Welcome Baby hospitals have decreased by an average of 31%; as such the budget incorporates reductions in personnel to align staffing structure to actual need. The Program Budget for FY 23-24 takes historical expenditure trends into account to provide a more accurate budget. Finally, the FY 23-24 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

The majority of contract expenses will be spent on personnel costs, with expenses for supplies, mileage, and client materials. The following were considered when developing the FY 23-24 estimate:

- Historical spending patterns
- Program related costs (mileage, supplies)
- Adjustment of grantee budgets to adjust and reflect anticipated expenditures
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Select Home Visiting Programs	\$10,466,153	\$10,909,000	4%

Program Summary

SHV programs are evidence-based, voluntary, home-based intervention programs for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family’s needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

Spending Plan and Funding Methodology

The program budget of \$10,909,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures. The Department of Mental Health (DMH) is also in collaboration with First 5 LA to approve \$4,580,000 in Prevention and Early Intervention funds to support SHV services in SPA 1 and 2, including the addition of a licensed mental health clinician to enhance support and improve client outcomes (\$520,912). DMH funding will offset SHV programmatic expenditures by \$3,841,000 and decrease the demand on F5LA resources. Indirect fees from managing the DMH funds in the amount of \$218,000 will also offset the Family Supports operational budget. The FY 23-24 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

Most contract expenses will be spent on personnel, ongoing operating expenses and on costs such as supplies and mileage associated with client enrollment. The following factors were considered when developing the FY 23-24 estimate:

- Historical spending patterns
- Program related costs (mileage, supplies)
- Inclusion of licensed mental health clinician in SHV grantees in SPA 1 and 2 as part of DMH enhancement funds
- Adjustment of grantee budgets to adjust and reflect anticipated expenditures
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Deb Daro Consultation	\$20,000	\$20,000	0%

Program Summary

A Procurement Exception Request was approved for Dr. Deb Daro in June 2015 to provide consultation about First 5 LA’s home visiting activities. Dr. Daro’s involvement and knowledge of the implementation of First 5 LA’s family strengthening strategies and extensive home visiting expertise has provided a unique combination and added value that is not available elsewhere. Dr. Daro’s contributions to date have been fundamental in informing evaluation study designs and measurement tools and techniques for First 5 LA’s family strengthening investments. Staff have also benefitted from her guidance in ensuring quality assurance strategies through the Family Strengthening Oversight Entity and policy consultation.

- Spending Plan and Funding Methodology**
- Dr. Deb Daro will provide consultation and support in the following areas:
- Assistance and guidance regarding ongoing quality assurance and improvement efforts;
 - Guidance to policy development staff on strategic opportunities at the State and Federal level;
 - Assistance to Family Supports Team on available system linkages for extending Welcome Baby reach and impact;
 - Guidance to inform the development, implementation, and oversight of the Welcome Baby Virtual Study and other home visiting evaluation efforts; and
 - Maintain regular contact with F5LA leadership and conduct onsite or virtual visits with staff and partners

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Family Strengthening Oversight Entity	\$3,800,000	\$3,800,000	0

Program Summary

The FSOE aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county. The FSOE also provides programmatic technical assistance and support to the Select Home Visitation providers to support implementation and model fidelity. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's Stronger Families Database System; participation and coordination in the development of the Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts. The FSOE also coordinates the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participates in county-wide efforts to coordinate, enhance, expand, and advocate for high quality home visiting programs. Additionally, the FSOE plays a critical oversight role across program models and sites receiving multiple funding sources and utilizing the Stronger Families Database.

Spending Plan and Funding Methodology

In FY 23-24 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and provide input to evaluation activities and study designs with First 5 LA Office for Data in Action, evaluation contractors, and Welcome Baby sites
- Coordinate and implement 2 Family Strengthening Cohort Trainings for Welcome Baby/Select Home Visiting providers (over 150 hours of training)
- Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visiting providers
- Organize and conduct 2 Peer-to-Peer learning opportunities
- Provide program materials to providers across 14 Welcome Baby sites (including home safety items, bobby nursing pillows, infant books and developmental toys)
- Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers
- Coordinate the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participate in county efforts to coordinate across home visiting programs in LA County.
- Coordination and development of reports to support First 5 LA's pilot efforts with Managed Care Organizations.

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 23-24 estimate:

- Anticipated merit increase for personnel
- Support for the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium
- Inclusion of virtual trainings and meeting costs; and
- Funding to provide training, materials and technical assistance to grantees to support high performance and enhanced service delivery

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
F5CA Home Visiting Coordination Project	\$21,000	\$724,000	3348%

Program Summary
First 5 California Regional Technical Assistance for Home Visiting Coordination and Integration

Spending Plan and Funding Methodology
The First 5 California Regional Technical Assistance for Home Visiting Coordination and Integration Project represents external funding from First 5 California to support coordination and collaboration efforts towards a unified home visiting system.

Change from Prior Year (if >+-20%)
First 5 California released a Request for Applications for two years of external funding to provide regional technical assistance to support system building efforts and coordination between key partners. Los Angeles is eligible for up to \$1,454,689 across two-years to build and strengthen the home visiting system within the broader system of supports for children and families. The grant will help address: 1) continued building and strengthening systems coordination and integration activities; 2) implementation of community-informed policies, practices, and resources that center around families lived experience in all decisions; and 3) identifying and addressing system inequities.

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Stronger Families Database	\$600,000	\$625,000	4%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2020-2028 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by these programs. This budget item will support and continue the build-out of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

The Project Budget for the Stronger Families Database is \$625,000. Aside from the ongoing database hosting and maintenance, in FY 23-24 the system will continue to incorporate database changes due to the ongoing partnership with managed care plans, development of new referral pathways, and coordination with the Department of Public Health and Department of Social Services home visiting efforts. Funds will continue to support Tableau reporting and additional features requested by users. Finally, ongoing efforts to support evaluation and county-wide collaboration that require database modifications will also continue.

The breakdown of costs includes the following:

- Tableau Licenses and Database Hosting
- Contracted Services to support database modifications
- Database Technical Expertise and Engineers to develop database modifications

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Welcome Baby Impact Study	\$1,641,000	\$1,462,000	-11%

Program Summary

The Board of Commissioners approved the Welcome Baby Impact Study (WBIS) to demonstrate impact in the local Best Start geographies as “proof of concept” to inform countywide system improvement efforts and build an evidence-base for the Welcome Baby Program. The COVID pandemic required a shift in the study to virtual visits; the Welcome Baby Virtual study will provide information to stakeholders, locally and nationally, about virtual visits within the Welcome Baby Program. The information will inform the program design in the long term as well as sustainability efforts. The goal for FY 23-24 is to complete follow up of enrolled participants in the study and complete the second and third wave of primary data collection underway to capture maternal and child experiences and outcomes.

Spending Plan and Funding Methodology

The costs for the Welcome Baby Virtual Study were determined by reviewing the Scope of Work (SOW), study activity to date, and budget submitted by American Institutes for Research (AIR) as part of the contracting process. The following activities are anticipated for FY 23-24: follow up of enrolled participants for primary data collection, collecting and analyzing primary data, dissemination strategizing and project management. A breakdown of the tasks and anticipated dollar amounts are listed below. The majority of effort will be devoted to final recruitment and enrollment, and collection and analysis of data.

Cost estimates are based on previous years’ experience and previous studies:

- Outcomes Data Collection for Welcome Baby Sample (Time 2 & 3): \$887,786
- Outcomes Data Analysis & Reporting: \$389,078
- Implementation Study Data Collection & Reporting Wrap up: \$100,048
- Project Management: \$85,088

Change from Prior Year (if >+-20%)

Communities Team

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Region 1: Central-East Regional Network	\$ 3,834,410	\$3,451,500	-10%

Program Summary

Para Los Niños (PLN) serves as the Regional Network Grantee (RNG) for Best Start Region 1 (Central-East) Regional Network which includes Metro LA, Southeast LA, East LA and South El Monte/El Monte. In FY 23-24, the RNG will support the Region 1 Central-East Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, Local Network Contractors and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leveraging networks, and shifting policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work and coordination and support costs.

The Region 1 Central-East Regional Network funding level estimate of \$3,450,969 for FY 23-24 was determined based on spending patterns anticipated in FY 23-24 and negotiated contract estimates, in addition to an overall 10% reduction in funding due to First 5 LA’s fiscal reality. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Metro LA, East LA, SELA, and El Monte-South El Monte. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 23-24:

- Personnel- 11 staff positions will manage the various network components including organizational capacity building, regional learning, multi-level coordination,

Spending Plan and Funding Methodology

collective advocacy, resource mobilization, and fiscal and contract management. Total estimated expenses for personnel: \$1,009,706.

- Contracted Services- subcontractors to support and develop Region 1 capacity building around multi-level coordination, resource mobilization, collective advocacy, data and evaluation. Total estimated expenses for subcontracts: \$303,750.
- Operating and Administrative Costs- A total of \$ 322,843 is estimated for space, postage, telephone, printing, travel, mileage, supplies, other related expenses.
- Indirect- 10% of total contract amount excluding subcontractors, equipment, and depreciation: \$130,464.
- Local Network Costs- A total of \$1,684,737 is estimated for capacity building and leadership development, community change work, coordination and support costs for the local organizations and networks of the Central-East geographies.

This proposed expenditure represents an 10% reduction, an incremental decrease that reflects First 5 LA's fiscal realities and structures contracts to incentivize sustainability efforts.

The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Region 2: South LA Regional Network	\$4,377,610	\$ 3,940,200	-10%

Program Summary

Community Health Councils (CHC) serves as the Regional Network Grantee for the Region 2 (South LA) Regional Network which includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. In FY 23-24, the RNG will support the Region 2 South LA Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNG, contractors and community stakeholders), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, 2nd and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS :The Region 2 South LA Network funding level of \$3,940,200 for FY 23-24 was determined based on a 10% reduction from FY 22-23 funding level of \$4,377,610. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 23-24:

1. Personnel – 17 staff positions at 100% that will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research and evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$1,306,934.

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2. Operating and Administrative Costs – A total of \$137,844 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.
3. Evaluation – A budget of \$28,800 is needed to continue evaluation efforts, including fees and data collection and analysis activities.
4. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$318,254.
5. Local Network Costs – A total of \$1,645,250 is estimated for capacity building and leadership development, community change work, coordination and support costs for the organizations and networks of the South Los Angeles geographies.
6. Contracted Services – various subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$503,118.

The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Region 3: San Fernando Valley Regional Network	\$ 2,022,000	\$1,819,800	-10%

Program Summary

El Nido Family Centers (El Nido) serves as the Regional Network Grantee (RNG) for the Best Start Region 3 (San Fernando Valley) Regional Network which includes Northeast Valley and Panorama City & Neighbors. In FY 23-24, the RNG will support the Region 3 San Fernando Valley Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, Local Network Contractors and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also deepen their collaboration and add a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

The Region 3 Northeast San Fernando Valley Regional Network funding level estimate of \$1,819,800 was determined based on spending patterns anticipated in FY 23-24 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Northeast Valley and Panorama City & Neighbors. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 23-24:

1. Personnel- 6 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management,

Spending Plan and Funding Methodology

strategic direction, research & evaluation, collective advocacy and resource mobilization.
Total estimated expenses for personnel: \$196,254.60.

2. Operating and Administrative Costs- Operating and administrative costs include printing/copying, space, telephone, postage, supplies, and mileage and travel for employees. Total estimated expenses for operating and administrative costs: \$25,510.38.
3. Contracted Costs- Includes the cost for the financial audit. The total for this cost category is \$1,964.75.
4. Regional Network Expenses- These include General Liability Insurance, Office Equipment, Payroll Services, additional audit costs, translation, childcare, venue rentals, and food for meetings, and regional community change work. Total costs for this category: \$324,907.70.
5. Training Expenses- Training expenses include capacity building and training for Regional Network Grantee to help build skills and capabilities of the team supporting the work. Total training expenses: \$17,550.
6. Evaluation – Evaluation expenses are: \$11,788.53.
7. Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$28,292.
8. Local Network Costs- A total of \$1,213,532 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Panorama City & Neighbors and Northeast Valley geographies.

The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Region 4: Port Cities Regional Network	\$ 2,309,000	\$2,078,100	-10%

Program Summary

The Nonprofit Partnership (TNP) serves as the Regional Network Grantee (RNG) for the Best Start Region 4. (Port Cities) Regional Network which includes Central Long Beach and Wilmington. In FY 23-24, the RNG will support the Region 4 Port Cities Regional Network to continue to strengthen Best Start Network Infrastructure of partners (RNGs, LNCs and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.
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The Region 4 Port Cities Network funding level estimate of \$2,078,100 for FY 23-24 was determined based on spending patterns anticipated in FY 23-24 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Wilmington and Central Long Beach. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 23-24.

1. Personnel – 7 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$344,344.86.
2. Contracted Services – an estimated 4 subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization,

Spending Plan and Funding Methodology

collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$20,250.

3. Operating and Administrative Costs – A total of \$88,935.57 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.
4. Evaluation – A budget of \$30,780 is needed to expand the role of evaluation efforts at the local and regional level, including fees and data collection and analysis activities.
5. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$24,138.
6. Local Network Costs- A total of \$1,220,580 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Central Long Beach and Wilmington.
7. Regional Network Expenses- A budget of \$349,071.57 is needed for regional level network building, systems change activities as well as organizational capacity building support.

The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Region 5: Antelope Valley Regional Network	\$1,904,000	\$1,713,600	-10%

Program Summary

Children’s Bureau of Southern California (Children’s Bureau) serves as the Regional Network Grantee (RNG) for the Best Start Region 5 (Antelope Valley) Regional Network which includes the communities of Lancaster and Palmdale. In FY 23-24, the RNG will support the Region 5 Antelope Valley Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNGs, LNCs and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24

Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

Region 5 Regional Network funding level estimate of \$1,713,000 for FY 23-24 was determined based on the community needs and system change opportunities anticipated in FY 23-24 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Best Start Lancaster and Best Start Palmdale. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 23-24:

1. Personnel – 6 staff positions at 100% that will manage the various network components including capacity building, regional learning, multi-level coordination, project management,

Spending Plan and Funding Methodology

strategic direction, research and evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$596,944.

2. Operating and Administrative Costs – A total of \$85,868 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.
3. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$111,651.
4. Regional Network Expenses: Expenses include logistical support, training and technical assistance, and regional community change work. Total costs for this category: \$658,132
5. Local Network Costs – A total of \$175,200 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Lancaster and Palmdale geographies.
6. Contracted Services – an estimated 5 subcontractors to support and develop Region 5 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$85,805.

The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Communities of Practice (CoP)	\$ 175,000	\$175,000	

Program Summary

Engage R+D is contracted to create a collective space for Regional Network Grantees (RNGs) to share practices, deepen partnerships, develop strategies and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements in order to strengthen the Best Start Network infrastructure. The CoP has provided opportunities for RNGs to build relationships, learn about each other’s work and identify cross-cutting issues to explore together.

This space is emergent, meaning that while there are overarching goals (deepening relationships, sharing strategies and identifying collective action opportunities), the focus evolves from one session to the next based on what issues are most pressing (e.g., racial equity and solidarity work).

Spending Plan and Funding Methodology

Estimated expenditures represent 12 months of implementation to plan, facilitate, and continuously improve Communities of Practice (CoP) between the Best Start Regional Network Grantees (RNGs) and First 5 LA (approximately 45 participants). Projected expenditures support planning for and facilitating up to 10 meetings (approximately 4 hours each), two 2-day retreats, and up to 6 web-based sessions per year.

Engage R+D will be developing a learning brief that summarizes the conversations of this session as well as potential areas to explore in future CoP meetings. This brief will also include more action-oriented learning points that can be helpful for the RNGs as well as the Communities Team.

Expenditures also cover logistics for all CoP sessions, participant interviews, learning documentation and development of reports. Total estimated expenditures for Communities of Practice: \$175,000.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Refugee Family Supports	\$290,219	\$64,000	-78%

Program Summary

The Refugee Family Support Program is a pilot project administered by First 5 CA. First 5 LA will receive \$354,711.13 from First 5 CA to implement the Refugee Family Support program in Los Angeles County. International Institute for Los Angeles (IILA) will be the lead implementer and service provider in Los Angeles County. These funds will be passed-through to IILA.

Refugee Family Support Program will provide case management services, and child care and housing vouchers to refugees, Special Immigrant Visa holders, or humanitarian parolees from any country who are eligible for federal funding. Funding is restricted to families with children 0-5 or families with a pregnant family member.

Spending Plan and Funding Methodology

First 5 CA reimburses First 5 LA for services provided through the Refugee Family Support program. Funds will be passed through to IILA as the lead implementer and service provider for the Refugee Family Support program in Los Angeles County.

Change from Prior Year (if >+-20%)

There is a 78% reduction from \$290,219 in FY 22-23 to \$64,000 in FY 23-24 based on the programmatic needs and timeline of this pilot Refugee Family Support program.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Best Start Learning	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Best Start Learning Agenda	\$818,000	\$540,000	-34%

Program Summary

Through the Best Start Learning Agenda (BSLA), First 5 LA sees an opportunity to further our learning and understanding of our Best Start effort by learning together with our grantees, contractors, and communities, and establish proof of concept to inform county-wide systems improvement strategies. The BSLA learning efforts will deepen First 5 LA’s and its partners’ understanding of how community-led systems change emerges through stronger networks, and how community-led efforts support movement building that shifts mental models, policies, and practices that create better “places”—structures, systems, and environments—for young children and families.

To support the refinement and implementation of the BSLA, First 5 LA hired a contractor to serve as a strategic thought partner, primary architect and implementor of the Best Start Learning Agenda to leverage existing research and learning efforts and strengthen First LA’s learning alongside our partners, grantees, contractors, and community members.

Resources support data gathering and analysis of multiple primary and secondary data sources including interviews and grantee reports across investments in order to inform learning for ongoing improvement, communicate progress and increase accountability. Resources also support data dissemination and reports on emergent learnings to strengthen the evidence base and support for community-driven investments and strategies that improve results for children and families.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24:

- 1) Planning, Design and Project Management (\$125K): This includes ongoing planning, coordination, and design activities. This amount assumes approximately 1,100 hours at a rate of \$150 per hour to perform activities related to managing the BSLA design and implementation.
- 2) BSLA Research Activities (\$330K): This includes the creation of engagement structures, creating a research plan, including the development of instrument and summary documents, and extensive engagement for data collection to answer the learning questions. This also includes resources for some beginning dissemination. This amount is based on F5LA’s prior experience with similar activities.

As a reference, the amount budgeted reflects roughly 65% of annual costs associated with the Best Start Developmental Evaluation (DE) conducted from December 2013 through June

Spending Plan and Funding Methodology

2015. The 65% represents activities in the DE project that are similar to those projected for the BSLA. Activities include but are not limited to network analysis, primary data collection (e.g., focus groups, surveys, interviews), sensemaking and learning briefs, technical assistance to grantees as needed; region and/or community-specific case studies, publications and presentations.

- 3) BSLA Convenings (\$85K): The amount budgeted is for costs associated with executing convenings associated with the BSLA. We anticipate hosting convenings for multiple audiences including (a) CD grantees and contractors, (b) members of the Best Start Networks and Regions and (c) others in the field doing place- based, systems change work.

Change from Prior Year (if >+-20%)

The budget decrease reflects implementation realities which have required a slower pace. While the total amount of the project remains the same, the distribution across fiscal years is different to support a thoughtful, equitable implementation of the Best Start Learning Agenda.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Activating Network Partners	\$225,000	\$350,000	+56%

Program Summary

This project supports Communities Team staff to align and collaborate with influential partners in the Best Start geographies to advance prenatal to age 5 movements. This program will support Communities Team staff as convener and connector to support stakeholders in the Best Start geographies to better understand, incorporate and support Best Start’s network strengthening approach into their work focused on prenatal to age 5 issues. Given the unique needs in each community, Communities Team staff will identify and engage key stakeholders not currently or meaningfully engaged in the Best Start Network. Some examples that guide this project include the SELA Collaborative, Antelope Valley Resource Infusion, and Long Beach Mayors Fund as potential examples of network leaders to partner with in Best Start geographies.

This project supports Communities Team to complement the Regional Network Grantee investment by activating partners in the region who are aligned in values and mission around achieving population level results for young children. This fund will allow the Communities Team staff to play a role as catalyst and connector, to better integrate efforts and align actors within the Best Start geography for the benefit of young children and their families. Given the unique and complex ecosystem in each community, Regional Network Grantees are not situated or able to engage all stakeholder networks and groups, whereas First 5 LA is better positioned to engage public systems, funders, and policy makers to bring them to Best Start networks focused on achieving results for young children. Some examples of this work has been the Communities Team staff engaging with and providing strategic funding to SELA Collaborative to continue its efforts to build non-profit coalitions in Southeast LA, staff time in the AV Resource Infusion, and a strategic partnership the Long Beach Mayors Fund to connect Long Beach City efforts to mobilize and connect the business community to young children’s issues. These partners have participated in Best Start networks, however, additional funding has allowed them to strengthen their work with the Best Start networks. For example, our strategic partnership of \$75k with Long Beach Mayors Fund allows their staff to continue advancing young children’s issues in their broader work of cradle to career pipeline efforts in the City of Long Beach, as well as within the business community. The role of the Region 4 Team has been to “connect the dots” on the various efforts of the Regional Network Grantee (TNP), as well as maintain an ecosystem perspective of the region, working to align key players and stakeholders to support the Regional Network Grantee’s work and generating more resources, support and partnerships.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY23-24

The total estimated cost for FY 23-24 for the Network Alignment and Strengthening project is \$350,000 with an estimated allocation of up to \$70,000 for each Best Start Region (\$70,000 X 5 Regions = \$350,000) to accomplish the following:

- Identify key networks and stakeholders in the region not currently or meaningfully engaged in the Best Start network.
- Develop plan for engagement of networks and stakeholders
- Cultivate relationships with networks and stakeholders.
- Convene and support networks and stakeholders to understand, connect to and help to strengthen the Best Start Network approach.
- Continue to refine and develop network alignment and strengthening efforts.
- Strengthen the Best Start Regional Network and make progress toward the Region’s movement building strategy by aligning partners and efforts around community priorities elevated by the Best Start community.
- Utilizing the learnings from existing network such as SELA Collaborative, Antelope Valley Resource Infusion, and Long Beach Mayors Fund.

Change from Prior Year (if >+-20%)

The increase in budget will allow the regional teams to expand engagement with key networks not currently engaged in the Best Start Regions. In addition, the budget increase will augment and further strengthen the efforts of the SELA Collaborative, AVRI and Long Beach Mayors Fund as network leaders in the Best Start Regions.

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Expand Regional Influence and Impact with Data	\$ 250,000	\$ 200,000	-20%

Program Summary

This project will guide First 5 LA through data analysis, community reflection and discussion about the state of Best Start geographies and the focus of our collective policy and systems change efforts. This information, in addition to Catalyst California’s unique expertise and knowledge, will also be an important input for First 5 LA’s Strategic Plan implementation efforts through at least 2023. The information will help to clarify regional community priorities for staff and communities to support building regionally based prenatal to age 5 priorities. Implementation efforts include Strategic Plan implementation progress, the Impact Framework, operationalizing First 5 LA’s DEI values and Equity Investment Guidelines, regional learning dialogues, and Best Start Learning Agenda.

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Catalyst California: \$200,000 covers current Strategic Partnership with Catalyst California including codesigning all aspects of the work (e.g., data narrative language/format, community priority to data indicator identification, monthly workgroup agenda setting) with First 5 LA staff, providing data and analysis of indicators and the data infrastructure, collecting and analyzing data pertinent to updated Essential Best Start Data Narrative.

Change from Prior Year (if >+-20%)

The reduction reflects less costs for translation of the data narrative, which will be incurred during the 2022-23 fiscal year. For the 2023-24 fiscal year, the programmatic costs will remain the same to continue the partnership with Catalyst California to provide ongoing data support.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Learning Dialogues	\$25,000	\$35,000	40%

Program Summary

The Learning Dialogues seek to build regionally based prenatal to age 5 movements by clarifying regional community priorities by staff, in partnership with the RNGs, convening and organizing stakeholders within the Best Start Network for a collective understanding and action around:

- 1) The stories behind population level data from First 5 LA’s Impact Framework, Early Development Index (EDI), Catalyst California’s Best Start data, and other public systems’ data relevant to First 5 LA and community priorities;
- 2) The experiences of families, communities, public agencies and others where baseline data does not exist. Examples include:
 - a. Region 4 Communities Team holding quarterly Learning Dialogues in partnership with The California Endowment, bringing together 12 philanthropic partners who are investing in the Port Cities region. To date, the group has shared learnings about how each institution has pivoted their policies, practices and investments to respond to the COVID-19 pandemic and reckonings around systemic racism. Additionally, the Funders group has discussed the use of data to inform problem statements, goals and investment strategies and been in dialogue about the shared purpose and vision for the space.
 - b. Region 3 Team worked in collaboration with El Nido and Vision y Compromiso to put on a 2-part Learning Dialogue in May 2022 and September 2022. These Learning Dialogue explored the movement building that is occurring through the Promotor Model and the critical role that promotores play in building a more equitable, inclusive community while inviting new partners, funders and other stakeholders to the table to further explore how to scale the model and pathways for sustainability.

Spending Plan and Funding Methodology

Based on historical expenditures, and experience with similar activities, costs include resources to support local and regional level convenings with decision-makers, other funders, and cross-sector leaders = \$35,000. (Approximately 1 to 2 per region and up to 5 cross-regionally). The Learning Dialogues may be conducted virtually based on public health guidance.

Change from Prior Year (if >+-20%)

The increase of \$10,000 for the Learning Dialogues reflects an uptick in upcoming dialogues across the regions.

ECE Team

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
County ECE Infrastructure Support	\$180,000	\$200,000	11%

Program Summary

This program supports building and aligning County infrastructure to better and more equitably deliver early care and education services for families and providers. Projects under this program include implementation of the cost models from the Comprehensive Fiscal Analysis of the Early Care and Education System, data development, and coordination of early care and education resources and strategies. Partners in these projects include the Office for the Advancement of Early Care and Education (OAECE), the Los Angeles County Office of Education Early Learning Division (LACOE), the Partnership for Early Childhood Investment, and the Child Care Alliance of Los Angeles and the Resource and Referral Agencies.

Spending Plan and Funding Methodology

The funds will be expended in the following categories:

Comprehensive Fiscal Analysis System Visioning: \$100,000. These funds will be used to support County-wide visioning for a more integrated family-serving ECE system as well as cost modelling for that system. This amount is based on 33% of the estimated project cost from P-5 Fiscal Strategies and will build on the financial model that was completed in 2019. Other partners such as the Partnership for Early Childhood Investment and OAECE will secure additional funding for the project.

California ECE Workforce Study, Los Angeles County Detail: \$51,000. These funds will provide a Los Angeles County detail report from the Center for the Study of Child Care Employment (CSCCE) at UC Berkeley in conjunction with their statewide report. The funding amount is based on the scope provided by CSCCE and includes custom tables based on local needs, report editing and design, and translation of materials. OAECE and LACOE will contribute funding towards the \$51,000, but the amount is undetermined at this time.

County Coordination Support: \$29,000. These funds will provide a consultant to support in coordination of ECE Team projects and other County efforts by providing strategic guidance, facilitating workgroups, and drafting reports. This amount is based on 15 hours a month at a rate of \$150/hour with additional funds for direct costs such as meeting materials.

Additional Costs: \$20,000. These funds are calculated at approximately 10% of the program cost for potential overages or unforeseen expenses.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Kindergarten Readiness Assessment	\$3,060,000	\$800,000	-74%

Program Summary

The original objectives of Kindergarten Readiness Assessment (KRA) projects were to explore the use of a population-level measurement of school readiness to inform systems-level change and to support, inform, and advance community action, with an intentional focus on the fourteen Best Start geographies.

In FY21-22 there was a focus on engaging internal and external partners around strategy refinement and evaluation. Informed by our experience to date with the original sites and informed by First 5 LA's fiscal reality and refined strategic priorities, it was determined that we cannot continue funding this work at the level required for the project to reach its intended outcomes. As a result, a sunseting plan was set into place that funds the resources to complete the data collection and analysis in the sites previously chosen, but not beyond the original commitment.

For FY23-24, KRA partners will include Long Beach Unified School District and UCLA. All other KRA partners will sunset their agreements at the end of FY22-23.

Spending Plan and Funding Methodology

In its final year of funding, the FY23-24 Kindergarten Readiness Assessment budget includes funding for UCLA to analyze and share the last round of data collected in FY22-23 for Long Beach Unified School District, Los Angeles Unified, and Garvey Unified. While LAUSD's contract will sunset, the district will still receive the analysis from their last round of data collection. This funding also includes additional technical assistance from UCLA and funding to support sustainability efforts to set partners up to continue the work. Activities will include: coaching sessions to support previous KRA partners in final data analysis or utilization activities, updating data reporting tools so that they may be more cost effective in the future, and maintaining a peer learning network.

For Long Beach Unified School District, funding is based on previous years' standard rates on the following costs: costs for creating collateral to distribute to communities, other costs for supplies, postage, and materials needed for school and community level engagement opportunities, and personnel time for district/agency staff supporting data dissemination. Funding for technical assistance for UCLA is also generated using previous years' data to develop per-activity costs.

Anticipated costs are as follows:

UCLA: \$760,000

LBUSD: \$40,000

Change from Prior Year (if >+-20%)

-84% variance reflects the 4 sunseting KRA partner contracts: LAUSD, Mountain View School District, El Monte City School District, and Rosemead School District. It was determined that these agreements would be sunset at the end of FY23 during the KRA strategy refinement process in FY21-22.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Provider Advisory Group	\$185,000	\$314,615	70%

Program Summary

The Provider Advisory Group (PAG) is a body of 10 home-based childcare providers who serve as regular thought partners for the ECE Team in making sense of the landscape analysis data and in general programmatic strategy development for the home-based child care strategy. This project also involves the use of a consultant that primarily serves to design, support, and facilitate the regular convening of this provider group, as well as provide guidance for the ECE team in effectively incorporating provider feedback into its strategies to support capacity-building in the home-based child care system. Given the language diversity in the Provider Advisory Group, translation and interpretation services are also required in English, Spanish, and Chinese to support our members’ participation.

All current members of the Provider Advisory Group are family child care owners (FCCs). In FY24, the ECE Team will begin to develop an expansion of the Provider Advisory Group that includes Family, Friend, and Neighbor care (FFNs) in order to continue to capture the lived-experience of all those who are providing care in the home based child care system.

Spending Plan and Funding Methodology

Spending plan includes funds for the Provider Advisory Group consultant, live and written translation services based on the needs of members, and monthly honorariums for each of our current Provider Advisory Group members.

Funds for the potential FFN PAG expansion is listed separately below:

Current Provider Advisory Group

- \$84,000 – Consultant Contract
- \$47,200 – Translation and Interpretation services for 3 languages (written translation for pre-work, live translation during meetings)
- \$90,000 – Honorariums \$750/month for 10 members/12 months
- \$15,000 – Unforeseen circumstances/opportunities

Provider Advisory Group Expansion (FFN) assuming ~6 months of work

- \$26,839 - Consultant
- \$18,576 - Translation and Interpretation Services (~2 languages)
- \$18,000 - Honorariums (4 members)
- \$15,000 - Unforeseen circumstances/opportunities

Change from Prior Year (if >+-20%)

70% variance reflects the funds needed for the anticipated launch of the FFN expansion to the Provider Advisory Group. This FFN expansion has been planned for PAG since the launch of the ECE team’s home based child care strategy in 2021.

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Universal Preschool	\$150,000	\$150,000	0%

Program Summary

California’s Universal Prekindergarten program began a phased roll out in FY23. The next few years present a time-sensitive opportunity for First 5 LA and partners to support planning and implementation of UPK and ensure the implementation of UPK in LA County is responsive to family needs. Funds will primarily be used to support the LA County Office of Education (LACOE) and/or the County Office for the Advancement of Early Care and Education (OAECE) in planning efforts. Funds may also be used to support developing and executing a communications plan to support families in navigating new child care options.

Spending Plan and Funding Methodology

The spending plan was developed considering the two needs that have been identified by county partners: communications support and county-wide alignment and planning activities. Budget for a potential communications campaign was developed using previous communications campaigns conducted in ECE projects. Additional budget is added for potential activities like meeting facilitation support and/or fees for consultants or experts to support partners in planning efforts. These potential budget amounts were also generated based on previous ECE strategies with similar activities.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Home Based Child Care Strategy	\$594,000	\$1,210,000	102%

Program Summary

In order to develop responsive programming to meet the needs of home-based child care (HBCC) providers not previously reached through LA County quality support efforts, First 5 LA has identified the following primary activities for FY 23-24 based on the 2023 findings of the landscape analysis report of Family, Friend, and Neighbor (FFN) and Family Child Care (FCC) providers. Activities include a robust approach to disseminating the landscape analysis findings, including presentations to a wide range of ECE stakeholders, advocates and HBCC early educators. Additionally in this next stage of work, key partners will be identified, and a workgroup will be established to engage in the planning phase of the HBCC Strategy. The workgroup will require technical assistance such as facilitation, strategic planning, and language interpretation support. The planning phase will then move into strategy implementation, including piloting workgroup recommendations for FFN and FCC providers. While this work moves forward, there is an opportunity for First 5 LA to participate in a collaborative of funders and community-based organizations to pilot a two-year direct cash transfer program for child care providers; this opportunity is aligned to recommendations emerging in the HBCC strategy. In addition, First 5 LA staff will continue to work with Duane Dennis, an expert on home-based care in Los Angeles County and continue to strengthen the team’s understanding of the home-based care sector and serve as a thought partner as staff and partners work to develop responsive programming to meet the needs of this diverse and underserved population that has historically been excluded from broader quality improvement efforts.

Spending Plan and Funding Methodology

The total budget amount of **\$1,210,000.00** for the overall Home-Based Child Care Strategy Includes:

Landscape Analysis Dissemination & Communications – The amount of **\$100,000.00** includes communications for the overall HBCC strategy. This entails the dissemination & communications of the landscape analysis findings as well as the planning and implementation phase of the strategy. Various components will be funded such as a communications consultant, the development of collateral materials, translation of materials, and facilitation and interpretation of webinars. Costs were informed by past projects and contracts such as the QSLA Dual Language Learner Initiative and the QSLA Viva contract.

Partner Identification – This line-item budget is **\$35,000.00** for the partner identification process which includes working with a contracted entity to lead this process. This would include recruiting and vetting partners to include in the HBCC workgroup, developing the scope of work, agreements, providing orientation and training, stipends and interpretation and translation costs. This amount was reached by considering similar past work by consultants and estimating the number of hours this process would take.

HBCC Workgroup Meetings and Facilitation - For the HBCC Workgroup **\$175,000.00** is allocated to design the approach to pilot strategies based on the learnings from the HBCC landscape analysis. This includes hiring a consultant to provide technical assistance such as facilitation and strategic planning. Budget also includes stipends for participants, materials cost, and interpretation and translation costs. This amount was arrived at by

assessing the current budget and expenditures of our ECE Provider Advisory Group (PAG). The HBCC workgroup will have a similar structure and approach.

Strategy Implementation - The line-item budget for strategy implementation is **\$400,000.00**. While strategies for implementation will be considered and implemented by a workgroup, emergent strategies that may be launched in FY24 include: connecting families and providers to supportive services such as CalFresh and Medi-Cal; problem solving contract barriers with alternative payment agencies; testing new approaches for supporting HBCC providers through a redesign of Quality Start Los Angeles programs; exploring models (like Home Visiting) to support the State in coming into compliance for requirements for supporting Family, Friend, and Neighbor Care; piloting staffed networks to support providers; and developing a single system of support by connecting them with available resources (for example Quality Start Los Angeles or Workforce Pathways).

Thriving Providers Project: \$400,000. While other strategies will be developed and implemented as described above, an urgent recommendation across multiple sources, including the HBCC Landscape Analysis, is to increase pay and benefits for child care providers to at least a living wage. Because of this urgent need and a unique opportunity to pursue this work with local partners, this will be the first strategy funded. These funds will be used to support a guaranteed income pilot for home-based care providers in Los Angeles. The amount includes \$70,000 for an implementation partner to conduct stakeholder engagement in the design of the pilot and to interface directly with providers that are part of the project. The remaining funds will go towards monthly payments to providers and indirect costs of 7.5%. This project will have additional funding and support provided by Home Grown as the backbone agency as well as other funders contributing to direct payments.

Consultant Support - The line-item budget for this is **\$100,000** for FY 2023-24. The ECE Team will be working with experts and soliciting thought partnership in developing the Home-Based Child Care Strategy. This amount covers the standard compensation for experts in their field and includes travel costs.

Change from Prior Year (if >+-20%)

There is a 102% increase from the previous year due to activities resulting from what is learned from the landscape analysis. A phased approach to the work was approved by the Board in November 2021. The first stage of the work was the landscape analysis. The next stage of the work includes sharing the results of the landscape analysis and developing and implementing strategies with partners that respond to the findings and recommendations of the landscape analysis. The increase in funding was anticipated in the phased approach and is required to grow the work beyond the learning phase.

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
IMPACT Legacy	\$5,028,000	\$2,500,000	-50%

Program Summary

Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy is the third round of funding from FIRST 5 CA (previously IMPACT and IMPACT 2020) to support quality improvement services in local counties. First 5 agencies have right of first refusal for these funds, and First 5 LA draws down the funding. This funding supports expansion and stabilization of Quality Start Los Angeles (QSLA) allowing us to serve a greater diversity of childcare providers. This funding is administered by LACOE and funds QSLA’s coaching partner, Child Care Alliance of Los Angeles (CCALA). It is blended with funding from the California Department of Education and the California Department of Social Services to fund the broad array of QSLA services, including coaching, technical assistance, professional development, quality improvement stipends for providers, and more.

Spending Plan and Funding Methodology

This project will be funded through a drawdown from First 5 CA’s IMPACT Legacy, which is expected to be funded through June 2027. This funding will be used to continue supporting Quality Start Los Angeles (QSLA) as part of a single application submitted to Quality Counts California. In particular, it will support plans for QSLA to be a more inclusive quality improvement structure for all provider settings by providing quality improvement services to family, friend, and neighbor care and more home-based licensed childcare providers. QSLA will also continue It will also support continued efforts around the Dual Language Learner initiative. The ability to weave the DLL work into QSLA will help us support quality early learning experiences, particularly in home-based care settings.

In FY 23-24, the vast majority of these funds will be spent on Los Angeles County Office of Education (LACOE) staff to administer Quality Start Los Angeles, and contracted services to Child Care Alliance of Los Angeles (CCALA) to conduct quality improvement activities (i.e., coaching, technical assistance, stipends for Quality Start Los Angeles participating sites, etc.) per the application submitted to Quality Counts California (a joint effort of the California Department of Education and First 5 CA). This supports virtually all aspects of program delivery for IMPACT Legacy, including compliance with all state-defined requirements of program administration.

Change from Prior Year (if >+-20%)
-50%

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
QSLA Database	\$600,000	\$500,000	-17%

Program Summary

The Quality Start Los Angeles (QSLA) Data System supports First 5 LA’s broad approach to quality by providing a central data system for housing all data related to our local quality ECE efforts. By combining resources, LACOE and First 5 LA ensure long-term continuity and administrative efficiency of a data system used for helping participating Los Angeles County early learning programs raise their level of quality.

The QSLA data system is also a repository of data used to comply with reporting requirements to Quality Counts California (QCC) through the Common Data Elements file submission process, which is the annual report of site-level common data to the state.

Spending Plan and Funding Methodology

Funds will be spent on personnel to manage and oversee day-to-day operations of the data system, and contracted services. This was determined based on historical overall spending trends of the project, as well as the anticipation that First 5 LA will again approve LACOE’s exception request to include all direct costs when calculating indirect (including sub-contractors, depreciation and equipment).

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
QSLA Facilitation & Communications	\$400,000	\$500,00	25%

Program Summary

All QSLA work funded by First 5 LA is closely coordinated, in particular with the Los Angeles County Office of Education (LACOE). A facilitator will continue to provide project management and facilitation support of the QSLA collaborative, which includes partners such as First 5 LA, LACOE, the Child Care Alliance of Los Angeles (CCALA), Child360, Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), and the Office for the Advancement of Early Education, and the Child Care Planning Committee (CCPC). The next phase of QSLA’s work includes identifying and building opportunities for system integration, on which the QSLA facilitator will provide thought partnership and support.

In addition to QSLA system integration, project management and meeting facilitation support, this program includes funding for the implementation of the ECE Team’s survey panel work, using mobile-first technology to gather input from relevant communities to shape and enhance the ECE team’s work.

Spending Plan and Funding Methodology

The FY 2023-2024 budget covers both the facilitation of the governing body of QSLA in addition to providing the external communications strategy and infrastructure for QSLA. The slight budget increase was derived based on our shifting needs across QSLA, including supporting and strengthening system integration.

Funds will be used for meeting preparation/facilitation, data visualization, parent/provider survey panel work, and other priorities as identified by F5LA and LACOE to advance QSLA's work. LACOE contributes \$100K of this total cost, so First 5 LA and LACOE are partners in supporting the facilitation of QSLA.

Change from Prior Year (if >+-20%)

+25% Reflects additional funds to support shifting needs across QSLA, including support for identifying and building ECE system alignment and integration.

Health Systems Team

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Help Me Grow	\$4,428,892	\$3,375,550	-24%

Program Summary

First 5 LA’s primary workstream in support of strengthening early identification and intervention efforts in LA County includes the implementation of Help Me Grow LA (HMG LA). HMG LA coordinates existing systems (e.g., health, ECE, mental health, developmental disabilities, child welfare, school districts and community-based organizations) that serve children with or at risk for delays and their families to ensure they receive appropriate intervention services and supports. In partnership, LACDPH and First 5 LA are co-implementing HMG LA’s 4 core components (centralized access point, child health provider outreach, community and family engagement, and data collection and analysis) to meet LA county’s needs and address fragmented early identification and intervention services and supports. Other key system partners in this work include Regional Centers working in community-based collaboratives to improve referral pathways and L.A. Care Health Plan focused on improving clinic-based practice improvements, parent/member and provider education and training to bolster support of children’s full development through early screening and connection to appropriate supports.

Spending Plan and Funding Methodology

FY 23-24 expenditures were calculated based on analysis of expended and projected total annual costs. Budget categories align with key areas of work that emerged from the 2020-2028 First 5 LA Strategic Plan implementation planning process as well as ongoing planning with the Los Angeles County Department of Public Health (LACDPH), co-lead with First 5 LA for HMG LA. The categories include: 1) Help Me Grow LA (HMG LA) Implementation and 2) Trauma Informed Approaches

The HMG LA Implementation category includes costs associated with activities within the four core components of the model: Centralized Access Point; Data Collection and Analysis; Child Health Provider Outreach; and Community and Family Engagement.

- 1. HMG LA IMPLEMENTATION (\$3,375,550)**
 - A. Centralized Access Point (LACDPH Lead) and Data Collection and Analysis (LACDPH and F5LA) Components \$1,180,000** –First 5 LA anticipates seeking approval to extend a 5-year strategic partnership with LAC DPH for a 6th year at a reduced amount to continue to serve as the HMG Organizing Entity with a focus on sustainability efforts. Board approval of the 5-year Strategic Partnership with LAC DPH, as organizing entity and lead in planning and carrying out the implementation of the HMG Centralized Access Point component, occurred in May 2018, total amount \$10.1M (2018-19 through 2022-23). First 5 LA funds will support the Centralized Access Point through December 2023 and continued joint EII efforts including the advisory council, equity strategies, and engagement of partners. Major costs include personnel, consultant support, space, program supplies and equipment.

Additionally, First 5 LA plans to engage in data collection and analysis activities in order to better understand the current EII landscape in L.A. County and inform future strategy development. Given disparities within EII systems, there will be a particular focus on diversity, equity and inclusion and prioritize hearing directly from people with lived expertise.

Spending Plan and Funding Methodology

- B. **Child Health Provider Outreach Component (First 5 LA lead) \$588,359** - Costs include funding for Year 3 of a 4-year investment with L.A. Care Health Plan to support integration of developmental screening and linkage to services at up to 10 pediatric clinic sites and support activities that increase awareness and education on the importance of developmental screening and monitoring across health providers, families and the community. Costs also support Year 2 of a 3-year evaluation on the impacts of the L.A. Care HMG LA partnership.

- C. **Community and Family Engagement Component (First 5 LA lead) \$1,595,191** —Costs include year 2 of a 3-year investment for Wave 2 HMG LA Pathways Collaboratives (2 grantees) and the final six months of the Wave 1 HMG LA Pathways Collaboratives (5 grantees) across LA County and technical assistance support. The HMG LA Pathways community collaboratives seek to strengthen referral pathways among cross-sector agencies that are a part of the early identification and intervention continuum. Costs also include activities that center families and people with lived expertise, including the transformation of existing advisory groups with EII systems leaders and the HMG LA Community and Family Engagement Council (advisory group) and equity listening sessions to inform strategies that address disparities within EII systems. Lastly, Communications includes consultant support, content development and graphic support, translation and interpretation, copy editing and proofing, and printing for public-facing HMG LA materials.

2. TRAUMA INFORMED APPROACHES (\$12,000)

- A. Costs represent the last month of funding of a partnership with LA County Department of Health Services to support their Strong, Healthy and Resilient Kids (SHARK) clinic. First 5 LA covers the costs of a data analyst position to support collection, tracking and evaluation. The three-year partnership ends in July 2023.

Final budget was rounded up to the nearest thousand.

Change from Prior Year (if >+-20%)

24% decrease in the budget from \$4,428,892 for FY22-23 to \$3,375,550 for FY23-24 is largely resulting from a one-year extension at a decreased amount for LAC DPH to continue work as the HMG LA Organizing Entity and focus on sustainability planning. The decrease is also attributed to project end dates occurring mid-year, such as Wave 1 of HMG LA Pathways.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
AAIMM Birth Outcomes and Disparities	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
AAIMM: African American Infant and Maternal Mortality	\$1,331,517	\$1,375,000	3%

Program Summary

First 5 LA (F5LA) and the Los Angeles County Department of Public Health's (LACDPH) have joined efforts to lead the African-American Infant and Maternal Mortality (AAIMM) Initiative. The Initiative designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide. In addition to F5LA and LACDPH, the AAIMM Initiative is supported by a coalition that includes LA County Department of Mental Health, Community Organizations, mental and health care providers, funders and community members.

AAIMM strategies are centered around the LACDPH Center for Health Equity's 6-year action plan (2018-2024) to reduce disparities by 30%. AAIMM acknowledges the root cause of disparities as racism related to toxic stress and the impact that stress has on a Black woman's body, compounded by structures in society that perpetuate racism of culturally competent care, and the presence of implicit and overt bias in the systems of support that impact Black families. To address this, AAIMM efforts have been focused on four strategies: 1) Reduce women's exposure to stressors in the social environment; 2) Block the pathway from social stress to physiological stress; 3) Intervene early if and when stress has taken a toll on health; and 4) Create infrastructure required to achieve strategies 1 through 3.

AAIMM's primary, community-designed, evidence-informed direct service interventions are implemented and funded by LACDPH and other partners. As LACDPH's co-lead on the AAIMM Initiative, First 5 LA's unique contribution and investment strategy promotes Black leadership and is grounded in policy and systems change primarily focused on strategy 4: infrastructure noted above. F5LA's support of AAIMM interventions has been organized in the following categories: 1) system innovation and quality; 2) community-health system connections; and 3) public and provider awareness.

Spending Plan and Funding Methodology

FY 23-24 expenditures were calculated based on analysis of expended and projected total annual FY22-23 costs.

Communications/Strategic Planning (\$700,000; includes funds from First 5 LA \$340,000 and LACDPH \$360,000) to support AAIMM public awareness campaign as well as strategic planning. For Communications, direct costs include consultant(s), website, event sponsorship, public education ads/media buys, and collateral materials. For strategic planning, direct costs include a consultant to facilitate implementation of strategic and structural planning recommendations for AAIMM Steering Committee and AAIMM Community Action Teams. This effort will inform the county-wide Center for Health Equity Strategic Plan beyond 2024.

Philanthropic Partnerships/Pooled Funds (\$450,000) includes funds that directly support community-based projects (AAIMM Community Grantmaking) and backbone support for AAIMM Community Action Teams (CATs), regionally based collaborative partnerships that consult, inform, and engage the community on all AAIMM strategies locally.

Spending Plan and Funding Methodology

Cherished Futures for Black Moms & Babies (\$125,000): includes funds for final 6 months of Year 3 (July- Dec 2022) of collaborative multi-sector hospital quality improvement initiative which aims to reduce mortality of Black infants and improve patient experience and safety for Black mothers and birthing people.

CA Coalition for Black Birth Justice (\$100,000): includes funds for 6 months to support LA-based systems change efforts to inform future black birthing justice work and priorities. Potential activities include conducting a landscape analysis of Black birth equity efforts and gaps in California and more specifically in LA County, research best practice models to build readiness of health care agencies to scale birth equity efforts, and power building partnerships between health care and community organizations. This last example will build upon the learning from Cherished Futures for Black Moms & Babies. And finally, assess sustainability needs of existing hospitals that are implementing birth equity improvement efforts.

Change from Prior Year (if >+-20%)

N/A

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Little by Little	Legacy Investments

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Little by Little	\$1,800,000	\$2,027,000	13%

Program Summary

In January 2011, the Commission approved an allocation of \$30 million for the Little by Little (LBL) program. Subsequently a partnership was established with Public Health Foundation Enterprises/WIC (now Heluna Health) as the lead agency overseeing this effort. In 2018, the Commission approved an extension of the strategic partnership with Heluna Health through June 2023. Recent sustainability opportunities via State funding allowed LBL to braid First 5 LA funds and State funds to maximize program services, support expansion and sustainability. Due to this funding LBL was able reduce immediate use of First 5 LA resources. As such, First 5 LA will execute a contract amendment to extend this Strategic Partnership through June 2025.

LBL’s core program components include:

1. Providing individual counseling and handouts regarding child development, early literacy, and child safety at each WIC client visit.
2. Distributing developmentally appropriate books and other educational materials during WIC clients’ visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 23-24:

- Partnering with the six LA County WIC agencies and overseeing the implementation of the LBL program at the selected 10 WIC site locations;
- Providing LBL program services to a total of 50,000 unique WIC participants across 10 WIC site locations;
- Providing technical assistance to help WIC sites improve services and strengthen program quality;
- Ensuring client data is being collected and entered in the LBL client database system;
- Implementing fund development and sustainability plan activities including braiding State Books for Kids funding in order to support the effectiveness and sustainability of the program; and
- Analyzing data related to the retention effects of the LBL program on WIC participation and other related evaluation data, such as screening for developmental delays as part of the LBL interaction.

MAJOR COST AREAS

The funding level for FY 23-24 was determined based on contractor spending patterns and projected expenses. In FY 23-24, the LBL program will provide services to an estimated total of 60,446 unique WIC participants for a total budget estimate of about \$2,027,000. The following are the major programmatic and administrative cost categories:

1. Personnel- 14 staff positions, at varying % effort (4.20 FTE’s total) will manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites. Total estimated expenses for personnel: \$364,192
2. Contracted Services- an estimated 7 subcontractors including 6 subcontractors delivering direct services at ten WIC sites and an implementation consultant are needed to complete the various

Spending Plan and Funding Methodology

components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: \$893,016

3. Program Supplies- Program expenses are related to program materials and books are covered in FY23-24 through the State Book for Kids funding.
4. Operating and Administrative Costs- A total of \$663,335 is estimated for printing/copying, space, telephone, postage, travel, mileage, and other related expenses.
5. Evaluation: A budget of \$3,500 is needed to continue evaluation efforts, including fees and data collection and analysis activities.
6. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$103,103

Budget was rounded down to the nearest thousand, per internal practice (\$2,027,146)

Change from Prior Year (if >+-20%)

CCFI Support/ Center Support Team

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Cross Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Center for Strategic Partnerships – Core Operating Support	\$ 50,000	\$ 50,000	-0%

Program Summary

An initiative of Southern California Grantmakers (SCG), the Center for Strategic Partnerships (CSP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. SCG is the fiscal agent for CSP, although it is a permanent office under CEO within Los Angeles County government. CSP unites government, nonprofits, business, and philanthropy around common systems change goals.

The Center has been an enormously valuable partner to First 5 LA for the last five years and their work and impact continues to expand. Their unique fiscal relationships with Southern California Grantmakers allows the Center to quickly marshal public and private resources to support County initiatives that are aligned with First 5 LA priorities.

Spending Plan and Funding Methodology

\$50,000 will be paid once per year in a lump sum to support core operations of the Center. Philanthropic contributions to the Center typically cover staffing and administrative support from Southern California Grantmakers to continue the unique fiscal relationship with LA County. Core operating support may also include Center evaluations, program administration, meeting facilitation and other expenses.

Change from Prior Year (if >+-20%)

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Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
County Partnership Fund	\$ 200,000	\$ 200,000	-0%

Program Summary

The County Partnership Fund will help support emerging opportunities with County Government that are aligned with First 5 LA's 2020-2028 Strategic Plan (specifically the priorities of the CCFI functional teams). These County partnership efforts are often supported by philanthropic partners and provide First 5 LA access to positively influence County systems and leverage public and private resources to advance outcomes for children and families. These resources will fund opportunities aligned to the First 5 LA Strategic Plan.

This year's budget identifies two broad initiative categories (prevention and infrastructure) and aims to maintain flexibility and respond to the changing environments. Given recent conversations, we expect these projects to materialize with significant alignment to First 5 LA's 2020-2028 Strategic Plan. The costs identified for these activities are subject to change based on actual need as more information is made available.

Spending Plan and Funding Methodology

Prevention \$125K – This includes our planning and implementation support of emerging county priorities focused on prevention, like pathway referral development, implementation of state and federal Family First, the LA County Prevention Services Task Force and other countywide task forces, and continued collaboration with the county Office of Child Protection, and the Center for Strategic Partnerships.

Infrastructure \$75k – This includes investing in partnerships or efforts to test out or develop strategies that can lead to improvements in county systems’ infrastructure that can lead to enhanced service-delivery or systems integration or enhance other funding opportunities.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Sustainability	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Infrastructure Support for Sustainability and Health Planning	\$ 220,000	\$ 200,000	-9%

Program Summary

This funding is intended to support First 5 LA’s efforts to create sustainable financing mechanisms for its investment and priority areas. This budget line includes funding to continue engaging expert consultation in the healthcare field to inform our strategies and efforts as well as funding to develop an infrastructure to support sustainable financing mechanisms.

Spending Plan and Funding Methodology

1. Continuing our agreement with The Messina Group for the consultation support of Jennifer Kent, an expert healthcare and Medicaid consultant, at the current level of \$35,000.
2. Continuing our agreement with Health Management Associates at the current level of \$120,000.
3. Activities related to building the infrastructure for sustainability of home visiting in the amount of \$45,000. This may include, for example, funding to secure an outside vendor to file claims for home visits in order to secure reimbursement from health insurance plans. It may also include the exploration of a centralized billing system for home visiting, and/ or other funding mechanisms for home visiting.

Change from Prior Year (if >+-20%)

There is a proposed decrease of 9% for this budget line in FY23-24.

OFFICES

Office of Government Affairs & Public Policy

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Early Childhood Policy and Advocacy Fund	\$1,500,000	\$4,000,000	167%

Program Summary
<p>The next iteration of PAF, known as the Early Childhood Policy and Advocacy Fund (ECPAF) brings the three PAF funds into alignment through a Whole Child/ Whole Family framework. Specifically, ECPAF intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family lens and will feature differing strategies but shared outcomes across those strategies, especially around prioritizing children ages prenatal to 5-years old as a special population. It will also bring together diverse advocacy voices whose work occurs and operates at the intersection of systems; support achievement of First 5 LA strategic and sustainability priorities; and reflect commitment to diversity, equity and inclusion.</p> <p>By providing grants to a diverse set of grantees across the advocacy spectrum, ECPAF will seek to achieve the following primary objectives: 1) Strengthen the capacity of organizations to both incorporate and advocate for a Whole Child Whole Family framework, as well as First 5 LA Policy Agenda and Strategic Plan priorities; 2) Catalyze policies that impact intersecting systems to the benefit of children and families, and also that advance greater integration of child- and family-serving systems; 3) Close disparities, and guide resources to communities that would most benefit; 4) Ensure participation of a diversity of organizations, including those that represent community priorities; 5) Advance advocacy across multiple domains of policymaking, including administrative, legislative and budget platforms.</p> <p>Given achievement of primary objectives, ECPAF will work to activate policy and practice changes at the local, state and federal levels that prioritize children ages prenatal to 5-years old as a special population, build and strengthen the intersections of public systems that impact child health and development, promote effective family engagement with systems and create self-sustaining policy changes.</p> <p>First 5 LA advocacy strategies deeply connect with partnership and field building, with EC PAF serving as key example of this approach. EC PAF will feature two interconnected grant pools, focused on promoting equity, changing systems and building partnership across the early childhood advocacy field:</p> <ul style="list-style-type: none"> • The Reimagining Systems Fund, centers around organizations aiming to change public systems most critical to children’s development prenatal-to-5 and their families. These grants will be awarded to 501(c)(3)s and fiscally sponsored nonprofit organizations, with an emphasis on those led by community members with lived experience of inequity. • The Community Opportunities Flexible Fund will provide opportunities for emerging groups, volunteer efforts, and/or smaller organization to receive funding to build community connections and voice of the people most impacted by changes to systems affecting children prenatal to 5 and their families. This pool aims to provide increased flexibility around funding, and will entail grants, stipends, contracts, honoraria, and related expenditures, awarded on a rolling basis with no deadline for applying.

Overall, EC PAF hopes to foster progress towards the long-term systems outcomes, enhancing equity in public systems, power sharing in the policy development and implementation processes, financing mechanisms that incentivize a whole child, whole family approach, and rendering systems to be more accessible and aligned.

Spending Plan and Funding Methodology

Costs for FY23-24 include \$4 million for grant distribution. Solicitation launched with only 3 months of grantmaking in FY22-23.

Change from Prior Year (if >+-20%)

This new Integrated Early Childhood Policy and Advocacy Fund is budgeted to be a slight reduction from the 22-23 allocation based on the 3 months of grantmaking, but an overall budget increase for the full FY 23-24.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider	\$596,000	\$596,000	0%

Program Summary

First 5 LA will support consultants and an intermediary funder to provide technical assistance, advice, support and guidance to develop integrated funding guidelines to support policy grantees in a number of key areas including: evaluation support, strategic planning, navigating complex policy systems and decisions, and reviewing data to develop recommendations. In addition, the consultant will provide new First 5 LA staff with technical assistance, coaching, and support as the initiative closes, and will produce status reports, presentations, and articles to capture learning from the initiative which can be disseminated internally and externally.

First 5 LA previously invested in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in ECE, and Child Health in the Office of Government Affairs and Public Policy. These projects all concluded at the end of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund is co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities.

The intermediary will specifically be responsible for supporting co-design and implementation of the PAF; ensuring compliance with First 5 LA lobbying restrictions; administering and monitoring grants; coordinating with grantees and planning grantee convenings; and providing technical assistance, guidance and access to other necessary resources.

Following design and launch of the fund, the intermediary will be responsible for reviewing proposals, disbursing grants, providing oversight and conduction evaluations. The intermediary plays a key role in ensuring achievement of key objectives and priorities related to EC PAF.

Spending Plan and Funding Methodology

Cost for intermediary support (\$596,000) to develop the integrated Policy and Advocacy Fund to support 6 months of design and planning to lead to grantmaking starting FY 22-23.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Organization-Wide Sponsorships	\$200,000	\$300,000	50%

Program Summary

The Office of Government Affairs and Public Policy (OGAPP), in partnership with the Executive Directors Office (EDO), is continuing to revise the organization-wide sponsorships strategy to build First 5 LA’s reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change.

These efforts are intended to help advance the 2020-28 Strategic Plan’s results areas and support First 5 LA’s policy and systems change efforts. The proposed budget request includes funds for First 5 LA’s organization-wide sponsorships and events in alignment with First 5 LA’s mission, vision, and work.

Spending Plan and Funding Methodology

The FY 23-24 budget reflects the role of sponsorships as an organizational strategy critical to First 5 LA’s brand, building new relationships, and increasing the number of organizations, businesses and philanthropic partners engaged in early childhood advocacy and policies affecting children 0 to 5 and their families. The methodology used to develop this budget is based upon an analysis of the last three years of successful sponsorship engagement work associated with First 5 LA. First 5 LA has historically supported events and activities hosted by key partners to advance its policy and system change goals. These events are opportunities to engage partners and other stakeholder audiences.

Based on event sponsorships from FY 22 -23 and increased sponsorship opportunities post-Covid, requests range from \$5,000 to \$25,000 for table or gala sponsorships this request of \$300,000 would allow First 5 LA to support up to 30 events in FY 23-24. This assumes an average contribution of \$10,000 per event. Additionally, the requested \$300,000 reflects a restructuring of budget items from other previous program areas for greater alignment (i.e., LA Chamber annual dinner reclassified as a sponsorship rather than with membership fees, as in the FY 22-23 budget). OGAPP and EDO are further refining an updated sponsorship strategy to align advocacy and sector engagement with sponsorships as a critical outreach and relationship cultivation strategy to advance our Policy Agenda.

Change from Prior Year (if >+-20%)

Recognizing that First 5 LA has continued to fund virtual sponsorship events in FY 22-23, this portion of the budget reflects a 25% increase in funding anticipating an increase for in-person events.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Organizational Memberships	\$393,000	\$175,000	

Program Summary

The 2020-2028 Strategic Plan and refined policy agenda will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA priorities.

In addition, grantmaking projects and organizational membership offer a place for to learn and engage with potential partners in an effort to build partnerships that support First 5 LA's strategic plan as well as our programmatic and policy goals. As a result, the following grantmaking and organization membership have been identified as critical to support First 5 LA's 2020-2028 Strategic Plan and policy refinement work across the organization.

Spending Plan and Funding Methodology

In FY 23-24, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, OGAPP will work to engage untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children Prenatal to 5 (e.g., immigration, justice, and business groups).

First 5 LA has historically engagement in a number of grantmaking and organizational memberships and supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. Grantmaking Memberships and annual organizational membership rates are determined by the membership organization rate structure, depending on an organizations asset and/or total budget. Grantmaking and organizational memberships included as part of the total budget are as follows:

- Affinity Group Memberships – First 5 LA holds membership in a range of affinity and employee resource groups with a total combined budget of \$11,000.
- American Public Health Association (APHA)— The annual membership rate is \$2,000.
- California Chamber of Commerce — The annual membership rate is \$800; previously under the Human Resources & Talent Management (Professional Dues).
- Central City Association — The annual membership rate is \$350.00.
- First 5 California Association— The annual membership rate is \$75,000.
- Grantmakers for Education (GFE) — GFE is a network of education grantmakers dedicated to improving educational outcomes and increasing opportunities for all learners. The annual membership fee is \$8,000.
- Grantmakers for Effective Organizations (GEO) — GEO is a diverse community of grantmakers working to reshape the way philanthropy operates, promoting strategies and practices that contribute to grantee success. The annual membership fee for a government grantmaker is \$1,000.

Spending Plan and Funding Methodology

- Grantmakers in Health (GIH) — GIH is an educational organization dedicated to helping foundations and corporate giving programs improve the health of all people. The annual membership fee is \$11,500.
- LA Funders Collaborative - First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the Collaborative are aligned with First 5 LA’s 2020-2028 Strategic Plan Communities Outcome Area and Built Environment Investment Strategies. The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The Collaborative is committed to ensuring that these public investments benefit all Angelenos, particularly historically underserved people and communities through collaboration, investments, grantmaking, and convening. In FY 23-24, the First 5 LA budget includes \$11,000 for annual membership and board dues for the First 5 LA Executive Director, \$2,000 annual organizational membership dues. Funds are included in FY 23-24 to ensure First 5 LA will have the ability to take advantage of immediate strategic partnership opportunities, such as the LA Funders Collaborative.
- Los Angeles Area Chamber of Commerce – First 5 LA will maintain its level of financial support in LA Area Chamber of Commerce and Chamber activities that are aligned with the goals of the 2020- 2028 Strategic Plan. A partnership with the Chamber provides First 5 LA staff opportunities to engage with business, higher education, and civic leaders, and to collaborate on policy and systems change efforts, annual membership is \$11,000.
- Los Angeles Area Chamber of Commerce – board dues (Executive Director has held this position in the past), \$2000.
- Los Angeles Business Federation (BizFed) — The annual membership rate is \$635.
- PEAK Grantmaking (formerly Grant Managers Network) – PEAK is an association of philanthropy professionals working to advance the knowledge, skills, and abilities of grants management professionals and lead grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. The annual membership fee is \$7,000.
- Southern California Grantmakers - First 5 LA’s annual membership fee to Southern California Grantmakers is calculated based on a formula established by SCG that takes into account First 5 LA’s prior year total competitive Grantmaking and the location of the organization. First 5 LA member rate has increased to \$16,500 (previously \$15,000).
- Valley Industry & Commerce Association — The annual membership rate is \$1,760.

Change from Prior Year (if >+-20%)

Membership centralized in org-wide budget from CCFI and EDO maintaining FY 22-23 budget for OGAPP evaluation and review in FY 23-24.

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Organization-Wide Partnerships		\$175,000	

Program Summary

The 2020-2028 Strategic Plan and refined policy agenda will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA priorities.

Spending Plan and Funding Methodology

In FY 23-24, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, OGAPP will work to engaged untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children prenatal to 5 (e.g., immigration, justice, and business groups). These key partners allow First 5 LA to continue to influence policy and systems change through joint advocacy and pooled funding.

The following priority partnerships are examples of opportunities to advance First 5 LA's priorities for the FY 23 – 24:

- Atlas Fellows (\$50,000):
Contribution to support creation the early childhood fellowship program.
- Southern California Grantmakers (\$50,000):
First 5 LA contributes to the philanthropy sector and the opportunity to advance our key priorities through the contribution to SCG's general operating fund.
- LA Partnership for Early Childhood Investment/LA PEI (\$30,000):
First 5 LA will continue to support and be an active leader and participant in the LA Partnership for Early Childhood Investment funder collaborative, as goals of the Partnership are closely aligned with First 5 LA's 2020-2028 Strategic Plan. This year, the Partnership is supporting Family Supports efforts, the African American Infant and Maternal Mortality initiative, and increasing Earned Income Tax Credit benefits for families with young children, although collaborative efforts cut across the First 5 LA Strategic Plan. The Partnership, representing public, private, and individual funders, as well as businesses, works to maximize members' resources by investing in the promotion of innovations that advance policy and systems change to benefit LA County children prenatal-5 and their families.
- LA-N-Sync (\$25,000):
First 5 LA will continue to support and participate in the LA-N-Sync collaborative, as goals of LA-N-Sync are broadly aligned with First 5 LA's 2020-2028 Strategic Plan Priority Outcome Areas and Investment Strategies. Specifically, LA-N-Sync will support efforts under the Communities food security objective area to increase access to CalFresh benefits in partnership with DPSS. LA-N-Sync is a cross-sector initiative to strengthen the Los Angeles region as a compelling destination for investment. LA-N-Sync works with public and private agencies to identify funding priorities and opportunities, and to position

Spending Plan and Funding Methodology

applicants to be as competitive as possible. Funds were also included in FY 22-23 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as participation in LA-N-Sync. The \$25,000 level of funding for FY 23-24 will remain the rate of membership and is equal to the support provided by other members such as the California Community Foundation, The California Endowment, and the Weingart Foundation.

- LA Funders Collaborative (\$12,000)
First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the Collaborative are aligned with First 5 LA’s 2020-2028 Strategic Plan Communities Outcome Area and Built Environment Investment Strategies. The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The Collaborative is committed to ensuring that these public investments benefit all Angelenos, particularly historically underserved people and communities through collaboration, investments, grantmaking, and convening. (This amount is in addition to the FY 23-24 request of \$13,000 in the Organization Membership budget for \$11,000 annual membership and board dues for the First 5 LA Executive Director, \$2,000 annual organizational membership dues.) FY 23-24 funding level of \$25,000 (total) is consistent with the other 11 grant making members of the collaborative: the California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, and the Liberty Hill Foundation.

Change from Prior Year (if >+-20%)

Membership and partnerships centralized in org-wide budget from CCFI and EDO maintaining FY 22-23 budget for OGAPP evaluation and review in FY 23-24.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Policy & Advocacy Stakeholder Engagement	\$393,000	\$180,000	

Program Summary

The 2020-2028 Strategic Plan and refined policy agenda will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA priorities.

In addition, grantmaking projects and organizational membership offer a place to learn and engage with potential partners in an effort to build partnerships that support First 5 LA's strategic plan as well as our programmatic and policy goals. As a result, the following key strategic engagement projects, sector groups and grantmaking and organization membership have been identified as critical to support First 5 LA's 2020-2028 Strategic Plan and policy refinement work across the organization.

Spending Plan and Funding Methodology

In FY 23-24, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, OGAPP will work to engage untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children 0 to 5 (e.g., immigration, justice, and business groups).

First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include Advocacy Day, California State Legislative caucus, policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities.

Funding will support virtual engagements with advocacy partners to elevate the importance of early childhood development and family friendly policies. This will include Q1, Q2 and Q3 of FY21-22 Advocacy Day, California State Legislative caucus policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities. Additionally, this requests a restructuring of program budget categories and includes funding to maintain its level of financial support for the following LA Area Chamber of Commerce and Chamber activities which present opportunities for First 5 LA to elevate and advance our Strategic Plan goals, including ACCESS DC (\$15,000), ACCESS Sacramento (\$10,000), and ACCESS LA (\$5,000).

In FY23-24, the total budget for this will also include activities to engage caucus and sectors groups (philanthropy, business, and justice groups). Due to COVID-19 and recent conversations regarding state and LA County guidelines for events, we expect these stakeholder engagement activities to materialize in FY23-24 as events taking place in person. The costs identified for these activities are subject to change based on actual need as more information is made available.

Change from Prior Year (if >+-20%)

Policy advocacy opportunities from FY 22-23 membership and partnerships centralized in org-wide budget from CCFI and EDO maintaining FY 22-23 budget for OGAPP evaluation and review in FY 23-24.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
State Policy and Sustainability Advocate	\$366,000	\$320,000	-13%

Program Summary

The State Policy and Sustainability Advocate develops and executes advocacy strategies to help advance First 5 LA state policy priorities. The consultant supports First 5 LA’s early childhood policy and advocacy strategies in the state policy arena. They also employ a variety of strategies and activities to support First 5 LA's state policy and advocacy efforts to strengthen systems of support for children ages prenatal to 5-years old including but not limited to: Policy Analysis, Development, and Strategy Formation; Government Affairs; Technical Assistance and Project Management; Lobbying; Strategic Communications; and Special Projects.

Spending Plan and Funding Methodology

Since 2013, First 5 LA has contracted with California Strategies (CalStrat), a Sacramento based firm, to serve as the State Policy and Sustainability Advocate. They were reprocured in 2017 and were recently reselected in November 2022 after a public procurement process. The main cost component is personnel and pre-approved task order activities. Travel is also a cost for contractors that have to travel to meetings and hearings in Sacramento and to LA to attend and present at First 5 LA Commission meetings and other key meetings. Staff negotiates the contractor's monthly rate based on the amount of time the consultant team has spent working on average per month. The contractors continue to track hours spent, in case First 5 LA needs to renegotiate the rate or add funds for additional work requested beyond the reasonably expected fluctuation in hours between months.

California Strategies leads mission-critical initiatives related to the strategic plan: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; monitoring tobacco tax revenues and exploring alternative revenues for First 5 LA and its priorities strategies; and providing strategy advice and technical assistance to policy and program staff.

In addition, through the contract with CalStrat, First 5 LA supports the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments, including developmental screening and home visiting; this subcontract is currently with Health Management Associates (HMA). In addition, through the contract, strategic communications consultation is provided by subcontractor, Spitfire Strategies. Policy and program staff work with this team to identify potential funding opportunities with the state and federal government to leverage potential grant and funding related to the issue areas aligned with the organization-wide policy agenda. Staff recommends reducing the overall contract amount to \$320,000 for FY 23-24, for a reduction of \$46,000. Funding for this item was included in the FY 22-23 budget and is envisioned to continue to support the implementation of the new strategic plan, as needed, to inform and advise strategies to leverage early learning funding, Medi-Cal funding for health and family strengthening investments.

Spending Plan and Funding Methodology

CalStrat's contract was reprocured via a competitive procurement in November 2022 and is renewable through 2027. The Office of Government Affairs and Public Policy worked with CAP to solicit a competitive procurement in Fall of 2022 with a revised scope of work and reduced budget of \$74,000 to reflect the expanded capacity and strategic advantage First 5 LA has developed. The new procurement began December 1, 2022.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Strategic Plan Advocacy Strategies	\$973,000	\$819,500	-16%

Program Summary

First 5 LA invests in key activities to support its policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Spending Plan and Funding Methodology

The proposed FY 23-24 budget includes costs related to the following activities:

- 1) California Strategies (\$150,000) to coordinate and strengthen the State Early Care and Education Coalition. In FY 23-24, California Strategies will continue to grow and build up capacity of the coalition and further expand the state and federal investment in our ECE system. First 5 CA also provides funding support to the ECE Coalition, focused primarily on communications strategies and Coalition coordination. Forty-four percent of the total FY 23-24 funding for the ECE Coalition will come from First 5 LA. The total First 5 LA cost for facilitating and supporting the ECE Coalition is reduced by 22% from FY 22-23.
- 2) Masters Policy Consulting (\$93,500) to continue supporting staff training and technical assistance related to policy and systems change. The contract with Masters Policy Consulting, an advisory firm working to build staff knowledge and capacity of systems and policy change strategies, is focused on training staff and partners in systems and policy change best practices, and providing technical assistance for specific systems and policy change projects aligned with the strategic plan. Reduced from \$150,000 in FY 23-24.
- 3) First 5 Association (\$576,000) to ensure the development and execution of a coordinated, proactive statewide policy and legislative agenda informed by the network of First 5 organizations throughout California. First 5 LA forecasted a 10% annual reduction in support as the Association continues to build capacity and leverage new funding sources. FY 22-23 funding was \$630,000, FY 23-24 is \$576,000 and in FY 24-25 will be budgeted for \$518,400. Activities supported from contributions to the Association include funding for dedicated Association policy staff, development of First 5 advocacy materials, execution of reports and polls related to First 5 policy priorities, support of consultants to advance critical policy initiatives, and support for the development of the First 5 network in California and partnerships with consultants and advisors to enhance the Association's policy work.

Association-led policy work is expected to continue to increase in FY 23-24 with a particular focus on a few critical initiatives: 1) the coordination of a statewide First 5 approach to addressing new tobacco-related product policies, regulations, and taxes which impact Proposition 10 revenues; 2) coordination with First 5 California and support for the further development and engagement with the network of 58 county First 5 commissions; 3) support for First 5 network engagement with Governor Newsom and his early childhood development leadership team; and 4) the integration and development of an early childhood development policy agenda inclusive of family strengthening, early intervention, and early learning priorities.

Change from Prior Year (if >+-20%)

Office of Communications

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Communications & Marketing	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Strategic Communications	\$ 1,897,000	\$ 1,587,417	

Program Summary

Communications is recognized as critical for driving change in family-serving systems and is essential to further advance and execute First 5 LA’s strategic priorities. As part of First 5 LA’s 2020-28 Strategic Plan, communications and marketing will continue to be used to amplify our advocacy efforts and build public will to catalyze policy and systems change to achieve equitable futures for all L.A. County children and their families.

Strategic communications is used to strengthen First 5 LA’s advocacy efforts across diverse audiences to inform and influence decisions that drive action to prioritize young children. We work in partnership across Center Teams and Offices to plan and design strategies that achieve targeted goals. We recognize budget as a statement of priorities: 1) embedding diversity, equity and inclusion throughout the work outlined in this FY23-24 budget; 2) the impact of the COVID-19 pandemic on First 5 LA’s operations and program investments; 3) the next phase of hybrid work to a fully hybrid structure that includes working in the First 5 LA office; and 4) the next phase of our Strategic Plan Review. This budget will support continued development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA’s reputation internally and externally as an advocate, systems change agent and trusted source.

This Strategic Communications budget category includes line items for four contracts, including one agency partner to support strategy and content development for First 5 LA’s social media channels and digital properties. This line item also includes a contracted vendor to provide content writing, copyediting and proofreading services, as well as two proposed procurements for specialty communications consultant support and agency-wide translation and interpretation services. These contracted resources complement and work in alignment with the efforts outlined under the Strategic Marketing budget category.

Spending Plan and Funding Methodology

- 1) BARÚ Advertising, Inc. (BARÚ) is the Social Media and Digital Marketing agency contracted to lead the development of strategic, data-driven creative concepts to maximize reach and engagement of target audiences utilizing First 5 LA’s social media channels (Facebook, Twitter, Instagram, YouTube, LinkedIn), digital platforms and distribution channels (website, e-newsletters).

FY23-24, begins year four of a four-year agreement with BARÚ to continue leading the development of digital based concepts and placement, including creative asset production (graphics, animation used across social media platforms and websites) and paid media strategy (see Strategic Marketing budget for further details on advertising budget). BARÚ also identifies current events and trending topics that align with First 5 LA’s mission and content/storytelling strategy. The team is responsible for monitoring online community management and development of monthly content calendars in alignment with OOC’s integrated communications priorities. In addition, BARÚ delivers monthly analytics and measurement reporting on the impact of executed strategies and tactics. In consultation with First 5 LA’s IT team, BARÚ will serve on the Internal Communications digital community production team to provide expertise in web-based user experience and content structure in development of a SharePoint content dissemination and repository hub for all employees.

Spending Plan and Funding Methodology

This blended retainer and task order contract with BARÚ is not to exceed \$862,000 in FY23-24. This line item remains the same amount from FY22-23 budget. Note, a restructure of the budget for FY23-24 will include a reduction in retainer budget to allow for more focused project work under task orders.

- 2) Hypertexted, LLC is the writing/editing/proofing firm contracted to provide content writing, copyediting, proofreading services and editorial considerations for articles, blogs, broadcast emails, electronic newsletters and research-based content aligned to intended audiences. Hypertexted provides expertise in content development to support OOC's goal of demonstrating First 5 LA's knowledge and expertise on issues that affect early childhood development and to ensure the organization's storytelling efforts are effective in reaching target audiences across multiple channels, including First 5 LA employees and external audiences.

The task order contract with Hypertexted is not to exceed \$70,417 in FY23-24. Based on historic expenditures with two separate contracts for close to \$150,000, in FY21-22 OOC developed the procurement for Hypertexted services to improve efficiencies through procurement of a single contract for writer/editor services. This budget is reduced by \$84,000 from FY21-22.

- 3) Translation and Interpretation Services (Procurement)

In FY22-23, OOC is planning to issue an agency-wide solicitation to identify a pooled vendor list to provide multi-language translation, interpretation, and American Sign Language (ASL) services for First 5 LA. In FY21-22, OOC conducted a business need assessment, engaging CCFI teams and Offices to determine how current vendors are being utilized and to obtain line of sight into emerging work planned for the year ahead. From the assessment, OOC learned that multiple teams have a need for these services and that Communities, ECE and Health Systems hold separate contracts with various vendors to support their investments. Based on these findings, the recommendation was made to procure these services under one contract for First 5 LA. This contract is intended to serve the needs of Teams and Offices across the agency.

The purpose of this line item in the amount of \$150,000 for FY23-24 reflects the OOC contribution to the pooled fund for translation vendor services to be used for First 5 LA produced content, including but not limited to potential use of interpretation and ASL services for First 5 LA commission meetings, and translation of website copy, printed materials, signage, etc., in the effort to reach a diversity of audiences in L.A. County.

The total FY23-24 budget for the first year of the qualified vendor list will be \$185,000 with three teams contributing a portion based on their forecasted needs. Should additional teams determine translation needs in the first half of the fiscal year, additional budget will be sought during mid-year adjustments.

- 4) Communications Consultants (Procurement)

In FY23-24, OOC is planning to issue (an) agency-wide solicitation(s) to identify communications consultants to provide strategic support in the development of key messaging frameworks to reach and engage target audiences, design communications strategies to support our policy and advocacy efforts, provide trainings on best practices and technical support to continue to strengthen the capacity of the internal OOC team and how to best incorporate the values of diversity, equity and inclusion in all communications efforts. Consultants will also support a potential brand refresh that will reflect the direction of our 2020-2028 Strategic Plan Review.

OOO is exploring procurement of more than one consultant contract, with the intention of contracting specialty support by project for an amount not to exceed \$500,000 for FY23-24. For example, consultants

Spending Plan and Funding Methodology

specializing in diversity, equity and inclusion communications and other consultant expertise on brand strategy for development of a brand refresh to reflect our 2020-2028 Strategic Plan Review. This approach reflects a strategy shift for OOC with historic expenditures of close to \$1.2 million on full-service agency contracts that did not produce expected results to instead focus on contracting area expertise and strengthening the capacity of the internal OOC team through technical support and trainings.

5) Critical Mention Service for Media Monitoring and Outreach Efforts

In FY23-24, OOC is planning to review its subscription to Critical Mention, a digital online tool that offers technology driven media monitoring service to support the production of First 5 LA's twice-weekly news skim newsletter, the *Morning Media* and OOC's earned media outreach efforts. The monitoring service is customizable to track keyword mentions across millions of online news sources, television, and radio. Additionally, Critical Mention offers an up-to-date database of media contacts, which OOC uses to create lists of key reporters and their contact information to conduct outreach to local, state and national media outlets.

The 1-year subscription total for Critical Mention Services for FY23-24 will not exceed \$5,000.

Change from Prior Year (if >+-20%)

Reduction in strategic communications includes significant cost savings for consultant support, ending one of OOC's primary communications consultant contract with Rescue Agency in FY21-22 and a reduction of budget for FY23-24.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Communications & Marketing	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Strategic Communications Partnerships	\$250,000	\$200,000	

Program Summary

The Office of Communications (OOC) values the goal of building the capacity of news organizations to deliver in-depth reporting on critical health, early learning and child development topics affecting young children under the age of 5 and their families in L.A. County and statewide. To advance the priorities of First 5 LA’s 2020-28 Strategic Plan, OOC has identified expanded reporting and coverage of early childhood development as essential to help build public awareness and public will and create urgency to drive systems and policy change to better address the needs of L.A. County families. The context of the impact and lasting effects of the COVID-19 pandemic on young children, families and communities adds an increased urgency to the credible coverage of these issues.

In FY21-22, multi-year contract agreements to fund The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics and The Pacific Oaks College Early Childhood Journalism Fellowship ended and were not renewed, resulting in a budget reduction of \$300,000 in FY22-23. Key learnings from these previous investments included the management of multiple grantees inhibits OOC from fulfilling its core competencies, and that co-investing in projects with other funders increased the scale and impact of First 5 LA dollars.

In FY 22-23, the Board approved \$250,000 to support potential contributions to pooled funds increasing coverage of early childhood development issues. Potential investments were put on hold, however, as the organization assessed partnership priorities. First 5 LA remains committed to strategically investing in communications partnerships, however, and proposes maintaining budget authority for potential partnerships in FY 23-24 at the reduced level of \$200,000.

In FY23-24, OOC is exploring pooled funder investments possibly with Southern California Public Radio (KPCC), LA Partnership for Early Childhood Investment (LAPECI), and others to advance the goal of expanding reporting and coverage of early child development topics.

Spending Plan and Funding Methodology

- 1) \$200,000 Strategic Partnership to build the capacity of news organizations to expand the reporting and coverage of health, early learning and child development topics affecting young children throughout the critical years of prenatal to age 5 and their families in L.A. County and statewide.

This funding will be utilized to create a strategic partnership for First 5 LA to be part of a pooled fund with other early childhood systems change grantmakers. First 5 LA has previously invested in a partnership with Southern California Public Radio (KPCC) to support the media outlet’s engaged journalism project at \$300,000. Our experience in partnership at this level has shown that a minimum of \$50,000 and up to \$300,000 is required to meaningfully contribute, shape and influence partnership priorities and intended outcomes.

Spending Plan and Funding Methodology

Potential partners include funders with common missions to invest, promote innovations and amplify the voices of families to advance the lifelong health and well-being for L.A. County’s children, prenatal to age 5, including but are not limited to: The LA Partnership of Early Childhood Investment (LAPECI), a public-private collaboration of the country’s largest private foundations, family foundations, including the Atlas Family Foundation the Los Angeles Area Chamber of Commerce, and key government agencies, Southern California Public Radio (KPCC) Engaged Journalism, which aims to narrow the gap between newsrooms and the communities they serve by working in concert with community members to ensure that the news being delivered is relevant and useful. The practice is proven to build trust with community members, while helping to expand and diversify audiences.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Communications & Marketing	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Strategic Marketing	\$1,450,000	\$1,400,000	

Program Summary

First 5 LA’s 2020-28 Strategic Plan includes a commitment to using communications strategies to amplify our advocacy efforts and build public will to catalyze policy and systems change efforts which result in more equitable futures for children in L.A. County.

Marketing strategies are used to influence perception, build trust and awareness with diverse audiences, amplify First 5 LA’s advocacy efforts and strengthen the knowledge and reputation of the organization as a funder and systems change leader. Informed by Strategic Communications as the driver, Strategic Marketing develops and executes creative solutions that drive measurable outcomes.

The Strategic Marketing budget category includes line items for two contracts, and dedicated funds for paid advertising to be used to advance First 5 LA’s systems change goals and to support the development of content and production of materials and assets to reach and engage target audiences externally and internally. This budget reflects anticipated needs of moving from our hybrid transition phase to a fully hybrid structure that includes working in the First 5 LA office building during FY23-24. Additionally, this budget reflects the opportunities to strengthen First 5 LA’s brand and amplify systems change priorities reflected in the 2020-2028 Strategic Plan Review.

Spending Plan and Funding Methodology

1) Bumpercar, Inc. is the Multimedia Creative Services agency contracted to provide a full range of production services (video, collateral, webpage design, graphic design for print collateral, advertising creative, etc.) to complement and enhance integrated communications and marketing, and social media and digital marketing projects.

- FY23-24 begins year four of a five-year agreement with Bumpercar to continue project-based work including but not limited to, brand refresh, graphic design for print, digital, social media and presentations, infographics, photography, photo cataloging, video production and related services, and coordination with other entities and agency partners as projects require. Such projects include a video series reflecting Strategic Plan refinement, our role as policy and systems change agents and our North Star. Bumpercar will potentially serve on the Internal Communications digital community production team and provide expertise in First 5 LA brand and design in development of a SharePoint content dissemination and repository hub for all employees.

This task order contract with Bumpercar, Inc. is not to exceed \$350,000 in FY23-24. This line item remains the same amount from FY22-23 budget.

2) Advantage ColorGraphics is the contracted vendor to provide printed materials for First 5 LA, including but not limited to:

- Posters and other print materials used at external events and meetings

Spending Plan and Funding Methodology

- Building and in-office signage and other printed materials to support Internal Communications needs
- Stationary, business cards, and other printed business material needs
- Press kits, premium items (branded pens, shirts, mugs, notepads, etc.)

The task order contract with Advantage ColorGraphics is not to exceed \$150,000 in FY23-24. This is a continued reduction from \$200,000 in FY22-23 and from \$345,000 in FY21-22, primarily due to ending the printing and distribution of the quarterly parenting guide and to an overall decrease in need to produce branded items. However, this budget will focus on anticipated org-wide printing needs, supporting the next phase of hybrid work and other needs.

- 3) Advertising: The Office of Communications will use paid media advertising to target and reach diverse audiences. This budget line item includes the cost to procure the services of a media buyer to develop a media plan and to place advertising, as well as for the hard-costs of the advertising placements (broadcast TV, radio, out-of-home, billboard, etc.) that are paid directly by First 5 LA and in compliance with procurement exceptions.

Los Angeles County is one of the largest, most desirable, and 2nd most expensive media markets in the nation because of its diverse population where brands can effectively reach a variety of ethnic groups.

Because the population of LA makes it a key market for local and national advertisers, we must compete for placement availability. Our goal is to achieve reach and frequency levels that make an impact; which means determining an adequate budget and utilizing the right mix of traditional and non-traditional media.

- Cost estimates are based on historical spending prior to FY20-21. Los Angeles County is a premium ad-buy market, and this budget would cover the cost of at least one targeted campaign with county-wide reach. For reference, one of our last countywide campaigns was in the context of the census. Ad buys related to this campaign, which resulted in more than 50 million impressions with hard-to-reach families with young children, cost approximately \$325,000.
- Building upon past digital advertising efforts, OOC has an opportunity to scale up efforts throughout L.A. County and develop localized strategies to reach targeted audiences. Potential campaigns include targeting public policy influencers and lawmakers to advance our policy and advocacy priorities, working in partnership with the Office of Government Affairs & Public Policy (OGAPP). In addition is the opportunity to develop a campaign to re-introduce First 5 LA, connected to our 25th anniversary in the fall of 2023, highlighting our newly adopted North Star and focused priorities from our 2020-2028 Strategic Plan Review.

The budget for advertising costs is not to exceed \$750,000 in FY23-24. This is a reduction from \$1.15 million in FY21-22 due to the shift away from the marketing strategy of directly targeting parents and caregivers, coupled with a hold on executing advertising campaigns due to the impact of COVID-19.

- 4) General Support Services: This budget line item, not to exceed \$150,000 in FY23-24, includes unplanned expenses not otherwise covered by existing contractors and scopes of work including but not limited to:
- Costs associated with First 5 LA hosted events, such as venue/location fee, audio/video rentals, fee for event coordinator, staffing, photographers, catering, décor/centerpiece, etc.
 - Requests from other Offices/Teams for printing and creative services that are beyond allocated contract amounts
 - Majority of unforeseen expenses that may be related to internal needs associated with the transition from mandatory remote to fully hybrid structure in FY23-24.

These funds provide the ability to solicit bids to purchase goods and services directly, outside of existing contracts and in compliance with our procurement threshold amounts.

Change from Prior Year (if >+-20%)

Contract budget reduction of \$50,000 with Advantage Color Graphics reflects continued decrease primarily due to ending the printing and distribution of the quarterly parenting guide and to an overall decrease in need to produce branded items. However, this budget will focus on anticipated org-wide printing needs, supporting the next phase of conversion to fully hybrid structure work and other needs.

Office of Data for Action

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Data Development	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Annual Reporting	\$ 87,000	\$ 63,000	-28%

Program Summary

The purpose of Annual Reporting is to enable First 5 LA to: 1) provide a summary of First 5 LA’s fiscal and programmatic information to be used in a statewide summary, as required by Prop 10 and; 2) better understand who our partners are.

Through the Annual Reporting project, we will achieve the following overarching goals: 1) First 5 LA provides transparency on our investments through compliance with Prop 10 funding requirements; and 2) First 5 LA has access to and uses data on our partners and investments to help both assess our current partnerships and inform future investments.

Through the work planned for FY 22-23 we aim to achieve the following: (a) First 5 LA complies with Prop 10 requirements through the submission of an accurate and comprehensive FY 22-23 Annual Reporting data and filing of First 5 CA Annual Report with First 5 LA’s Board of Commissioners, (b) Key internal stakeholders have a better understanding of First 5 LA’s partners and investments in FY 22-23, and (c) First 5 LA is positioned to effectively and efficiently collect accurate FY23-24 Annual Reporting data in the next fiscal year.

Spending Plan and Funding Methodology

(1) HOW WILL THE FUNDS BE SPENT

The funds requested for the Annual Reporting project will be spent achieving the three goals outlined below. Following each goal statement are the objectives that will completed in the process of achieving the goal.

Goal 1: First 5 LA complies with Prop 10 requirements through the submission of an accurate and comprehensive FY 22-23 Annual Reporting data and filing of First 5 CA Annual Report with First 5 LA’s Board of Commissioners. To achieve this goal we will: (a) finalize AR data collection tools and guiding materials to collect reliable and valid FY 22-23 AR data; (b) fulfill our roles and responsibilities to collect AR data; (c) collect accurate AR data on 100% of contracts subject to AR; (d) ensure timely and complete submission of FY 22-23 First 5 LA Annual Report data to First 5 CA; and (e) file FY 22-23 First 5 CA report with First 5 LA Board of Commissioners.

Goal 2: Key internal stakeholders have a better understanding of First 5 LA’s partners and investments in FY 22-23. To achieve this goal we will: (a) understand of the organizational characteristics of FY 22-23 grantees and contractors subject to AR.

Goal 3: First 5 LA is positioned to effectively and efficiently collect accurate FY23-24 Annual Reporting data in the next fiscal year. To achieve this goal we will: (a) agree on the improvements to the AR process and tools; (b) have a refined FY 23-24 Annual Reporting process and data collection tool based on First 5 CA guidance and local data needs; and (c) have identified the resources needed to support the AR project for FY 23-24.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Spending Plan and Funding Methodology

Cost estimates are based on 420 hours of work at \$150 per hour which totals approximately = \$63,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time and resources needed to accomplish the FY 23-24 goals and objectives.

Change from Prior Year (if >+-20%)

The cost for the Annual Reporting (AR) Project in FY 23-24 is expected to decrease 28% from the FY 22-23 budget amount because: 1) the roles and responsibilities related to engaging and communicating with First 5 LA staff and board (such as staff trainings and board presentations) will shift from the contractor to the project manager (PM); 2) PM will take over most of the roles and responsibilities of Goal 3 in ensuring quality AR data for the following fiscal year; 3) much of the groundwork for preparing for Annual Reporting data collection for FY 23-24 will already be completed in the third and fourth quarter of FY 22-23.

Budget Fiscal Year: 2023 - 2024	Status: Proposed
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Initiative	Investment Category
Data Development	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Data Requests	\$5,000	\$5,000	0

Program Summary

The purpose of this budget item is provide funds to First 5 LA to acquire various data sets on an as needed basis to support First 5 LA's information needs including purchasing data from state agencies such as the California Department of Education or Geographic Information System shape files in support of Impact Framework indicator tracking or other efforts.

Spending Plan and Funding Methodology

In FY 23-24 funds will be spent on data sets, as they are identified. Geographic Information System boundary files typically cost \$1,000+, while public records like birth files are \$500+. Anticipated costs are based on previous experience purchasing these types of data sets.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Data Partnership	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Children’s Data Network (CDN)	\$793,000	\$723,000	-9%

Program Summary

The purpose of the Children's Data Network Data Partnership is to (1) improve the data infrastructure in family-serving systems to produce high-quality, actionable data and (2) link administrative data within and across public systems to produce actionable research to inform, advance, and/or measure systems change outcomes.

This work will ensure (1) First 5 LA has access to and uses high-quality data from administrative records collected by and linked across state agencies to inform, advance, and/or measure systems change outcomes, and (2) public systems have access to and use high-quality data from administrative records collected by and linked across local and state agencies to inform, advance, and/or measure systems change efforts that are aligned with First 5 LA’s systems change outcomes.

The work of this project in FY23-24 will involve (1) key internal stakeholders understanding the extent to which CDN can provide access to data aligned with First 5 LA’s data needs, (2) First 5 LA staff having access to existing linked administrative data on public systems and the children and families that utilize these systems, and (3) key public systems, including home visiting and child welfare, piloting data infrastructure that supports the use of administrative data to inform, advance, and/or measure the impact of system improvement efforts.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

Goal 1: Key internal stakeholders understand the extent to which CDN can provide access to data aligned with First 5 LA’s data needs. To achieve this goal we will: (a) understand the extent to which CDN current capacity to provide access to data aligned with F5LA’s Data Priorities and urgent data needs, (b) understands the opportunities for CDN to expand future access to data aligned with F5LA’s Data Priorities and urgent data needs, and (c) understand which County agencies could be promising partners to address F5LA’s data needs based on CDN’s knowledge and experience.

Goal 2: First 5 LA staff have access to existing linked administrative data on public systems and the children and families that utilize these systems. To achieve this goal we will: (a) establish shared commitment among F5LA leadership and staff to use data on public systems and the children and families that utilize these systems, (b) have CDN link the most recently available administrative data from state agencies, (c) have key internal stakeholders receive and understand the data and key findings aligned with First 5 LA’s data needs related to public systems and the children and families that utilize these systems, and (d) have materials to facilitate use of administrative data on public systems and the children and families that utilize these systems.

Spending Plan and Funding Methodology

Goal 3: Key public systems, including home visiting and child welfare, pilot data infrastructure that supports the use of administrative data to inform, advance, and/or measure the impact of system improvement efforts. To achieve this goal we will: (a) support First 5 LA and our key partners in using administrative data to plan and pilot home visiting referrals and services funded through FFPSA, (b) support DCFS in using administrative data such as documentation from past investigations and family records to facilitate early identification of complex cases to inform staffing and guide referrals at regional offices throughout the County, (c) understand the extent to which CDN has the expertise and capacity to support public systems' use of data to inform, advance, and/or measure systems changes that are of priority to First 5 LA, and (d) understand how the Cradle to Career Data System is beginning to link early childhood data.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on costs from previous years. These include:

- STAFF = \$424,000
- DIRECT COSTS (USC School of Social Work Facility & Administration costs, Statistical Program license renewals, Server & Secure Rack Lease, etc.): = \$234,000
- OTHER COSTS (Subcontractors) = \$65,000

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Data Partnership	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
County Data Partnership	\$147,000	\$75,000	-49%

Program Summary

The purpose of the County Data Partnership is to (1) facilitate use of common metrics across LA County agencies, and (2) facilitate First 5 LA’s access to data from LA County agencies to help advance First 5 LA’s systems change work and support our data efforts.

As a result of this partnership, (1) County stakeholders including First 5 LA have access to and use data to measure the progress and impact of Countywide efforts to connect children and families to upstream services and supports; and (2) First 5 LA has access to and uses data from LA County agencies to inform, advance, and/or measure systems change outcomes.

Through the work planned for FY 23-24 we aim to achieve the following: (1) County stakeholders including First 5 LA have access to common metrics updated with the most recently available data to understand the progress and impact of Countywide efforts to connect children and families to upstream services and supports.

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the County Data Partnership will be spent achieving the goal outlined below. Following the goal statement are the objectives that will be completed in the process of achieving this goal.

Goal 1: County stakeholders including First 5 LA have access to common metrics updated with the most recently available data to understand the progress and impact of Countywide efforts to connect children and families to upstream services and supports. To achieve this goal we will accomplish the following objectives: (a) County stakeholders including First 5 LA have access to CPM dashboards and data stories updated with the most recently available data, (b) County stakeholders including First 5 LA understand and are positioned to use CPM findings, (c) First 5 LA and OCIO have strategies to overcome barriers to acquire data from County agencies for the remaining CPM indicators, and (d) County stakeholders including First 5 LA understand the opportunities to align and integrate CPM with other data efforts in the County.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

Cost estimates are based on 500 hours of work at a rate of \$150/hour which totals \$75,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the FY 23-24 goals and objectives.

Change from Prior Year (if >+-20%)

The cost for the County Data Partnership in FY 23-24 is expected to decrease 49% from the FY 22-23 budget amount because (1) we are delaying work related to First 5 LA acquiring County agency data to a future year and (2) we are delaying work related to integrating County data systems to a future year.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Data Partnership	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
WIC Data Mining Research Partnership	\$314,000	\$407,000	+30%

Program Summary

The purpose of the PHFE WIC Data Mining Project is to collect and utilize data, including, demographics, characteristics and lived experiences of WIC families during pregnancy and their children’s first five years of life, to advance, inform, and/or measure our system change outcomes; this is done by leveraging PHFE WIC’s access to participating WIC families in the County, who make up almost half of First 5 LA’s target population.

As a result of this project, (1) First 5 LA staff will understand the perspective of WIC families on their lived experiences during pregnancy and their children’s first five years of life, and use this data to inform, advance and/or measure systems change outcomes, and; (2) First 5 LA staff will have access to and use data on the characteristics and demographics of WIC families to inform, advance, and/or measure systems change outcomes.

Through the work planned for FY 23-24 we aim to achieve the following: (1) First 5 LA will collect data to understand the lived experiences of WIC families with public systems; (2) 5 LA staff will understand and use data about the lived experiences of WIC families with public systems; and (3) Key internal stakeholders will have access to data about the characteristics and demographics of WIC families and understand how to leverage it to support their systems change efforts.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

Goal 1: First 5 LA collects data to understand the lived experiences of WIC families with public systems To achieve this goal we will: (1) have key internal stakeholders identify topics where data is needed that can be addressed by capturing WIC families’ lived experiences in the 2024 WIC Survey; (2) Finalize the 2024 WIC Survey methodology; (3) Finalize the survey tool for the 2024 WIC Survey that captures data needs for the identified research topics; (4) Finalize the sample for the 2024 WIC Survey, and; (5) Launch the WIC Survey is and begin capturing data.

Goal 2: First 5 LA staff understand and use data about the lived experiences of WIC families with public systems. To achieve this goal we will: (1) have an understanding of WIC families’ experiences around accessing services, and; (2) key internal stakeholders use their understanding of WIC families’ experiences around accessing services to inform strategy refinement and/or identify topics that can be included in the 2024 WIC Survey.

Goal 3: Key internal stakeholders have access to data about the characteristics and demographics of WIC families and understand how to leverage it to support their systems change efforts. To achieve this goal we will: (1) have key internal stakeholders understand the characteristics and demographics of WIC families; (2) help key internal stakeholders be aware of the data on WIC families available through PHFE WIC and identify ways to leverage said data to support at least one system change effort, and; (3) understand the lived experiences of WIC families during the first 18 months of their children’s lives.

Spending Plan and Funding Methodology

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on costs from previous years. These include:

- STAFF = \$205,000
- DIRECT COSTS (Survey subcontractor, survey incentives, focus group transcripts, travel, software.): = \$202,000

Change from Prior Year (if >+-20%)

The cost for the PHFE WIC Data Mining Project in FY 23-24 is expected to increase from the FY 22-23 budget amount because of costs associated with preparing and conducting the WIC Survey. The original budget in FY22-23 accounted for drafting the survey but did not account for launching. All cost estimates related to drafting the survey were informed using the FY22-23 original budget. All cost estimates related to administering the survey, including subcontractor costs and incentives, were informed using the FY19-20 and FY20-21 payment schedules.

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Learning and Integration	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
First 5 LA Data Strategy	\$200,000	\$200,000	0

Program Summary

The purpose of the Data Strategy is to ensure First 5 LA has the data needed to (a) drive systems change, (b) measure impact and (c) optimize our organizational effectiveness to further advance our system change efforts. Through the First 5 LA Data Strategy project First 5 LA staff, commissioners and key partners will have shared commitment to Data Priorities and the Data Investments that address those priorities and be positioned to use data to inform resource allocation, strategy, and decision-making.

The work of this project in FY 23-24 will involve (a) F5LA Staff, commissioners and key partners understand and agree with the purpose and goals of the Data Strategy and the criteria and considerations that will be used to identify Data Priorities and Data Investments; (b) establishing Data Priorities for advancing systems change and measuring impact for at least one public system; (c) identifying Data Investments for at least one public system and developing an implementation plan for Data Investments focused on at least one public system..

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the Data Strategy will be spent achieving the four goals outlined below. Following each goal statement are the objectives that will completed in the process of achieving the goal.

GOAL 1: F5LA Staff, commissioners and key stakeholders understand and agree with the Data Strategy purpose, goals, and prioritization criteria and considerations. To achieve this goal we will accomplish the following objectives: (a) F5LA has a plan and resources to socialize the Data Strategy purpose, goals, and prioritization criteria and considerations; (b) First 5 LA staff, commissioners and key stakeholders are familiar with the purpose and goals of the Data Strategy and how the criteria and considerations will be used for decision-making, (c) The Data Strategy purpose, goals, criteria, and considerations reflects feedback from staff, commissioners, and key stakeholders and (d) F5LA shares updates about the Data Strategy as needed

GOAL 2: F5LA has identified Data Priorities for advancing systems change and measuring impact for at least one public system. To achieve this goal we will accomplish the following objectives: (a) F5LA has a process and supporting resources to identify and document Data Priorities in the context of strategy refinement (b) F5LA and key stakeholders have identified how data can contribute to systems change outcomes in one public system; (c) F5LA and key stakeholders have identified data needs for advancing and measuring systems change in one public system and (d) F5LA has established Data Priorities for advancing and measuring systems change in one public system

GOAL 3: F5LA has identified Data Investments for at least one public system. To achieve this goal we will accomplish the following objectives: (a) F5LA has a process and supporting resources to identify and document Data Investment options; (b) F5LA and key stakeholders have compiled Data Investment options for Data Priorities in one public system; (c) F5LA and key stakeholders have selected Data Investments for advancing and

Spending Plan and Funding Methodology

measuring systems change in one public system; and (d) F5LA has socialized Data Priorities and Data Investments for advancing and measuring systems change in one public system

GOAL 4: F5LA has a Data Strategy implementation plan for Data Investments focused on at least one public system. To achieve this goal we will accomplish the following objectives: (a) F5LA has clear roles and responsibilities for Data Strategy implementation; (b) F5LA has a template and support resources to develop and document the Data Strategy Implementation Plan; and (c) F5LA has documentation on details for implementing Data Investments and how the products of those investments will be used and/or shared to advance or measure systems change

(2) how the funding level was determined

The funding level was determined based on 1300 of work at \$150 per hour which rounds to \$200,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time to accomplish the FY 23-24 goals and objectives.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2023 - 2024

Status: Proposed

Initiative	Investment Category
Learning and Integration	2020-2028 Strategic Plan

Program Name	2022 – 2023 Revised Budget	2023 – 2024 Budget	% Variance
Impact Framework	\$127,000	\$122,000	-4%

Program Summary

The purpose of the Impact Framework is to monitor progress on systems change outcomes.

This work will ensure that (1) First 5 LA and our partners use Impact Framework data to assess progress on systems change outcomes and guide strategy refinement and (2) First 5 LA staff incorporate Impact Framework data to tell First 5 LA’s story.

The work of this project in FY 23-24 will involve (1) First 5 LA staff, Commissioners, and key partners understanding and agreeing with the purpose and goals of the Impact Framework and the criteria and considerations that will be used to identify Impact Framework indicators, (2) First 5 LA having a refined Impact Framework that is grounded in the refined systems change outcomes in at least one public system and that has been informed by key partners, (3) First 5 LA having a Measurement Plan for Impact Framework indicators with readily available data, and (4) Office of Data for Action obtaining readily available indicator data for at least one systems change outcome.

Spending Plan and Funding Methodology

(1) HOW THE FUNDS WILL BE SPENT

The funds requested for the Impact Framework will be spent achieving the four goals outlined below. Following each goal statement are the objectives that will be completed in the process of achieving the goal.

Goal 1: First 5 LA staff, Commissioners, and key partners agree with the Impact Framework purpose and goals, and with criteria and considerations for selecting Impact Framework indicators. To achieve this goal we will (a) have materials to socialize Impact Framework purpose, goals, and draft criteria, (b) obtain shared commitment among First 5 LA staff and our key partners to using indicator data to track progress on systems change outcomes, (c) understand the perspectives of First 5 LA staff, Commissioners, and key partners on needed refinements to the Impact Framework criteria and considerations, and (d) have finalized criteria and considerations that have been vetted by First 5 LA staff, Commissioners, and key partners.

Goal 2: First 5 LA has a refined Impact Framework that is grounded in the refined systems change outcomes in at least one public system and that has been informed by key partners. To achieve this goal we will (a) understand the available data sources for potential indicators for tracking progress on systems change outcomes in at least one public system, (b) have indicators and data sources that meet the Impact Framework criteria and considerations for tracking systems change outcomes in at least one public system, (c) have a refined Impact Framework structure, and (d) have endorsement of refined Impact Framework from First 5 LA leadership, Commissioners, and key partners.

Goal 3: First 5 LA has a Measurement Plan for Impact Framework indicators with readily available data. To achieve this goal we will (a) have an analysis plan for indicators with readily available data and (b) have

Spending Plan and Funding Methodology

documentation of the data sources, frequency, metrics, and limitations for indicators with readily available data.

Goal 4: Office of Data for Action obtains readily available indicator data for at least one systems change outcome. To achieve this goal we will (a) understand the requirements to obtain readily available data from the data sources for at least one system outcome, (b) address the requirements to obtain readily available data for at least one systems change outcome, (c) establish processes to transfer readily available data from the data sources for at least one system outcome, and (d) have a storage system for Impact Framework indicator data.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on 813 hours of work at \$150 per hour which rounds to \$122,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the FY 23-24 goals and objectives.

Change from Prior Year (if >+-20%)

N/A



ATTACHMENT D:

FY 2023-24 BUDGET SUMMARY

- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

OPERATING COSTS SUMMARY First 5 LA

Description	FY2023 MID-YEAR	Estimated Expenditures	Variance	FY2024 Center for Operational Excellence	FY2024 Center for Child & Family Impact	FY2024 Executive Director's Office	FY2024 BUDGET	Variance from Prior Year
Operating Expenses								
Salaries & Benefits								
Total Salaries & Wages	13,351,910	8,925,041	4,426,869	2,940,572	4,487,678	4,846,556	12,274,806	(1,077,104)
Total Benefits	4,148,967	3,452,501	696,466	1,059,797	1,527,197	1,409,722	3,996,716	(152,251)
Salaries & Benefits	17,500,877	12,377,543	5,123,334	4,000,369	6,014,874	6,256,278	16,271,521	(1,229,356)
Operating Services								
ADP-Payroll	42,000	32,565	9,435	42,000	0	0	42,000	0
Workers' Compensation Insurance	52,500	73,373	(20,873)	45,000	0	0	45,000	(7,500)
Utilities	120,000	149,661	(29,661)	170,000	0	0	170,000	50,000
Corporate Insurance	110,000	187,910	(77,910)	113,300	0	0	113,300	3,300
Mileage, Parking and Other Transportation	25,915	2,158	23,757	1,015	10,390	17,420	28,825	2,910
Telephones	70,600	54,335	16,265	71,600	0	0	71,600	1,000
Cell Phone & Mobile Devices	128,888	99,000	29,888	21,600	55,200	45,200	122,000	(6,888)
Outside Printing & Publications	2,250	840	1,410	200	0	1,250	1,450	(800)
Other Supplies	5,000	0	5,000	6,000	0	250	6,250	1,250
Postage & Delivery	9,500	2,021	7,479	6,000	0	0	6,000	(3,500)
Educational Supplies	3,000	0	3,000	1,350	1,000	1,500	3,850	850
Office Supplies	62,705	18,814	43,891	30,750	12,305	20,600	63,655	950
Subscriptions & Publications	34,385	16,684	17,701	0	5,790	22,535	28,325	(6,060)
Capital Outlay	130,000	185,058	(55,058)	130,000	0	0	130,000	0
Equipment-Rents & Leases	26,190	22,919	3,271	13,000	0	0	13,000	(13,190)
Building Repair & Maintenance	150,000	119,103	30,897	185,000	0	0	185,000	35,000
Equipment Repairs & Maintenance	11,100	0	11,100	6,500	1,000	0	7,500	(3,600)
Offsite Storage	22,500	17,572	4,928	5,500	0	0	5,500	(17,000)
Hardware & Software Maintenance	446,500	181,255	265,245	390,000	0	4,000	394,000	(52,500)
Miscellaneous/Contingency	102,800	30,534	72,266	10,000	0	50,000	60,000	(42,800)
Stipend/Honorarium	5,000	29,271	(24,271)	2,500	0	0	2,500	(2,500)
Internal Meetings	91,505	18,745	72,760	7,700	31,290	60,250	99,240	7,735
Divisional Capacity Building	15,000	0	15,000	0	20,000	0	20,000	5,000
Operating Services	1,667,338	1,241,818	425,520	1,259,015	136,975	223,005	1,618,995	(48,343)
Consultant Services								
Consultant Fees	1,630,100	1,026,662	603,438	485,000	221,500	756,000	1,462,500	(167,600)
Other Professional Fees	378,000	209,774	168,226	291,000	0	0	291,000	(87,000)
Consultant Services	2,008,100	1,236,436	771,664	776,000	221,500	756,000	1,753,500	(254,600)
Professional Services								
Audit	90,000	65,349	24,651	72,000	0	0	72,000	(18,000)
Legal Fees	225,000	160,925	64,075	0	0	225,000	225,000	0
Professional Dues	58,495	(34,917)	93,412	43,150	4,500	7,720	55,370	(3,125)
Staff Recruitment	20,000	4,767	15,233	0	0	15,000	15,000	(5,000)
Commissioners Stipends	20,000	15,686	4,314	0	0	20,000	20,000	0
Web-Based Services	88,000	21,151	66,849	0	0	88,000	88,000	0
Bank & Other Service Charges	20,000	17,584	2,416	11,000	0	0	11,000	(9,000)
Professional Services	521,495	250,544	270,951	126,150	4,500	355,720	486,370	(35,125)
Travel Expenses								
Airfare	76,149	11,549	64,600	7,100	25,462	75,000	107,562	31,413
Lodging	73,514	8,052	65,462	10,444	34,510	59,400	104,354	30,840
Per Diem	38,247	8,247	30,000	4,400	16,952	26,250	47,602	9,355
Other Travel Expense	10,978	2,403	8,575	1,400	4,208	6,550	12,158	1,180
Travel Expenses	198,888	30,250	168,638	23,344	81,132	167,200	271,676	72,788
Professional Development								
Training Materials & Supplies	10,700	172	10,528	0	0	15,780	15,780	5,080
In-house Training	122,400	0	122,400	0	800	76,400	77,200	(45,200)
Leadership Programs	31,000	21,514	9,486	5,500	0	76,000	81,500	50,500
Conference/Training Registrations	101,700	12,930	88,770	14,500	38,700	59,100	112,300	10,600
Outside Education	57,250	6,823	50,427	8,550	18,500	30,650	57,700	450
Professional Development	323,050	41,440	281,610	28,550	58,000	257,930	344,480	21,430
Marketing								
Advertising –Digital (Web-based, social media, mob	0	17,143	(17,143)	0	0	0	0	0
Sponsorship	0	335,829	(335,829)	0	0	0	0	0
Marketing	0	352,971	(352,971)	0	0	0	0	0
Total Operating Expenses	22,219,748	15,531,003	6,688,745	6,213,428	6,516,981	8,016,133	20,746,542	(1,473,206)

**First 5 LA
FY 2023-24 Budget
Administrative Limit Calculation**

Teams/Centers/Offices Budgets:

Board of Commissioners	60,750
Office of Communications	901,261
Contract Administration & Purchasing Team	1,491,045
Executive Director's Office	1,587,793
Facilities Management Team	735,500
Finance Team	1,537,248
Human Resources & Talent Mgmt. Team	1,591,678
Information Technology Team	1,859,482
Center for Child and Family Impact ²	712,498
Center for Operational Excellence	590,153

Salary & Benefits¹:

Communities Team	310,805
Early Care & Education Team	340,920
Family Supports Team	243,727
Health Systems Team	386,535
Office of Data for Action	277,142
Office of Government Affairs and Public Policy	367,299
Office of Equity, Strategy and Learning	382,390

Total FY 2023-24 Administrative Budget	\$ 13,376,226
Total FY 2023-24 Operating Budget	20,746,542
Total FY 2023-24 Program Budget	78,370,282
Total FY 2023-24 Budget	\$ 99,116,824

Administrative Cost Percentage	13.50%
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1. Directors and Administrative Assistants outside of COE only
2. Resources in support of the Center Support Team (Programmatic) not included

**FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS**

Teams/Offices/Centers	FY 2022-23		FY 2023-24			Positions On-Hold (not budgeted) ⁴
	Authorized Positions ¹	Filled Positions as of March 2023	Baseline	Addition/Deletion	Total ²	
Center for Operational Excellent	3	2	3	0	3	0
Workplace Management ³	1	0	1	-1	0	0
Contract Administration & Purchasing Team	10	9	10	0	10	0
Finance Team	9	9	9	0	9	0
Human Resources & Talent Management Team	4	4	4	0	4	0
Information Technology Team	7	5	7	0	7	1
Executive Director's Office	6	6	6	0	6	0
Office of Data for Action	7	6	7	0	7	1
Office of Equity, Strategy & Learning	6	4	6	0	6	1
Office of Communications	8	5	8	0	8	3
Office of Government Affairs and Public Policy ³	11	9	11	-2	9	0
Center for Child and Family Impact	4	3	4	0	4	1
Communities	19	15	19	0	19	3
Early Care & Education	8	7	8	0	8	1
Family Supports	9	9	9	0	9	0
Health Systems	8	7	8	0	8	1
	120	100	120	-3	117	12

1) Temporary employees are not included in the FTE count; two OGAPP positions were on-hold in FY22-23.
2) The FTE count is based on our best thinking to meet the needs of the organization at this time.
3) Three positions have been eliminated from the FTE count (2 from OGAPP and 1 from Workplace Management).
4) Twelve of the 117 FTEs are on-hold for FY23-24, pending outcome of the Strategic Plan Reset. A total of 105 FTE are included in the FY23-24 budget.



ATTACHMENT E:

FY 2023-24 BUDGET

- Team/Office/Center Cover Pages
- Operating Detail

CENTER FOR CHILD & FAMILY IMPACT

OPERATING COSTS SUMMARY Center for Child & Family Impact

Description	FY2023 Revised Budget	FY2024 Center Support	FY2024 Communities	FY2024 ECE	FY2024 Family Supports	FY2024 Health Systems	FY2024 Approved Budget	Variance from Prior Year
Operating Expenses								
Salaries & Benefits								
Total Salaries & Wages	5,176,319	560,192	1,581,688	455,744	1,133,392	756,661	4,487,678	(688,641)
Total Benefits	1,676,981	129,157	514,889	162,883	429,319	290,949	1,527,197	(149,784)
Salaries & Benefits	6,853,300	689,349	2,096,577	618,627	1,562,712	1,047,610	6,014,874	(838,426)
Operating Services								
Mileage, Parking and Other Transportation	10,410	500	4,000	3,360	1,500	1,030	10,390	(20)
Cell Phone & Mobile Devices	56,600	3,600	22,800	8,400	10,800	9,600	55,200	(1,400)
Educational Supplies	1,000	0	1,000	0	0	0	1,000	0
Office Supplies	12,485	1,500	6,000	1,260	2,000	1,545	12,305	(180)
Subscriptions & Publications	6,115	250	2,500	2,275	250	515	5,790	(325)
Equipment Repairs & Maintenance	1,000	0	1,000	0	0	0	1,000	0
Internal Meetings	33,290	5,000	15,000	7,200	1,000	3,090	31,290	(2,000)
Divisional Capacity Building	15,000	20,000	0	0	0	0	20,000	5,000
Operating Services	135,900	30,850	52,300	22,495	15,550	15,780	136,975	1,075
Consultant Services								
Consultant Fees	251,500	130,000	23,500	50,000	3,000	15,000	221,500	(30,000)
Consultant Services	251,500	130,000	23,500	50,000	3,000	15,000	221,500	(30,000)
Professional Services								
Professional Dues	4,600	500	1,000	2,000	0	1,000	4,500	(100)
Professional Services	4,600	500	1,000	2,000	0	1,000	4,500	(100)
Travel Expenses								
Airfare	20,212	1,500	3,000	8,750	8,000	4,212	25,462	5,250
Lodging	26,910	1,500	4,000	9,100	11,000	8,910	34,510	7,600
Per Diem	11,602	750	2,500	2,800	7,500	3,402	16,952	5,350
Other Travel Expense	5,018	750	1,000	0	1,000	1,458	4,208	(810)
Travel Expenses	63,742	4,500	10,500	20,650	27,500	17,982	81,132	17,390
Professional Development								
In-house Training	1,000	0	0	0	800	0	800	(200)
Conference/Training Registrations	34,700	2,500	10,200	7,000	11,000	8,000	38,700	4,000
Outside Education	24,000	0	15,000	0	3,500	0	18,500	(5,500)
Professional Development	59,700	2,500	25,200	7,000	15,300	8,000	58,000	(1,700)
Total Operating Expenses	7,368,742	857,699	2,209,077	720,772	1,624,062	1,105,372	6,516,981	(851,761)

Office/Center/Team Name: Family Supports Team

Authorized Positions:

Position	#
Director	1
Senior Program Officers	2
Program Officers	5
Program Associate	1
Total:	9

Overview:

The Family Supports team works with others to lead and fund systems change activities related to family strengthening services, primarily home visiting. In the FY23-24 period we will continue to focus on enhancing and strengthening countywide infrastructure for home visiting services; integration of those services with family-serving systems; and supporting opportunities to leverage and sustain these efforts in light of F5LA’s declining revenues, given this is the single largest investment for our organization. In order to advance these priorities, the Family Supports team is responsible for the following:

- Serving as subject matter experts for family support services and informing the prioritization of organization-wide efforts related to home visiting including communications, research and data, learning, and public policy.
- Providing a leadership role in coordination efforts to support a highly integrated, comprehensive, family-centered, system of home visiting services across Los Angeles County in partnership with the Department of Public Health and other external partners.
- Building infrastructure and capacity to support home visiting sustainability strategies, including engagement with managed care plans; partnership with the Department of Mental Health to incorporate Prevention and Early Intervention funds for home visiting; and development and integration of home visiting referral pathways with complementary family-serving services and systems.

Center for Child and Family Impact Priorities for FY23-24:

Following is a brief summary of the critical work the Family Supports team will lead in FY 23-24 in support of the Strategic Plan Implementation:

- Home Visiting System Building - Strengthen Countywide Infrastructure: In partnership with the Department of Public Health, the Family Supports team helps lead home visiting system building coordination efforts to strengthen a system-wide approach and catalyze ongoing coordination in support of significant systems change and strengthened cross-sector collaboration. Examples include leading coordination efforts with key home visiting stakeholders and funders for strengthening an established leadership structure (Collaborative Leadership Council); support for the Family Strengthening Oversight Entity, which standardizes implementation and coordination across funding streams and oversees the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium; and supporting efforts to streamline the ability to share data across multiple funding streams to inform county-wide planning efforts.

- Home Visiting System Integration with Family Serving Systems: The Family Supports team works in partnership with key stakeholders in optimization and integration efforts that aim to improve home visiting services, coordination, and referral pathways. Examples include development of referral pathways between home visiting providers and family-serving systems.
- Home Visiting Funding and Sustainability: In collaboration with the CCFI Center Support Team (CST), the Family Support team is supporting efforts to explore and implement a variety of sustainability strategies. Efforts include work with managed care plans and building the necessary infrastructure and mechanisms to participate in data sharing, reporting and reimbursement processes. Additional efforts include the Families First Prevention Services Act and continued development of a Community Referral Pathway and implementation of multiple Pilots to establish new referral pathways into home visiting services. Evaluation and data also serve as a foundational support for the development and expansion of a universal home visiting system. The Family Supports team continues to oversee the Welcome Baby Virtual Implementation and Outcomes Study, with consulting evaluation support and guidance from Dr. Deb Daro. The Stronger Families Database represents a foundational component utilized by home visiting providers to capture client level data, screenings and program participation information across multiple funding streams. Finally, the Family Supports team continues to oversee a complex, standardized portfolio of home visiting grants requiring cross-team collaboration and a continual focus on program implementation and improvements.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: Fam Supports-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,287,969	1,624,062	26.1%	
Total Salaries & Wages	911,156	1,133,392	24.4%	
6040 Social Security Tax	54,833	70,795	29.1%	
6225 Mileage, Parking and Other Transportation	2,000	1,500	(25.0%)	Funds to cover mileage/parking for 9 FS staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	10,800	10,800	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 9 FTEs at \$100/staff member for a total of \$900/month x 12 months = \$10,800.
6260 Office Supplies	2,000	2,000	0.0%	Funds for general office supplies to support 9 FTE staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	250	250	0.0%	Funding in the amount of \$250 to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio, including early childhood books to expand team's knowledge and access to online periodicals.
6310 Internal Meetings	2,000	1,000	(50.0%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	8,000	3,000	(62.5%)	Funds to cover potential consulting for staff development and internal CCFI integration efforts for total of \$8,000.
6540 Professional Dues	1,000	0	(100.0%)	Funds to cover dues for [list the professional service(s)]
6610 Airfare	5,500	8,000	45.5%	Funds to support 9 FTE for travel to the Home Visiting National Summit in Washington DC (estimated at \$450/roundtrip), and at least one statewide event each (at \$300/each FTE), and attendance at key Home Visiting presentations/conferences during the year for total rounded to \$8,000.
6620 Lodging	5,000	11,000	120.0%	Funding for 9 FTE to attend National Home Visiting Summit in Washington DC (estimated at \$300/night x 3 nights), and hotel stays for staff to attend statewide event/conference for estimate of \$200 for one night, and additional local/state conferences or presentations, for total rounded to \$11,000.
6640 Per Diem	2,500	7,500	200.0%	Funds to cover per diem costs for 9 FTE that attend national home visiting annual conference in DC and one statewide event/conferences for total of \$7,500.
6650 Other Travel Expense	1,000	1,000	0.0%	Funds to support other travel expenses for 9 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.).
6820 In-house Training	1,000	800	(20.0%)	Funds to support internal training and staff development for 9 FTE staff members
6840 Conference/Training Registrations	8,000	11,000	37.5%	Costs include National Home Visiting Summit registration for 9 FTE at \$350/person and training/registration opportunities for 9 FTEs at approximately \$300 per registration and three events per FTE. Total is rounded off to \$11,000
6850 Outside Education	5,000	3,500	(30.0%)	Provides for content specific training to increase content knowledge and expertise in program implementation and sustainability related strategies. Training can be provided on a group or individual basis. Trainings anticipated for 9 FTE at \$400 per individual, rounded off to a total of \$3,500.

Office/Center/Team Name: Communities Team

Authorized Positions:

Position	#
Director	1
Deputy Director	1
Senior Program Officer	5
Program Officer	10*
Administrative Coordinator	1
Program Associate	1
Total:	19*

*10 PO positions are approved in the system. There are three vacant PO positions that are on hold pending the strategic plan reset process.

Overview:

The Communities Team focuses on partnering with others to lead and fund systems change activities which promote parent and community engagement to advance efforts that result in families having access to the resources, opportunities, and relationships necessary to optimize their child’s development across the five Best Start Regions/14 Best Start Geographies. Consistent with the Strategic Plan, the Communities Team leads efforts to leverage our Best Start Networks as platforms for community-based and County level systems change. In addition, the Communities Team collaborates within First 5 LA to inform the prioritization of organization-wide efforts related to regional efforts within LA County including work within the Center for Child and Family Impact (CCFI), communications, research and data, learning, and public policy. The team serves as subject matter experts for important issues which impact family well-being and are priorities for communities including food security, the built environment, and economic security.

Priorities for FY 23-24:

The Communities Team will engage in the following work in support of the current Strategic Plan:

Strengthening Regional Networks and Building the Prenatal-5 Movement

This priority area supports uplifting community voices, and experiences to mobilize Best Start Networks around prenatal to age 5 priorities and connecting those priorities to First 5 LA priorities. This is done by primarily focusing on strengthening the Best Start Networks’ infrastructure and integrating efforts between the Regional Network Grantees and their members, First 5 LA, and with our County system partners.

This includes:

- Regional Network Grantees (RNGs): building an infrastructure within the Best Start geographies committed to effecting change focused on our long-term results and conditions of wellbeing,
- Regional Influence and Impact with Data Project with Catalyst California (formerly Advancement Project California): to guide First 5 LA through data analysis,
- Community reflection and discussion about the state of Best Start geographies,
- Focus on collective policy and systems change efforts,

- Activating Network Partners: align and collaborate with influential partners within each region (Antelope Valley Resource Infusion, Southeast LA Collaborative and the Long Beach Mayor's Educational Fund as examples of models to replicate and expand in all the Best Start regions),
- Learning Dialogues: convening and organizing stakeholders within each Best Start region to generate collective understanding and action around the stories behind the baseline data from First 5 LA's Impact Framework, Catalyst California, and other public systems' data relevant to First LA and community priorities.

Best Start Learning

This priority area focuses on furthering our learning and understanding of the impact of the Best Start effort within each Best Start region/geography and across regions within LA County. This includes the Best Start Learning Agenda which will increase our learning and understanding of the Best Start effort by cross learning with our grantees, partners, and communities. The Learning Agenda will help establish proof of concept to inform county-wide systems improvement strategies.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: Communities-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	2,721,205	2,209,077	(18.8%)	
Total Salaries & Wages	1,923,392	1,581,688	(17.8%)	
6040 Social Security Tax	107,421	97,641	(9.1%)	
6225 Mileage, Parking and Other Transportation	4,000	4,000	0.0%	Funds to cover mileage/parking for 19 staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	22,800	22,800	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 19 FTEs at \$100/staff member for a total of \$1,900/month x 12 months = \$22,800.
6255 Educational Supplies	1,000	1,000	0.0%	Funds to cover books, videos, and other educational resources related to enhancing core staff capabilities/knowledge for community driven efforts, network development, etc.
6260 Office Supplies	6,000	6,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	2,500	2,500	0.0%	Funding to cover the purchase of subscription/publications that support deepening our understanding and application of community driven change, network development, etc. such as the Stanford Social Institutional Review (\$39.95/year), Slido (\$800/year), Kumu (\$120/year).
6285 Equipment Repairs & Maintenance	1,000	1,000	0.0%	Funds to cover expenses related to copier, printer, and/or interpretation equipment.
6310 Internal Meetings	18,000	15,000	(16.7%)	Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc. Due to the change of physical distancing and other public health guidance, in-person gatherings are anticipated to increase. The calculations for this line item considered the potential increase in rates for larger spaces to allow for social distancing and additional insurance costs that are normally affiliated with rentals. Starting in 2023, the Communities Team intends to host internal and external meetings outside of First 5 LA dependent on First 5 LA's policy and public health recommendations.
6410 Consultant Fees	48,500	23,500	(51.5%)	Provides for consultant support for the Communities Team for facilitation support, content and/or core capability specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include virtual and in-person facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities). The team plans to use facilitation/ consultant support to: optimize our role in the CCFI integration process--both internally and externally, other expertise to support strengthening staff role and understanding in network development, and building the Prenatal-age 5 movement, and increasing reflective learning practices.
6540 Professional Dues	1,000	1,000	0.0%	Provides for memberships to content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from \$500-\$1,000 per year.
6610 Airfare	2,000	3,000	50.0%	Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Team Director will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6620 Lodging	4,000	4,000	0.0%	Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Staff attending conferences, meetings, or other business-related activities, support the implementation of the Team's workplans and the FY 2020-2028 Strategic Plan. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: Communities-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
6640 Per Diem	2,500	2,500	0.0%	Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	1,000	1,000	0.0%	Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6840 Conference/Training Registrations	10,200	10,200	0.0%	Provides for registration expenses for professional conferences. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any expenses.
6850 Outside Education	19,000	15,000	(21.1%)	This category is needed to support individual professional/leadership development outside of attending conferences and HRTM approved leadership programs with an approximate \$1,000 allocation per team member.

Office/Center/Team Name: Early Care and Education Team

Authorized Positions:

Position	#
Director	1
Senior Program Officer	3*
Program Officer	3
Administrative Coordinator	1
Total:	8

*1 FTE/Senior Program Officer position is vacant pending strategic plan reset process

Overview:

The Early Care and Education (ECE) team works with others to implement system changes to increase access to quality early learning experiences for children in LA County with the goal of supporting children’s full developmental potential. *Over the FY23/24 period we will continue to focus on support for the county system of ECE services and supports, especially in light of the pandemic and the state’s efforts to expand Universal Transitional Kindergarten and implementing our strategy focused on home-based child care and the network of providers, including quality supports.* The team will serve as subject matter experts for early learning and care at First 5 LA and collaborate with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to early learning including communications, research and data, learning, and public policy.

Priorities for FY 23-24:

The ECE team will engage in the following work in support of the 2020-2028 Strategic Plan:

County Alignment

The ECE team oversees a number of projects to support the countywide system of early care and education. The work within this initiative has seen a shift in recent years. Rather than program design and implementation, the ECE team is focused on discrete, time-limited, resource-restricted investments that **respond to the historical and current context of the ECE system**. Examples of these new ways of working include the investments around the County ECE Infrastructure Support and Universal Preschool. Each of these projects center the program officer as an equal doer in the work with our partners and allows funding related to technical assistance and capacity building to fill gaps left by other public dollars.

County ECE Infrastructure Support includes support of updating the cost models from the Comprehensive Fiscal Analysis of the ECE System, alignment of data collection and reporting efforts for assessing early learning supply and demand, and coordination of early care and education workforce development resources and strategies. Lastly, our support around Universal Preschool implementation focuses on supporting messaging and relationship development between school districts and child care providers. We are also planning to support the LA County Office of Education (LACOE) and Office for the Advancement in Early Care and Education (OAECE) in providing technical assistance as they develop plans for implementation of Universal Preschool.

Finally, as the ECE team has worked with our County partners, a consistent theme is emerging: the ECE system is fragile due to the insufficient compensation and benefits for child care providers. This will be an area the ECE team begins to explore as we decide strategies aligned to our new Strategic Plan reset process.

Quality Support System

The ECE team has several projects that support Quality Start Los Angeles (QSLA). First 5 LA is a member of the governance structure and has authority along with LACOE over system-level model changes that have budget implications and engagement with our statewide partners. The ECE team also directly oversees two funding streams (non-First 5 LA Prop 10 dollars) related to QSLA: LACOE funding and state IMPACT Legacy funding. These funding streams support the implementation of the QSLA model and the infrastructure of the system including facilitation of the governing body and the data system. QSLA has recently made refinements to their model to better respond to the needs of family child care.

The ECE team is also entering its third year of our ***Home Based Child Care strategy***. Funding will support disseminating the landscape analysis, identifying a workgroup of partners, and deciding on strategies to implement to support the children served by home based care providers. In addition, First 5 LA staff will work with an expert on home based care in Los Angeles County who will serve as a thought partner as staff work to develop responsive programming to meet the needs of this diverse and underserved population that has historically been excluded from broader quality improvement efforts.

Finally, the ECE team also has investments focusing on centering families and providers as co-designers in our work. We are enhancing and supporting a Provider Advisory Group to effectively incorporate provider feedback into our strategies to support capacity-building in the home-based child care system. We are also increasing our support for survey panel work, using mobile-first technology to gather input from both families and providers to further shape and enhance our strategies to support the ECE system.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: ECE-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,174,450	720,772	(38.6%)	
Total Salaries & Wages	813,910	455,744	(44.0%)	
6040 Social Security Tax	47,288	26,021	(45.0%)	
6225 Mileage, Parking and Other Transportation	2,880	3,360	16.7%	Calculation \$40/FTE/month for 12 months.
6235 Cell Phone & Mobile Devices	9,600	8,400	(12.5%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. [#] FTEs at \$100/staff member for a total of \$[x]/month x 12 months = \$[X].
6260 Office Supplies	1,440	1,260	(12.5%)	Based on spending trends. \$15/FTE/month with 7 FTE. Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	2,600	2,275	(12.5%)	Calculation \$325/FTE. FTE is 7.
6310 Internal Meetings	7,200	7,200	0.0%	Assumes return of in-person monthly retreats. \$600/month.
6410 Consultant Fees	50,000	50,000	0.0%	Consultant support for integration work across CCFI priorities. Additional funds for consultant support for reflective practice and management training for the team. Calculation 333 hours at rate of \$150/hr.
6540 Professional Dues	2,000	2,000	0.0%	Cover membership for organizations such as NAEYC, philanthropy affiliated orgs, and others.
6610 Airfare	7,000	8,750	25.0%	Increase to reflect increase in travel and airfare costs. Calculation is \$1250/FTE. FTE is 7. Travel examples include meetings in Sacramento, First 5 Association Summit, QCC meetings, etc.
6620 Lodging	7,500	9,100	21.3%	Calculation is \$1,300/FTE and FTE is 7. Lodging examples include meetings in Sacramento, First 5 Association Summit, and QCC meetings.
6640 Per Diem	2,450	2,800	14.3%	\$400/FTE and FTE is 7. Per diems for meetings and trainings requiring travel.
6650 Other Travel Expense	810	0	(100.0%)	Funds to support other travel expenses for [#] FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	6,000	7,000	16.7%	\$1,000/FTE for conference registration. FTE is 7.

Office/Center/Team Name: Health Systems

Authorized Positions:

Position	#
Director	1
Senior Program Officers	2
Program Officers	4*
Administrative Coordinator	1
Total:	8*

*1 FTE/Program Officer position is vacant pending strategic plan reset process.

Overview:

The Health Systems team works to improve the health care system, with a focus on those components of the system responsible for serving children with or at-risk of developmental and behavioral delays through our Early Identification and Intervention (EII) work. In addition, we are focused on addressing the unacceptably high rates of Black infant and maternal deaths countywide and are working to ensure healthy and joyous births for Black families in Los Angeles County

The team will serve as subject matter experts on health care tied to birth disparities as well as early identification and intervention. We are also cultivating a broader understanding of the pieces of the health care system impacting these areas of focus. The Health Systems team will collaborate with functional leads within First 5 LA to inform prioritization of organization-wide efforts related to Health Systems including sustainability, communications, research and data, learning, and public policy.

Priorities for FY 23-24:

African American Infant and Maternal Mortality Prevention

First 5 LA and LA County DPH (LACDPH) have joined efforts to lead the African American Infant and Maternal Mortality Prevention Initiative (AAIMM). The Initiative designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease the high rates of Black infant and maternal deaths in LA County. Through a series of comprehensive and coordinated strategies centered around the LACDPH Center for Health Equity’s 5-year action plan, we are working to reduce the gap in disparate infant mortality rates by 30% by 2024.

Early Identification and Intervention

First 5 LA’s primary workstream in support of strengthening early identification and intervention efforts in LA County includes the implementation of Help Me Grow LA (HMG LA). HMG LA coordinates existing systems (e.g., health, ECE, mental health, developmental disabilities, child welfare, school districts and community-based organizations) that serve children with or at risk for delays and their families to ensure they receive appropriate intervention services and supports. In partnership, LACDPH and First 5 LA are co-

implementing HMG LA's 4 core components (centralized access point, child health provider outreach, community and family engagement, and data collection and analysis) to meet LA county's needs and address fragmented early identification and intervention services and supports. Other key system partners in this work include Regional Centers working in community-based collaboratives to improve referral pathways and L.A. Care Health Plan focused on improving clinic-based practice improvements, parent/member and provider education and training to bolster support of children's full development through early screening and connection to appropriate supports.

More broadly, the team also works to support First 5 LA's efforts to leverage relationships with health plans given their reach, resources, and responsibility in providing health care services and supports to the pre-natal to five population and their families. Focused efforts this upcoming year include identifying partnership opportunities including sustainability and funding mechanisms given recent shifts in Medi-Cal prioritizing prevention and equitable care.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: Health Syst-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,196,698	1,105,372	(7.6%)	
Total Salaries & Wages	849,190	756,661	(10.9%)	
6040 Social Security Tax	49,111	44,604	(9.2%)	
6225 Mileage, Parking and Other Transportation	1,030	1,030	0.0%	Funds to cover mileage/parking for 7 staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	9,600	9,600	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 7 FTEs at \$100/staff member for a total of \$700/month x 12 months = \$8,400.
6260 Office Supplies	1,545	1,545	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	515	515	0.0%	Funding to cover the purchase of interactive presentations/polling software, approximately \$10-\$15/month. Other costs include journal articles and articles to track latest research and inform programmatic strategy.
6310 Internal Meetings	3,090	3,090	0.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	15,000	15,000	0.0%	Funds to cover consulting for departmental capacity building and Center-wide integration efforts. Additionally will support content specific workshops/training not covered through programmatic consultant support.
6540 Professional Dues	100	1,000	900.0%	Funds to cover dues for Infant Development Association of California (\$250/person; includes up to 4 staff), American Public Health Association (\$225/person), Collaborative Family Healthcare Association (\$230/person).
6610 Airfare	4,212	4,212	0.0%	Funds for 7 FTE to attend conferences, trainings, meetings and other learning forums outside of the Los Angeles area. (estimated at \$601/roundtrip)
6620 Lodging	8,910	8,910	0.0%	Funds for 7 FTE where travel is expected for staff to attend multi-day conferences, trainings, meetings and other learning forums outside of the Los Angeles area. (estimated at \$424/night x 3 nights)
6640 Per Diem	3,402	3,402	0.0%	Funds to cover per diem costs for 7 FTE that attend conferences, trainings, meetings and other learning forums outside of the Los Angeles area.
6650 Other Travel Expense	1,458	1,458	0.0%	Funds to support other travel expenses for 7 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	8,000	8,000	0.0%	Funds to cover registration fees for 7 FTE at \$1,100/person to attend local and National conferences, trainings and other learning convening events including but not limited to Zero to Three annual conference, American Public Health Association annual meeting, California Association of Health Plans annual conference, Birth Equity Funders Summit, California Black Birth Equity Summit, Black Maternal Health Conference and Training Institute and First 5 Association Summit.

Office/Center/Team Name: Center for Child & Family Impact/Center Support Team

Authorized Positions:

Position	#
Executive Vice President	1
Senior Strategist	2*
Executive Assistant and Center Coordinator	1
Total:	4*

*1 Senior Strategist position vacant and being held vacant pending strategic plan reset process.

Overview:

The functions currently organized in what was referred to as the Programs Division is now called the Center for Child and Family Impact (CCFI) to reflect First 5 LA's continued pivot from an organization primarily focused on developing, funding, and implementing programs to an organization leveraging its expertise and resources to create impact through systems change. The CCFI will be led by the Executive Vice President and includes the following four CCFI primary functional teams:

- Communities Team (Communities)
- Early Care and Education Team (ECE)
- Health Systems (Health) Team
- Family Supports (Families) Team

(For additional information on these teams, please see the separate staffing and budget narratives for these four functional teams.)

In addition, the EVP leads the Center Support Team (CST), whose focus is to support the entire CCFI, and F5LA when appropriate, in two core functional support roles: managing partnerships with key county partners, as well as supporting our work on sustainability. These efforts are done in collaboration with other teams across the organization and not solely owned by the CST, though the CST plays an important support/coordination role in these two areas.

Under the direction of the EVP, the CCFI generally, including the support provided through the CST, will strategically leverage the subject matter expertise of each team, to:

- Represent First 5 LA at multi-sector, cross-cutting tables where prevention and multiple early childhood issues are discussed, where First 5 LA's voice can elevate an early childhood perspective, or where the community voice can be brought into county system conversations. Two critical partnership areas of focus for the CST are with county system partners and with other philanthropic partners aligned to CCFI priorities.
- Support sustainability efforts, especially sustainability initiatives which require complex, cross-cutting relationship management. Examples of critical cross-cutting partnerships focused on sustainability include First 5 LA's work with Medi-Cal funded health plans, the integration of various home visiting funding streams to

maximize resources for LA County’s children and families, as well as opportunities for supporting public systems’ greater focus on prevention.

Advancing the goals outlined in the Strategic Plan will be the primary focus of the Center for Child and Family Impact. In practice, this means each team will:

- Drive the development and execution of an array of tactics aligned to each team’s area of expertise, consistent with First 5 LA’s approach to system change
- Increase knowledge about child development and child and family serving systems within LA County, including how services are funded, provided, and managed; how families with young children access and receive services; the impact different levels of government have on systems; and the experiences of children and families, including the disparities experienced, with these systems
- Partner with the Center for Operational Excellence to inform and implement organizational processes, aligned with First 5 LA’s position as a public agency
- Cultivate, develop, and manage partnerships across multiple sectors necessary to advance systems change goals
- Partner with the Office of Government Affairs and Public Policy on how to access policy opportunities given the work of, and focus of, the Center.

While the Center will be responsible for developing and executing tactics and strategies to drive systems change in service of the Strategic Plan, staff across the organization will be expected to connect with the Center and its teams when:

- New policies, procedures, and other business processes are redesigned and implemented that impact the work of the Center for Child and Family Impact
- Public policy, communications, data, and learning priorities are being developed and prioritized
 - Examples of organization-wide efforts led by other teams requiring consultation with the Center include developing the organization’s policy agenda, establishing external and internal communications priorities, implementing and refining the Impact Framework and related products, and articulating organization-wide learning priorities

Priorities for FY 23-24:

- *County Partnership Fund (CPF)*: The CPF has resources to support areas of work where county priorities are emerging and can be shaped/aligned to F5LA priorities. There are two primary categories for this work:
 - 1) Prevention—this includes our longstanding partnership with LA County’s Office of Child Protection, initiatives within the LA County Center for Strategic Partnerships, and specific departmental level initiatives including the work led by the Department of Children and Family Services (DCFS) with the Thriving Families Safer Children Initiative and planning/implementation of the new federal Families First Prevention Services Act (FFPSA), the emerging Community Family Resource Center project in the Antelope Valley, and the County CEO’s Office efforts to develop a countywide approach to prevention
 - 2) Infrastructure—including investing in partnerships or efforts to test out or develop strategies that can lead to improvements in county systems’ infrastructure that can lead to enhanced service-delivery or systems integration, or enhance other funding opportunities

- *Health Planning and Sustainability:* To support First 5 LA's efforts to create sustainable financing mechanisms for its investment and priority areas, including home visiting programs and health system investments. This includes funding to continue engaging expert consultation in the healthcare field to inform our strategies and efforts as well as funding to develop an infrastructure to support sustainable financing mechanisms.
- *Strategic Partnerships focus on core operating support:* This includes resources to continue funding the LA County Center for Strategic Partnerships, with a focus on collaborative work between F5LA and county system partners.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: CCFI-CST-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	988,420	857,699	(13.2%)	
Total Salaries & Wages	678,671	560,192	(17.5%)	
6040 Social Security Tax	28,570	22,732	(20.4%)	
6225 Mileage, Parking and Other Transportation	500	500	0.0%	Funds to cover mileage/parking for 3 staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	3,800	3,600	(5.3%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 3 FTEs at \$100/staff member for a total of \$300/month x 12 months = \$3600.
6260 Office Supplies	1,500	1,500	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	250	250	0.0%	Funding to cover the purchase of subscriptions to publications to support CCFI's work.
6310 Internal Meetings	3,000	5,000	66.7%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6315 Divisional Capacity Building	15,000	20,000	33.3%	Funds to cover expenses related to capacity building for CCFI planning, contractor/partner meetings, and internal reflection and learning sessions. These sessions may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc.
6410 Consultant Fees	130,000	130,000	0.0%	Funds to cover consulting fees to support for CCFI for facilitation support, content and/or core capability-specific trainings and workshops such as consultants for team building/retreats, promotion of integration work, as well as support from Center for Collective Wisdom.
6540 Professional Dues	500	500	0.0%	Funds to cover dues that may arise to support CCFI.
6610 Airfare	1,500	1,500	0.0%	Funds for 3 FTE to and from professional conferences, meetings, or business-related trainings outside of Los Angeles area. All expenses will adhere to the First 5 LA policy for Travel Approval and Reimbursement.
6620 Lodging	1,500	1,500	0.0%	Funds for 3 FTE for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. All expenses will adhere to First 5 LA policy for Travel Approval and Reimbursement.
6640 Per Diem	750	750	0.0%	Funds to cover per diem costs for 3 FTE to provide for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	750	750	0.0%	Funds to support other travel expenses for 3 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	2,500	2,500	0.0%	Funds to cover registration fees for 3 FTE professional conferences that maybe held virtually and in-person.

OFFICES

Description	FY2023 Revised Budget	FY2024 EDO	FY2024 ODFA	FY2024 OOC	FY2024 OESL	FY2024 OGAPP	FY2024 BOC	FY2024 HRTM	FY2024 Approved Budget	Variance from Prior Year
Operating Expenses										
Salaries & Benefits										
Total Salaries & Wages	4918343	1020870	625421	588268	829916	973143	0	808938	4846556	(71,787)
Total Benefits	1441426	246823	185283	202493	262874	285560	0	226690	1409722	(31,704)
Salaries & Benefits	6,359,769	1,267,693	810,704	790,761	1,092,790	1,258,702	0	1,035,628	6,256,278	(103,491)
Operating Services										
Mileage, Parking and Other Transportation	13980	4000	700	2000	2500	4970	3000	250	17420	3440
Cell Phone & Mobile Devices	50616	7200	8400	8000	6000	10800	0	4800	45200	(5,416)
Outside Printing & Other Supplies	1500	0	0	0	0	1250	0	0	1250	(250)
Educational Supplies	0	0	0	0	0	0	250	0	250	250
Office Supplies	1500	0	0	0	600	900	0	0	1500	0
Subscriptions & Publications	22690	4000	350	5000	3000	2250	3000	3000	20600	(2,090)
Offsite Storage	27270	0	250	5000	550	14735	0	2000	22535	(4,735)
Hardware & Software	10000	0	0	0	0	0	0	0	0	(10,000)
Miscellaneous/Contingency	3500	0	0	4000	0	0	0	0	4000	500
Internal Meetings	50000	50000	0	0	0	0	0	0	50000	0
Operating Services	231,556	72,700	14,700	35,000	20,650	38,655	16,250	25,050	223,005	(8,551)
Consultant Services										
Consultant Fees	827000	0	20000	0	450000	0	20000	266000	756000	(71,000)
Consultant Services	827,000	0	20,000	0	450,000	0	20,000	266,000	756,000	(71,000)
Professional Services										
Legal Fees	225000	225000	0	0	0	0	0	0	225000	0
Professional Dues	18595	0	1295	3000	1125	0	0	2300	7720	(10,875)
Staff Recruitment	20000	0	0	0	0	0	0	15000	15000	(5,000)
Commissioners Stipends	20000	0	0	0	0	0	20000	0	20000	0
Web-Based Services	88000	0	0	0	0	0	0	88000	88000	0
Professional Services	371,595	225,000	1,295	3,000	1,125	0	20,000	105,300	355,720	(15,875)
Travel Expenses										
Airfare	44740	7500	4200	10000	3500	48000	1000	800	75000	30260
Lodging	31830	5000	4200	15000	3000	30000	1000	1200	59400	27570
Per Diem	20120	2400	1400	10000	2500	8700	750	500	26250	6130
Other Travel Expense	3555	2400	700	500	1000	1500	250	200	6550	2995
Travel Expenses	100,245	17,300	10,500	35,500	10,000	88,200	3,000	2,700	167,200	66,955
Professional Development										
Training Materials & Supplies	10700	0	280	1000	0	6500	0	8000	15780	5080
In-house Training	121400	0	5000	5000	0	6400	0	60000	76400	(45,000)
Leadership Programs	25000	0	0	1000	0	0	0	75000	76000	51000
Conference/Training	54000	5100	3500	25000	9000	9000	1500	6000	59100	5100
Outside Education	26750	0	5250	5000	900	11500	0	8000	30650	3900
Professional Development	237,850	5,100	14,030	37,000	9,900	33,400	1,500	157,000	257,930	20080
Total Operating Expenses	8,128,015	1,587,793	871,229	901,261	1,584,465	1,418,957	60,750	1,591,678	8,016,133	(111,882)

Office/Center/Team Name: Executive Director’s Office

Authorized Positions:

Position	#
Executive Director	1
Chief of Staff	1
Manager, Organization Engagement	1
Manager, Board Relations	1
Executive Assistant to the Executive Director	1
Board Relations Associate	1
Total:	6

Overview:

The organization’s senior executive, the Executive Director, leads the entire organization with the support of members of the Executive Director’s Office, including an Executive Assistant. The Executive Director’s Office was created in 2020 to bring greater alignment to core governance functions like Board relations and support more coordinated, intentional organization engagement.

Led by a Chief of Staff, a position established in 2020, the Executive Director’s Office responsibilities include:

- Board relations and organization governance, led by a Board Relations Manager and a Board Relations Associate. Key Board relations responsibilities include managing all aspects of Board meetings, supporting communication and partnership with Commissioners, coordinating compliance with County requirements and First 5 LA bylaws and governance guidelines, and managing First 5 LA’s contract for legal services.
- Organization engagement, led by an Organization Engagement Manager. Key organization engagement responsibilities include managing staff meetings, coordinating with others to improve staff access to critical information, and developing infrastructure to deploy organization-wide emerging opportunities, sponsorships, memberships, and partnerships funding more strategically.
- Leadership team coordination, led by the Chief of Staff. In addition to the Executive Director, First 5 LA is led by a Leadership Team comprised of the heads of each Center, Office, and Team, and the Executive Director’s Office is responsible for coordinating Leadership Team engagement. The Chief of Staff also serves as an advisor to the Executive Director on emerging, organization-wide issues, and consults with members of the Leadership Team.

In addition to the work outlined above, the Executive Director’s Office leads various cross-functional initiatives as needed.

Looking to 2023, critical decision points and milestones for the Executive Director’s Office work include:

- Developing new Board engagement strategies to build more effective partnerships with Commissioners, make Board meetings more accessible to the public, and streamline Board operations.

- Updating the organization's Bylaws and Governance Guidelines.
- Building strong relationships with new Board leadership and Commissioners.
- Developing standard operating procedures for Board operations and organization governance.
- Establishing new approaches to convening leadership and staff meetings.
- Supporting strategic alignment of organization-wide partnership, sponsorship, membership, and emerging opportunities funding and staff and Commissioner participation in First 5 LA hosted and supported meetings and events.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: EDO Support-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,604,097	1,587,793	(1.0%)	
Total Salaries & Wages	981,770	1,020,870	4.0%	
6040 Social Security Tax	41,667	43,752	5.0%	
6225 Mileage, Parking and Other Transportation	1,030	4,000	288.3%	Funds to cover mileage/parking for the Executive Director and at least 2 additional staff, up to 5, to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	7,416	7,200	(2.9%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 6 FTEs at \$100/staff member for a total of \$600/month x 12 months = \$7200.
6260 Office Supplies	3,090	4,000	29.4%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.). Holds funding level constant from the last budget year before the pandemic (FY 19-20).
6300 Miscellaneous/Contingency	50,000	50,000	0.0%	Funding for unforeseen expenses, emerging opportunities, and contingencies. Holds funding constant from FY 22-23.
6310 Internal Meetings	15,000	7,500	(50.0%)	Funds to cover expenses related to internal staff meetings including speakers and supplies. Holds funding constant from FY 19-20, the last budget before the pandemic, minus \$9,000 moving from the Executive Director's Office to Human Resources and Talent Management for the cost of organization activities.
6520 Legal Fees	225,000	225,000	0.0%	Funds to cover expenses for First 5 LA's legal services, provided through a competitively procured contract with Richards, Watson, and Gershon. Funding held constant from FY 22-23.
6540 Professional Dues	11,000	0	(100.0%)	Funds to cover dues for [list the professional service(s)]
6610 Airfare	3,240	7,500	131.5%	Funds expected travel for the Executive Director based on pre-pandemic expenditures (\$5,000) plus roundtrips for up to 5 additional staff to take at least one roundtrip flight for meetings, conferences, and/or events at up to \$500 per trip.
6620 Lodging	2,430	5,000	105.8%	Funds for the Executive Director's out of county travel based on pre-pandemic expenditures (\$2,500) and funding for up to 5 staff to take one trip out of county to attend various events, meetings, trainings, and conferences for \$250/night for two nights per trip (\$2,500).
6640 Per Diem	1,620	2,400	48.1%	Funds to cover per diem costs (\$59) for up to 40 days of out-of-county travel for the Executive Director and up to 5 additional staff, rounded to the nearest \$100.
6650 Other Travel Expense	405	2,400	492.6%	Funds to support other up to \$60 per day of travel expenses for an estimated 40 days of out-of-county travel (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	2,000	5,100	155.0%	Funds to cover registration fees for 6 FTE at \$250/person to attend at least two conference or training during the fiscal year, plus registration fees for 3 FTE at \$700/person to attend the annual First 5 Association Summit (\$620/person for FY 22-23).

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: BOC-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	58,750	60,750	3.4%	
6225 Mileage, Parking and Other Transportation	3,000	3,000	0.0%	Provides mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used on the course of conducting Commission business.
6240 Outside Printing & Publications	250	0	(100.0%)	Funds to cover printing costs for externally facing documents such as [list documents]
6245 Other Supplies	0	250	100.0%	Provides for general supplies other than administrative (e.g. plaques, awards, etc.)
6260 Office Supplies	3,000	3,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6310 Internal Meetings	8,000	10,000	25.0%	Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.
6410 Consultant Fees	20,000	20,000	0.0%	Provides for transcription services for Board of Commission meetings.
6560 Commissioners Stipends	20,000	20,000	0.0%	Provides stipends to Commissioners who participate in regularly scheduled meetings (via conference call or in-person), Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad hoc Committee and special meetings
6610 Airfare	1,000	1,000	0.0%	Provides airfare expenses to and from professional conferences and seminars outside of Los Angeles area.
6620 Lodging	1,000	1,000	0.0%	Provides for lodging at multi-day professional conferences outside of the Los Angeles area.
6640 Per Diem	750	750	0.0%	Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.
6650 Other Travel Expense	250	250	0.0%	Provides for miscellaneous expenses when Commissioners are travelling outside of LA County on First 5 LA's business. Expenses may include taxi, ride-share and other travel expenses that doesn't fit into other travel categories.
6840 Conference/Training Registrations	1,500	1,500	0.0%	Provides for registration expenses for professional conferences and/or seminars.

Office/Center/Team Name: Office of Communications

Authorized Positions:

Position	#
Chief Communications Officer (vacant)	1
Manager, Strategic Initiatives	1
Manager, Marketing Strategies (vacant)	1
Manager, Internal Communications	1
Graphic Designer	1
Digital Content Specialist	1
Communications Specialist	1
Writer & Editor (vacant)	1
Administrative Assistant (shared with OGAPP)	.5
Total:	8.5

Overview:

First 5 LA's 2020-2028 Strategic Plan acknowledges that communications strategies are critical to advancing First 5 LA's priorities. Aligned with the Strategic Plan, communications and marketing will continue to be used to amplify our advocacy efforts and build public will to catalyze policy and systems change to achieve equitable futures for all L.A. County children and their families. While all Teams and Offices are responsible for the oversight of communications components in programs as part of First 5 LA investments, the Office of Communications is responsible for partnering with others to communicate the impact of the organization's work to internal and external audiences. Core functions of the Office include:

- Ongoing integrated development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA's reputation as an advocate, systems change agent and trusted source of information.
- Creating urgency to address issues and improve conditions impacting early childhood development by engaging and educating diverse internal and external audiences with an emphasis on influencing decision makers.
- Building policymaker understanding and public will to strengthen First 5 LA's advocacy efforts across diverse audiences, with the goal to inform and influence decisions to prioritize young children.
- Aligning communications expertise, including but not limited to strategic planning, message development, branding, editorial storytelling, and media placement and advertising, working in partnership across Center Teams and Offices to plan and design strategies that achieve targeted goals.

Priorities for FY23-24:

- Refine the focus of and strengthen the impact of core communications vehicles and channels developed and maintained by OOC, such as the website, internal and external newsletters and social media platforms (Facebook, Twitter, Instagram, YouTube, LinkedIn).

- Drive and consult on communications strategies centered on our value of diversity, equity and inclusion to further advance priorities of Center teams and Offices. The procurement of specialty communications consultants will support in the development of strategies and communications tactics that can be deployed to achieve impact, such as through message development, branding, editorial storytelling, and media placement and advertising to reach diverse audiences.
- Design integrated internal and external strategies to communicate the next phase of First 5 LA's 2020-2028 Strategic Plan Review, acknowledgment of our 25th Anniversary and the story of our impact in L.A. County and statewide, which could include a brand re-introduction campaign.
- Apply learnings from past strategic partnerships of directly funding the capacity of news outlets to cover early childhood issues by participating in a more cost effective and efficient partnership with other potential funders to expand in-depth reporting on critical health, early learning and child development topics affecting young children under the age of 5 and their families in L.A. County and statewide.
- Build upon FY22-23 work with the Office of Government Affairs & Public Policy (OGAPP) to design communications strategies and deploy targeted tactics to reach and engage key decisionmakers on First 5 LA's policy and advocacy priorities.
- Utilize translation and interpretation services to further center communications work on our value of diversity, equity, and inclusion, and support the growing demand for content development expertise across Teams and Offices.
- Support First 5 LA's transition to a fully hybrid work structure through communications that builds alignment and engagement between employees, Teams, and Offices. This includes First 5 LA's operations and anticipated communications needs, such as creating a welcoming fully hybrid on-site work environment.
- Support Center for Operational Excellence (COE) with internal communications and information sharing about operational plans, including a SharePoint remodel, records retention, etc.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: OOC-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,228,494	901,261	(26.6%)	
Total Salaries & Wages	852,008	588,268	(31.0%)	
6040 Social Security Tax	51,241	37,110	(27.6%)	
6225 Mileage, Parking and Other Transportation	3,000	2,000	(33.3%)	Funds to cover mileage/parking for [#] staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	12,000	8,000	(33.3%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. [#] FTEs at \$100/staff member for a total of \$[x]/month x 12 months = \$[X].
6260 Office Supplies	6,000	5,000	(16.7%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	10,000	5,000	(50.0%)	Funding to cover the purchase of [list subscription/publication] to [list reason]
6290 Offsite Storage	10,000	0	(100.0%)	Funds to cover expenses for offsite storage units to store [x,y,z]
6295 Hardware & Software Maintenance	3,500	4,000	14.3%	Funds to cover expenses to maintain First 5 LA's hardware and software in support of our technological resources, including [name hardware/software]
6310 Internal Meetings	11,000	11,000	0.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6540 Professional Dues	3,000	3,000	0.0%	Funds to cover dues for [list the professional service(s)]
6610 Airfare	10,000	10,000	0.0%	Funds for [#] FTE to attend [list what function staff is attending] (estimated at \$[x]/roundtrip)
6620 Lodging	15,000	15,000	0.0%	Funds for [#] FTE to attend [list what function staff is attending] (estimated at \$[x]/night x [#] nights)
6640 Per Diem	10,000	10,000	0.0%	Funds to cover per diem costs for [#] FTE that attend [list function]
6650 Other Travel Expense	0	500	100.0%	Funds to support other travel expenses for [#] FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6810 Training Materials & Supplies	1,000	1,000	0.0%	Funds to cover expenses for materials and supplies for [name of internal training]
6820 In-house Training	5,000	5,000	0.0%	Funds to support internal training and staff development for [#] staff members
6830 Leadership Programs	0	1,000	100.0%	Funds for [#] staff to attend [leadership program name(s)]
6840 Conference/Training Registrations	20,000	25,000	25.0%	Funds to cover registration fees for [#] FTE at \$[x]/person to attend [name of conference/training]
6850 Outside Education	5,000	5,000	0.0%	Funds to cover training attendance at [name of training] because [reason for attendance] (estimated at [#] FTE at \$[x]/person)

Office/Center/Team Name: Office of Data for Action

Authorized Positions:

Position	#
Chief Data Officer	1
Senior Strategy Strategists	2
Data Strategy Specialists	4
Total:	7

Overview:

The Office of Data for Action (ODFA) provides organization-wide leadership and expertise in measurement, evaluation and data-related endeavors. ODFA is responsible for:

1. Advancing an organization-wide data strategy. The Data Strategy is intended to articulate First 5 LA's data priorities and the work we will undertake to address those priorities.
2. Providing leadership for the ongoing alignment and implementation of the Impact Framework, which measures progress towards achieving the outcomes specified in the Strategic Plan. Additionally, ODFA will regularly produce and disseminate reports and other products to engage our staff, commissioners and stakeholders in understanding our impact.
3. Providing technical assistance for First 5 LA's research, evaluation and data needs, such as advising on approach, methodology, assessing the quality of research and data efforts, and supporting adherence with regulations, standards, and policies related to data ownership, privacy, accessibility and quality.
4. Managing data and research investments that support the entire organization.

Priorities for FY 23-24:

Following are key efforts that will be led by the Office of Data for Action in FY 23-24:

- ODFA will lead the development of the Data Strategy including stakeholder engagement. We will also collaborate with various stakeholders (e.g., staff, contractors and external partners) to develop an implementation plan that outlines the work we will undertake to address our Data Priorities.
- ODFA will lead the refinement and implementation of the Impact Framework. The emphasis in FY 23-24 will be ensuring we have outcome indicators that align with the Strategic Plan and a measurement plan including data sources and an analytic approach for reporting on those indicators.
- ODFA will lead the First 5 California Annual Reporting process. Additionally, we will develop a brief that highlights how Proposition 10 funds have been used and the characteristics of the grantees and contractors we've funded to work on behalf of children and families in L.A. County.
- ODFA will lead data partnerships with the Children's Data Network, Public Health Foundation Enterprise (PHFE) WIC and the L.A. County Office of the Chief Info) to inform advance and measure the progress of our systems change efforts. A goal for FY 23-24 is to align these partnerships with the Data Priorities identified in the Data Strategy.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: ODFA-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,055,830	871,229	(17.5%)	
Total Salaries & Wages	768,873	625,421	(18.7%)	
6040 Social Security Tax	43,331	36,033	(16.8%)	
6225 Mileage, Parking and Other Transportation	350	700	100.0%	Funds to cover mileage/parking for [7] staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	8,400	8,400	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. [7] FTEs at \$100/staff member for a total of \$[7]/month x 12 months = \$[X].
6260 Office Supplies	350	350	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.). \$50pp x 7 FTEs
6265 Subscriptions & Publications	250	250	0.0%	Funding to cover the subscriptions to the American Journal of Evaluation, Evaluation Review, Qualitative Research and Qualitative Inquiry.
6310 Internal Meetings	6,000	5,000	(16.7%)	Funds to cover expenses related to internal staff meetings. Meeting expenses may include catering and meeting materials. Additional resources are included for up to four external speakers at \$500 each. The amount is based on historical expenditures for similar staff engagement opportunities.
6410 Consultant Fees	16,000	20,000	25.0%	Funds to cover consulting for on the design, planning, facilitation, documentation and supporting of action items related to quarterly ODFA Team and Leadership retreats for team-building, reflection, recalibration and short- and long-term planning in support of organizational and ODFA-specific goals.
6540 Professional Dues	945	1,295	37.0%	Funds to cover dues for an annual professional association membership for up to seven staff (e.g., the American Evaluation Association Membership is \$185 per year).
6610 Airfare	4,200	4,200	0.0%	Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include annual meetings of the American Evaluation Association, The Evaluator's Institute, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Estimate \$600 round trip per person for 7 FTEs
6620 Lodging	4,200	4,200	0.0%	Funds for 7 FTEs to attend professional conferences estimated at \$200/night x 3 nights.
6640 Per Diem	1,400	1,400	0.0%	Funds to cover per diem costs for 7 FTEs that attend professional conferences and meetings.
6650 Other Travel Expense	700	700	0.0%	Funds to support other travel expenses for 7 FTEs for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6810 Training Materials & Supplies	700	280	(60.0%)	Funds to cover expenses for materials and supplies for ODFA internal training. Trainings materials include books and assessments.
6820 In-house Training	10,000	5,000	(50.0%)	Funds to support internal training and staff development for 7 staff members
6840 Conference/Training Registrations	7,000	3,500	(50.0%)	Funds to cover registration fees for 7 FTE at \$500/person to attend the Annual Conference of the American Evaluation Association or other professional conferences or meetings.
6850 Outside Education	7,000	5,250	(25.0%)	Funds to cover attendance at the Claremont Evaluation Center Professional Development Workshop Series to support professional growth and development estimated at 7 FTE at \$750/person.

Office/Center/Team Name: Office of Equity, Strategy, and Learning

Authorized Positions:

Position	#
Chief Transformation Officer	1
Senior Strategists	3*
Project Manager	1
Administrative Coordinator	1
Total:	6

* One Senior Strategist position is on hold for FY 23-24 pending the strategic plan reset process.

Overview:

The Office of Equity, Strategy and Learning (OESL) is a centralized function at First 5 LA led by a Chief Transformation Officer (Antoinette Andrews Bush), who reports to the Executive Director. The OESL team designs and implements organizational development and change management strategies to support First 5 LA's strategic planning and implementation, organizational culture, and continuous improvement.

Priorities for FY 23-24:

1. Strategic Plan Reset

Leading and coordinating First 5 LA's strategic planning aligned with our fiscal reality, and working in partnership with other teams as needed, to help First 5 LA make substantive decisions about its priorities, work, and role.

2. Organizational Culture

- Design and implement change management strategies to help staff engage in the strategic plan reset while strengthening relationships and capacity for implementation.
- Embed DEI strategies into the strategic plan reset and support early implementation of internally facing DEI projects.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: OESL-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,367,587	1,584,465	15.9%	
Total Salaries & Wages	672,164	829,916	23.5%	
6040 Social Security Tax	35,804	46,852	30.9%	
6225 Mileage, Parking and Other Transportation	2,000	2,500	25.0%	Provides for expense reimbursement for up to five staff that use their private vehicles and ride-share services in the course of conducting commission business. Monthly mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6235 Cell Phone & Mobile Devices	7,200	6,000	(16.7%)	Per First 5 LA's Mobile Device Policy, eligible staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of \$50 for use of their personal mobile device. Cell phone and internet (\$50) reimbursements will be paid up to five full-time staff (5 FTE x \$100 = \$500 x 12 months = \$6,000).
6255 Educational Supplies	600	600	0.0%	Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in change management, adult learning, organizational development, and/or individual professional development. Costs assume \$120 per person for the fiscal year (5 FTE x \$120 = \$600).
6260 Office Supplies	3,000	3,000	0.0%	Provides for consumable office supplies for the five staff at an estimate of \$600 per year per employee. Anticipated expenditures support staff working in a hybrid context (in office and remotely) during the fiscal year.
6265 Subscriptions & Publications	320	550	71.9%	Provides resource for subscriptions to publications, such as the Stanford Social Innovation Review (\$40 per year) and the Harvard Business Review (\$180 per year) to learn about research and practice-based approaches and experiences on a range of topics relevant to OESL's work. Costs assume that five staff will share one account per subscription. Additional resources are included for subscriptions and tools that support that support strategic plan decision-making and implementation as well as OESL's ongoing work in DEI and organizational learning.
6310 Internal Meetings	5,000	8,000	60.0%	Provides resources for on-site and off-site staff planning sessions, contractor/partner meetings, and network-building sessions with external peers doing similar work. Meeting expenses may include facility rentals, catering, meeting materials, etc.
6410 Consultant Fees	450,000	450,000	0.0%	Costs associated with current and anticipated consultant support in FY 23/24: 1) Center for Collective Wisdom (C4CW) (\$200,000): Next phase of work with C4CW to support continue thought partnership to First 5 LA in its application of four core competencies (leadership, living systems, community, and results) from C4CW's Living Collective Wisdom framework. This work supports ongoing learning and organizational transformation aligned with the 2020-2028 Strategic Plan by: Improving internal structures and processes that support staff reflection on their work and implementation progress for ongoing strategy refinement Strengthening First 5 LA Leadership Team capabilities and other competencies to address areas of improvement and advance the work internally and externally Supporting the formation and strategic focus of internal regional integration teams working to integrate strategies in Best Start regions Building internal staff capacity to sustain the results of the work beyond the C4CW contract This contract crosses fiscal years. Current contract approved by the board in June 2022. Expenditures anticipated in FY 23/24 do not reflect total contract amount. Work with this consultant slated to end December 2023. 2) Content-Specific Consultant Support TBD (\$250,000): Resources for the strategic plan reset and implementation planning as well as to build the OESL team's capacity to fulfill its essential duties and responsibilities (e.g., DEI metrics, strategic plan implementation dashboards, building OESL's internal expertise in organization development and change management, etc.)
6540 Professional Dues	1,350	1,125	(16.7%)	Provides for membership to organizational development professional organizations, which is professional learning community of organizational development practitioners from around the world who exchange best practices, interact with thought leaders, and share access to leading edge tools and technologies. Membership is \$225 per person per year for up to five staff (\$225 x 5 staff = \$1,125)
6610 Airfare	1,500	3,500	133.3%	Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Approval from the Chief Transformation Officer will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6620 Lodging	2,000	3,000	50.0%	Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Examples of anticipated conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Approval from the Chief Transformation Officer will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6640 Per Diem	1,500	2,500	66.7%	Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: OESL-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
6650 Other Travel Expense	500	1,000	100.0%	Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6840 Conference/Training Registrations	9,000	9,000	0.0%	Provides for registration expenses for professional conferences and training to support five OESL staff in building their knowledge as they develop internal processes, tools, and structures to facilitate ongoing organizational learning and priority setting. Examples of conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Organizational Development Network, UC Berkeley Othing and Belonging Institute, and University of Maryland Project Management Symposium. Conference fees range from \$200-\$875 per registration. Approval from the Chief Transformation Officer will be obtained prior to incurring any expenses.
6850 Outside Education	750	900	20.0%	Webinars and peer learning circles - on topics such as organizational culture, using data and analytics to drive decision-making, diversity, equity and inclusion, adult learning, etc. - can range from \$25-\$75 per participant. These topics support staff in building their knowledge as they develop internal processes, tools, and structures to facilitate ongoing organizational transformation. Approval from the Chief Transformation Officer will be obtained prior to incurring any expenses.

Office/Center/Team Name: Human Resources and Talent Management Team

Authorized Positions:

Position	#
Director, Human Resources and Talent Management	1
HR Business Partner	2
Project Manager, Human Resources and Talent Management	1
Total:	4*

*Additional HRTM personnel resources include two temporary employees that provide support as needed.

Overview:

The Human Resources & Talent Management team (HRTM) cultivates the employee – employer relationship by ensuring that all people-related structures, programs, policies, practices and procedures align with First 5 LA’s strategy and fiscal reality, support our desired culture, and comply with legal requirements. The HRTM team’s areas of work includes:

- Providing a comprehensive and competitive compensation and benefits program.
- Ensuring policies, procedures, and practices are compliant with employment law and other legal requirements.
- Providing an organization-wide approach to the employee life cycle and guiding teams accordingly.
- Ensuring workplace policies, protocol, and emergency preparedness protect the health and safety of employees in partnership with Facilities.
- Providing the infrastructure and resources for organizational learning and development in partnership with OESL.
- Advising the Executive Director on executive-level HR related decisions.

Priorities for FY 23-24:

- Finalize the recommendations of the compensation study to inform updates to compensation philosophy, salary grades, employee compensation, and approach to merit.
- Implement hybrid work policies, practices, and procedures and improve the overall employee experience.
- Improve the approach, processes, and tools to create consistency in the employee life cycle across the organization.
- Improve First 5 LA’s workplace policies, practices and procedures.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: HRTM-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,499,166	1,591,678	6.2%	
Total Salaries & Wages	686,919	808,938	17.8%	
6040 Social Security Tax	36,735	47,255	28.6%	
6225 Mileage, Parking and Other Transportation	100	250	150.0%	Mileage and Parking reimbursement for department staff that use their private vehicles and ride-share services in the course of conducting HR related business such as attending local meetings, hearings, trainings, and other HR related business. Monthly mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6235 Cell Phone & Mobile Devices	4,800	4,800	0.0%	Per First 5 LA's Mobile Device Policy, eligible staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of \$50 for use of their personal mobile device. Cell phone reimbursement will be paid for up to four full-time staff (4 FTE x \$100 = \$400 x 12 months = \$4,800).
6260 Office Supplies	5,000	3,000	(40.0%)	Day-to-day office supplies for the department including printer cartridges and employee file folders. Also includes cost of binders and dividers for Employee Handbook. Costs associated with updating ID badges and providing ID badges to new staff (\$1500).
6265 Subscriptions & Publications	2,700	2,000	(25.9%)	HR related subscriptions and publications such as annual labor law posters and publications (\$450), HR California employee handbook creator (\$100), SHRM job description creator (\$360), Survey Monkey (\$400), Harvard Business Review (\$120). Expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in human resources, leadership development, adult learning, and/or individual professional development. Costs assume \$100 per HR employee for the fiscal year (4 FTE x \$100 = \$400).
6310 Internal Meetings	3,000	15,000	400.0%	On-site and off-site staff planning sessions, contractor/partner meetings, and network-building sessions with external peers doing similar work. Meeting expenses may include facility rentals, catering, meeting materials, etc. Resources in this category also include organization-wide activities that support employee engagement.
6410 Consultant Fees	341,000	266,000	(22.0%)	Costs associated with current and anticipated consultant support in FY23-24: Executive Recruitment Search Firm (\$75,000)- Recruitment of director and above leadership talent, as needed. Compensation Study Implementation (\$50,000)- Update salary structure, review job descriptions and conduct an analysis of our total compensation package against the current market and similar organizations. Compensation study began in FY22-23. Costs included in the FY23-24 budget represented estimated spending to support implementation of recommendations. Interactive Process Coordination and Facilitation and Disability Policy Development (\$50,000)- Provides for costs associated with conducting disability/medical accommodation coordination and facilitation and developing any disability policies as needed. Ergonomic Assessments (\$11,000)- Ergonomic assessments in the First 5 LA building Legal Costs (\$30,000)- Legal costs associated with accommodations, workplace investigations, etc. HR Specific Consultant Support (\$50,000)- HR-related consultant to improve HR policies, practices, and procedures in alignment with organizational values, DEI commitments, and legal requirements.
6540 Professional Dues	2,300	2,300	0.0%	Annual membership dues to HR related professional organizations including Cal Chamber of Commerce (\$820); Society of Human Resources Management (SHRM) membership (\$220); Association for Talent Development (TD) membership (\$280); World at Work membership (\$350); Professionals in Human Resources (PIHRA) memberships (\$600).
6550 Staff Recruitment	20,000	15,000	(25.0%)	Expenses related to the recruitment, sourcing, and posting of open positions. Also includes candidate background checks and candidate related travel expenses, as needed.
6570 Web-Based Services	88,000	88,000	0.0%	Costs associated with web-based services including Human Resources Information System (HRIS) (\$28,000); Performance Management System to conduct FY23-24 performance evaluations (\$5,000); Potential Updated Performance Management System for FY23-24 performance evaluations and beyond (\$25,000); IRS mandatory Affordable Care Act (ACA) reporting (\$8,000); Web-based Compliance Trainings (\$6,000); Emergency Notification System (\$6,000); FMLA Tracker (\$3,000).
6610 Airfare	800	800	0.0%	Airfare to and from professional conferences or trainings outside of Los Angeles area such as evaluating trainings from The Management Center. Approval from the Director of HRTM will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6620 Lodging	1,200	1,200	0.0%	Lodging at professional conferences or trainings held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Approval from the Director of HRTM will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6640 Per Diem	500	500	0.0%	Various daily expenses incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	200	200	0.0%	Various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: HRTM-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
6810 Training Materials & Supplies	8,000	8,000	0.0%	Materials, supplies, and catering related to internal training through the First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.
6820 In-house Training	100,000	60,000	(40.0%)	Resources to support early implementation of a robust learning and talent development strategy that supports strategic plan implementation. Work in this area includes reconceptualizing and retooling First 5 LA University to reflect organization-wide learning priorities such as DEI, systems change, early childhood development, manager training, etc. For FY23-24, First 5 LA University will have a priority focus on DEI and manager-specific leadership development. This line item is anticipated to increase in future years to reflect full implementation of First 5 LA University.
6830 Leadership Programs	25,000	75,000	200.0%	Also includes coaching for Leadership Team (\$5,000 per staff). Costs associated with external staff professional development opportunities in programs such as Riordan Leadership Institute (\$2,250 per staff), Leadership LA (\$3,555 per staff), Leadership Southern California (\$4,455 per staff), Emerging Leaders Peer-to-Peer (\$600 per staff); Senior Peer-to-Peer (\$1,600 per staff), California Connections (\$6,500 per staff), CORO (\$3,000 per staff) and other leadership programs.
6840 Conference/Training Registrations	5,500	6,000	9.1%	Registration expenses for professional conferences and webinars to support HRTM staff learning including annual labor law updates, annual employee handbook updates, and webinars on ADA disability compliance and reasonable accommodation. Approval from the Director of HRTM will be obtained prior to incurring any expenses.
6850 Outside Education	8,000	8,000	0.0%	Resources for external training that support First 5 LA in building core competencies in alignment with the redesign and implementation of First 5 LA University as noted under Internal Training. Examples of external training includes manager-specific training such as Managing to Change the World offered through The Management Center. This line item includes resources for new employees and new/newly promoted managers to attend these external trainings. This line item also includes resources for HRTM staff to attend newly identified external trainings to evaluate applicability for the organization. Approval from the Director of HRTM will be obtained prior to incurring any expenses. This line item is anticipated to increase in future years to reflect full implementation of First 5 LA University.

Office/Center/Team Name: Office of Government Affairs and Public Policy

Authorized Positions:

Position	#
Chief	1
Senior Policy Strategist	1
Senior Policy Analyst	1
Senior Government Affairs Strategist	1
Local Policy Specialist	1
Policy Analyst	2
Government Affairs Strategist	1
Administrative Coordinator	.5
Total:	8.5

Overview:

The functions currently organized in what is referred to as the department of Public Policy and Government Affairs, and functions related to government affairs and advocacy currently organized within the Community Relations and Strategic Partnerships departments, will now be centralized and referred to as the Office of Government Affairs and Public Policy, led by a Chief Government Affairs Officer (Charna Widby). The Office will report to the Executive Director and will focus on core government affairs and public policy functions that must be executed through a centralized team, including lobbying, lobbying compliance, articulating organization-wide public policy change priorities, and developing strong relationships with elected officials. The Office will also lead the policy development and prioritization process in consultation with staff across the organization.

In practice, the Office will:

- Lead direct lobbying efforts at the local, state, and federal levels, including managing any lobbying contract support resources
- Manage any contracts or investments that support organization-wide advocacy efforts, for example First 5 LA's Master Agreement with the First 5 Association and the development of an integrated Policy Advocacy Fund.
- Curate and articulate an annual public policy agenda for First 5 LA reflecting local, state, and federal public policy change goals, informed by organization-wide engagement
- Serve as the primary liaison to the First 5 Association policy committee and the First 5 Association, and First 5 California government relations and policy work
- Cultivate and strengthen any partnerships with cross-cutting external advocacy partners who collaborate with First 5 LA to advance public policy goals, for example business sector advocacy efforts
- Manage First 5 LA's event sponsorships budget, process, and engagement, and develop strategic approaches to increase First 5 LA's impact through its approach to sponsorship

Additional Expectations: While the Office will provide technical assistance and support to staff and execute projects that require subject matter expertise, the expectation is that every team at First 5 LA, as necessary, will have:

- Knowledge of public systems, how public policy impacts First 5 LA results, how to most effectively influence public policy, and how to assess public policy opportunities and set policy priorities
- Knowledge of advocacy in all its forms beyond lobbying that can be used to support policy change as part of a broader systems change strategy
- A clear understanding of where changes to public policy will most contribute to First 5 LA's results and the feasibility of proposed change strategies and priorities
- Knowledge of government ethics rules and First 5 LA's advocacy constraints as a public agency

Priorities for FY 22-23:

Following is a brief summary of the critical work the Office of Government Affairs and Public Policy is leading for FY22-23 in support of Strategic Plan implementation.

- OGAPP will lead development and launch of an integrated Policy Advocacy Fund in partnership with teams across First 5 LA to support policy change activities aligned with First 5 LA's Board-approved Policy Agenda and rules governing public agency advocacy activities.
- OGAPP will refine a strategy for organization-wide sponsorships and partnership-building efforts that will build First 5 LA's reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change. In support of the 2020-2028 Strategic Plan and refined policy agenda OGAPP will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking). In addition, OGAPP will support grantmaking projects and organizational membership with potential partners in an effort to build partnerships that support First 5 LA's strategic plan as well as our programmatic and policy goals. Within this strategy OGAPP will also coordinate and lead First 5 LA's goal for funding conferences and events is to advance the field of early childhood development as part of efforts to further the goals of the 2020-28 Strategic Plan's results areas.
- OGAPP will lead annual refinement of the First 5 LA Policy Agenda and coordination of aligned advocacy tactics to advance priority policy and sustainability issues. First 5 LA invests in key activities to support its policy goals related to family support, health systems, early care and education, and community engagement.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: OGAPP-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,314,091	1,418,957	8.0%	
Total Salaries & Wages	956,609	973,143	1.7%	
6040 Social Security Tax	54,869	57,500	4.8%	
6225 Mileage, Parking and Other Transportation	4,500	4,970	10.4%	Funding remains constant from FY22-23 anticipating return to in person and hybrid work. Using the 2023 mileage rate of 66 cents per mile, this budget would cover mileage for up to 150 trips at 30 miles per trip (\$2,970) plus \$10 for parking per trip (\$1,500). An additional \$500 is included for longer than average trips, like meetings in the Antelope Valley, or higher than average parking rates. This budget allows for approximately \$30 per trip, which could cover cab fare and public transportation for trips not taken in personal cars. All travel funds are anticipated to be spent on policy-related work.
6235 Cell Phone & Mobile Devices	10,800	10,800	0.0%	This budget assumes \$100/month for 12 months per position. OGAPP will continue to have 9 FTE approved staff
6240 Outside Printing & Publications	1,250	1,250	0.0%	Reduces FY 22-23 budget based on historic underspending. OGAPP occasionally needs to produce external facing documents and make copies while outside the office. This budget would allow the Department to produce 5 large color posters (\$250 each) or 500 double sided color handouts (\$1.78 each). Prices based on historic spending and quotes from FedEx
6255 Educational Supplies	900	900	0.0%	OGAPP occasionally purchases supplies to advance the team's knowledge of leading policy research, recommendations, and issues, as well as for professional development. This budget assumes \$100 per person for educational supplies (9 staff total), 50% of which will be allocated for professional development (\$50) and 50% to advance policy work (\$50). This reflects a reduction of \$300 per person based on historic underspending.
6260 Office Supplies	2,250	2,250	0.0%	Reduces FY 22-23 spending based on historic underspending. This budget will provide up to \$250 per person for office supplies through FY 22-23, a decrease from \$330 per person.
6265 Subscriptions & Publications	14,000	14,735	5.3%	Increase from FY 22-23 due to increased costs and adding users. OGAPP's primary expense in this category is a subscription to Politico Pro California, a California-specific political and policy news service (\$10,500). The Office also subscribes to GovBuddy, a legislative monitoring service; the Capitol Morning Report; Capitol Track and other publications including the Stanford Social Innovation Review and Harvard Business Review
6310 Internal Meetings	2,500	3,750	50.0%	Anticipating the transition to hybrid work and in person meetings, this budget increased FY 23-24 funding. OGAPP frequently hosted working lunches and has historically spent the majority of its meeting expense budget, the Office is focused on reducing meeting expenses but also anticipates a higher budget than the last two years in mandatory telework. This budget will allow the Department to host 25 meetings at an average cost of \$150 per meeting.
6610 Airfare	24,000	48,000	100.0%	Projecting 23-24 funding to be less than half of the budget from FY 19-20 when in-person travel was required. OGAPP staff frequently traveled for advocacy events, meetings, and conferences including: First 5 Advocacy Day, advocacy coalition and planning meetings, legislative hearings, partner advocacy events like Access LA and DC, meetings with other First 5 Commissions including the First 5 Association, and other key partners like First 5 California, the Heising Simons and Packard Foundations, the Ounce of Prevention, and others. The most common destinations for OGAPP staff travel are Sacramento, Washington DC, and the San Francisco Bay Area. Assuming an average cost of \$400 per roundtrip flight, this budget would allow 120 trips in FY 22-23, or an average of two trips per week for the Office. All travel funds are anticipated to be spent on policy-related work and not professional development.
6620 Lodging	6,000	30,000	400.0%	Increases funding to anticipate the transition to hybrid and in person work due to increased travel for advocacy trips and policy meetings. The average hotel room for frequent destinations ranges from \$200 to \$400 per night, or an average of \$300 per night. At this average rate, the budget would cover nearly 100 hotel nights for the office in FY 23-24 or approximately 20 hotel nights for the 5 staff which travel most frequently. All travel funds are anticipated to be spent on policy-related work, and not on professional development
6640 Per Diem	4,350	8,700	100.0%	Increases FY 23-24 budget in anticipation of increased number of travel days and anticipated utilization of the budget. OGAPP frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from \$66 to \$79. Assuming an average per diem rate of \$72.00, this budget would allow for approximately 120 days of travel

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: OGAPP-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
6650 Other Travel Expense	1,500	1,500	0.0%	Stable funding FY 23-24. OGAPP frequently travels outside of LA County and includes parking at airports, cab rides to meetings and hotels, and train trips. Assuming each cab or train ride or day of airport parking is an average of \$25, this budget would allow for 60 individual trips or parking days outside of LA County. All travel funds are anticipated to be spent on policy-related work and not on professional development.
6810 Training Materials & Supplies	1,000	6,500	550.0%	LA County. All travel funds are anticipated to be spent on policy-related work and not on professional development.
6820 In-house Training	6,400	6,400	0.0%	OGAPP plans to hold a series of team development and learning retreats with facilitators. The budget assumes each retreat will require up to 16 hours of consultant time at a \$150 hourly rate, that venue and ancillary services will cost up to \$1,000 per retreat, and that the department will host four retreats through FY 23-24. The budget assumes that 50% of internal trainings will support policy work (\$3,200) and 50% will support professional development (\$3,200).
6840 Conference/Training Registrations	9,000	9,000	0.0%	This budget assumes an average conference registration of \$500/person and up to two conferences per person. All costs for conference/training registrations will be for policy related work and not professional development opportunities.
6850 Outside Education	6,000	11,500	91.7%	OGAPP plans to help staff develop certain skills associated with individual development goals, such as policy analysis and professional skills for the workplace. Training costs vary by program. This budget assumes that up to four members of the Policy team will participate in an external training program at up to \$1,500 per program. All of this budget is anticipated to be spent on professional development.

CENTER FOR OPERATIONAL EXCELLENCE

OPERATING COSTS SUMMARY First 5 LA

Description	FY2023 Revised Budget	FY2024 CAP	FY2024 Facilities	FY2024 Finance	FY2024 IT	FY2024 COE	FY2024 Approved Budget	Variance from Prior Year
Operating Expenses								
Salaries & Benefits								
Total Salaries & Wages	3,257,248	1,000,992	0	887,084	607,572	444,924	2,940,572	(2,649,676)
Total Benefits	1,030,560	377,053	0	336,314	235,815	110,614	1,059,797	(794,745)
Salaries & Benefits	4,287,808	1,378,045	0	1,223,398	843,388	555,538	4,000,369	(3,444,420)
Operating Services								
ADP-Payroll	42,000	0	0	42,000	0	0	42,000	(42,000)
Workers' Compensation Insurance	52,500	0	0	45,000	0	0	45,000	(52,500)
Utilities	120,000	0	170,000	0	0	0	170,000	(120,000)
Corporate Insurance	110,000	0	0	113,300	0	0	113,300	(110,000)
Mileage, Parking and Other Transportation	1,525	0	0	200	300	515	1,015	(1,225)
Telephones	70,600	0	0	0	71,000	600	71,600	400
Cell Phone & Mobile Devices	21,672	0	0	10,800	7,200	3,600	21,600	(14,472)
Outside Printing & Publications	750	0	0	200	0	0	200	(750)
Other Supplies	5,000	0	6,000	0	0	0	6,000	(5,000)
Postage & Delivery	9,500	0	6,000	0	0	0	6,000	(9,500)
Educational Supplies	500	1,350	0	0	0	0	1,350	(500)
Office Supplies	27,530	2,000	24,000	2,000	2,000	750	30,750	(25,530)
Subscriptions & Publications	1,000	0	0	0	0	0	0	(1,000)
Capital Outlay	130,000	0	0	0	130,000	0	130,000	0
Equipment-Rents & Leases	26,190	0	1,000	0	12,000	0	13,000	(14,190)
Building Repair & Maintenance	150,000	0	185,000	0	0	0	185,000	(150,000)
Equipment Repairs & Maintenance	10,100	0	6,000	0	500	0	6,500	(9,600)
Offsite Storage	12,500	0	1,500	0	4,000	0	5,500	(8,500)
Hardware & Software Maintenance	443,000	0	0	0	390,000	0	390,000	(53,000)
Miscellaneous/Contingency	52,800	0	10,000	0	0	0	10,000	(52,800)
Stipend/Honorarium	5,000	0	0	0	0	2,500	2,500	(5,000)
Internal Meetings	7,715	5,700	0	300	200	1,500	7,700	(7,515)
Operating Services	1,299,882	9,050	409,500	213,800	617,200	9,465	1,259,015	(682,682)
Consultant Services								
Consultant Fees	551,600	70,000	0	10,000	390,000	15,000	485,000	(161,600)
Other Professional Fees	378,000	0	291,000	0	0	0	291,000	(378,000)
Consultant Services	929,600	70,000	291,000	10,000	390,000	15,000	776,000	(539,600)
Professional Services								
Audit	90,000	0	0	72,000	0	0	72,000	(90,000)
Professional Dues	22,638	4,000	35,000	500	2,500	1,150	43,150	(20,138)
Bank & Other Service Charges	20,000	0	0	11,000	0	0	11,000	(20,000)
Professional Services	132,638	4,000	35,000	83,500	2,500	1,150	126,150	(130,138)

OPERATING COSTS SUMMARY First 5 LA

Description	FY2023 Revised Budget	FY2024 CAP	FY2024 Facilities	FY2024 Finance	FY2024 IT	FY2024 COE	FY2024 Approved Budget	Variance from Prior Year
Travel Expenses								
Airfare	11,197	4,000	0	1,500	600	1,000	7,100	(10,597)
Lodging	14,774	5,000	0	2,000	1,944	1,500	10,444	(12,830)
Per Diem	6,525	1,800	0	750	850	1,000	4,400	(5,675)
Other Travel Expense	2,405	600	0	300	0	500	1,400	(2,405)
Travel Expenses	34,901	11,400	0	4,550	3,394	4,000	23,344	(31,507)
Professional Development								
Leadership Programs	6,000	5,500	0	0	0	0	5,500	(6,000)
Conference/Training Registrations	13,000	7,500	0	2,000	3,000	2,000	14,500	(10,000)
Outside Education	6,500	5,550	0	0	0	3,000	8,550	(6,500)
Professional Development	25,500	18,550	0	2,000	3,000	5,000	28,550	(22,500)
Total Operating Expenses	6,710,329	1,491,045	735,500	1,537,248	1,859,482	590,153	6,213,428	(4,850,847)

Office/Center/Team Name: Center for Operational Excellence

Authorized Positions:

Position	#
Chief Operating Officer (COO)	1
Administrative Coordinator to the Chief Operating Officer	1
Senior Strategist, Operational Excellence	1
Total:	3

Overview:

The Center for Operational Excellence’s (COE) vision is as trusted and collaborative partners, COE strives for effective, efficient, and impactful organizational practices to help every child in LA County reach their full developmental potential throughout the critical years of prenatal to age five.

The COE mission statement is to shift, refine, and continuously improve its capabilities, processes, resources, and technology to enable First 5 LA to be an effective and impactful systems change agent and a responsible steward of public funds.

COE is led by the Chief Operating Officer. As the leader of COE, the COO will serve as a member of the organization’s Senior Leadership Team (SLT). The COO directly supervises three Directors – Finance, Contract Administration and Purchasing, Information Technology, as well as the Senior Strategist, Operational Excellence. The COO is also responsible for Facilities and oversees the contract with an external property management company. COE is comprised of 27 colleagues.

COE Goals:

- COE internal business processes, systems, and procedures are **streamlined, standardized as appropriate, and refined** based on balancing the needs of a public agency and the learnings from staff, contractors, and grantees to be a more effective systems change organization.
- COE will **strengthen relationships** within COE and across the organization and practice **greater collaboration** in the development, evaluation, and refinement of policies, processes, and practices to effectively address pain points and meet the needs of the organization.
- COE staff will build **functional content area expertise** and strengthen its **understanding** of child development, systems change, and DEI to be more effective contributors to F5LA’s overall work.
- COE will **champion and actively embed** F5LA’s organizational values and **DEI commitments** into our interactions, behaviors, policies, processes, and practices to cultivate a culture of belonging, healing, safety, learning, and trust.
- COE will provide timely, relevant, and **engaging training and learning opportunities** to build understanding and adoption of internal business processes, policies, technology, and tools.
- COE will engage staff across the organization to build **shared understanding** of different types of risk and **collective ownership** of risk mitigation strategies.

In addition, the COO also acts as the “executive sponsor” for all projects and priorities identified under the individual COE teams. The executive sponsor is charged with communicating project milestones and deliverables with the broader SLT, as well as identifying and resolving any barriers to the COE-led projects or progress towards meeting organizational priorities. This includes effective prioritization of COE resources to meet the organization’s highest priorities.

The role of the Administrative Coordinator is to assist the COO in the coordination of scheduling, work, and general management of workflow across the COE.

The Sr. Strategist, Operational Excellence provides project management and support to the Center’s cross-functional initiatives, including business process improvement and facilitating integration and partnership with organization-wide teams to advance First 5 LA’s strategic plan.

Priorities for FY 23-24:

Each team within COE has specific priorities. The below priorities encompass COE as a whole and will involve all COE teams. COE’s priorities align with our Strategic Priority #4: Optimize Our Effectiveness.

1. Org-wide Operations Planning
 - Leverage the development of the operations plan and put into practice to prioritize, track, and sequence organization wide projects to optimize First 5 LA's resources and maximize First 5 LA's impact that every child in LA County reach their full developmental potential throughout the critical years of prenatal to age five.
2. Hybrid Workplace & Lease & Community Space Planning
 - Update of our physical workspace and corresponding services to support the future of hybrid work at First 5 LA including exploration, planning, and preparation for leasing a portion of the building as well as for community space.
3. Key Performance Indicator (KPI) Data Collection
 - Collection of metric data for key processes within COE to establish baselines to better understand how we are performing today and areas of opportunity for improvement
4. Policy Review & Update
 - Review of existing policies to ensure our policies are up to date and to incorporate updates with a DEI perspective
5. Diversity, Equity and Inclusion (DEI) Workgroup Participation
 - Participate on and support cross-functional workgroups to operationalize our DEI commitments

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: COE Support-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	570,725	590,153	3.4%	
Total Salaries & Wages	452,933	444,924	(1.8%)	
6040 Social Security Tax	19,977	21,465	7.4%	
6225 Mileage, Parking and Other Transportation	515	515	0.0%	Funds to cover mileage/parking for three staff to attend local meetings within LA County.
6230 Telephones	600	600	0.0%	Funds to cover AT&T internet and long-distance calling at F5LA building and Verizon company-issued cell phones
6235 Cell Phone & Mobile Devices	2,472	3,600	45.6%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 3 FTEs at \$100/staff member for a total of \$300/month x 12 months = \$3600.
6260 Office Supplies	1,030	750	(27.2%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6305 Stipend/Honorarium	5,000	2,500	(50.0%)	Funds to cover expenses for stipends/honorariums paid to external speakers, community members and/or other organizations for the purpose of learning on specific operational excellence and mission-oriented topics.
6310 Internal Meetings	1,000	1,500	50.0%	Funds to cover expenses related to internal staff meetings and supplies.
6410 Consultant Fees	0	15,000	100.0%	Funds to cover consulting for any related Facilities/CIP consultation that may be needed to address hybrid work and/or leasing of the building
6540 Professional Dues	1,000	1,150	15.0%	Funds to cover dues for annual dues to First 5 California and Project Management Institute membership (\$139)
6610 Airfare	1,500	1,000	(33.3%)	Funds for three FTE to attend potential professional conferences outside of the Los Angeles area (estimated at \$300/roundtrip)
6620 Lodging	2,000	1,500	(25.0%)	Funds for three FTE to attend potential multi-day professional conferences outside of the Los Angeles area such as the First 5 Summit
6640 Per Diem	1,500	1,000	(33.3%)	Funds to cover per diem costs for three FTE that attend professional conferences outside of the Los Angeles area
6650 Other Travel Expense	500	500	0.0%	Funds to support other travel expenses for three FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	2,000	2,000	0.0%	Funds to cover registration fees for three FTE at \$650/person to attend philanthropic, operational excellence, facilities, and security conferences and trainings that may come up during the year
6850 Outside Education	2,500	3,000	20.0%	Funds to cover training attendance at philanthropic, operational excellence, facilities, and security trainings that may arise during the year to deepen knowledge and understanding in support of the strategic plan (estimated at three FTE at \$1000/person)

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: Facilities-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	730,438	735,500	0.7%	
6245 Other Supplies	5,000	6,000	20.0%	Funds to cover ergonomic supplies for staff
6250 Postage & Delivery	9,500	6,000	(36.8%)	Funds to cover USPS mailings, courier services and FedEx delivery services.
6260 Office Supplies	15,000	24,000	60.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.), including general supplies for the kitchens.
6275 Equipment-Rents & Leases	2,500	1,000	(60.0%)	Funds to cover annual lease agreements for equipment
6280 Building Repair & Maintenance	150,000	185,000	23.3%	Funds to cover general repairs and maintenance of the building including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electric systems maintenance and building security system. Also includes funds for HVAC filters, restroom repairs, janitorial supplies (e.g., toilet paper and seat covers, cleaning solutions, air fresheners, hand soap, paper towels, etc.), lamp fixtures, electrical ballasts and paint supplies.
6285 Equipment Repairs & Maintenance	9,600	6,000	(37.5%)	Funds to cover expenses related to access card equipment, cubicle changes, blinds, file cabinets, etc.
6290 Offsite Storage	8,500	1,500	(82.4%)	Funds to cover expenses for offsite storage units to store unused furniture and office file cabinets.
6300 Miscellaneous/Contingency	20,000	10,000	(50.0%)	Funding for unforeseen expenses, emerging opportunities, and contingencies
6420 Other Professional Fees	378,000	291,000	(23.0%)	Funds to cover contracted services for the building management company and security
6540 Professional Dues	12,338	35,000	183.7%	Funds to cover dues for payment of CC&Rs yearly assessment for common area expenses shared by the Union Station tenants and payment of Los Angeles City Lighting Bureau

Office/Center/Team Name: Contract Administration & Purchasing Team

Authorized Positions:

Position	#
Director	1
Contract Compliance Manager	1
Contract Operations and Purchasing Manager	1
Contract Compliance Officer	4
Contract Operations and Compliance Officer	2
Department Coordinator	1
Total:	10

Overview:

The Contract Administration and Purchasing Team (CAP) supports procurement, contracting, and oversight of the contract management functions necessary for First 5 LA to fulfill its role as a public grantmaker. In addition, the team executes agreements with contractors and grantees to support the organization's operations and implementation of the Strategic Plan. A core objective of the strategic plan is adapting and refining First 5 LA's business processes, and to support that, the CAP team will play a critical role to support First 5 LA's organizational effectiveness.

Priorities for FY 23-24:

Below is a brief summary of the critical work the Contract Administration and Purchasing Team will be leading in FY 23-24.

The CAP department will continue to support the organization's procurement and contracting needs. This includes support needed for the second phase of the building renovation project contingent upon further guidance from the board. CAP will continue to support monthly board approval of contracts and Contract Monitoring activities, review CAP related records for annual disposition, provide annual Contracting and Procurement trainings to staff, manage insurance requirements of contractors, seek out savings opportunities in collaboration with staff, and perform internal annual audits of procurement and contracting documents.

In addition to the usual administrative and operational support described above, CAP will continue to work on the following critical areas: 1) DEI commitments in procurement and contracting and 2) systems implementation.

In FY 22-23, First 5 LA finalized and adopted twelve DEI commitments, two of which are in the areas of procurement and contracting. The CAP team, in collaboration with others, will develop strategies and tactics that promote participation and diversity of our contracted partners and supports partnerships through contracting. This will require CAP to incorporate these strategies and tactics into CAP led processes and identify ways to track progress.

During FY 22-23, CAP also explored the use of First 5 LA's contract management system. This included: 1) assessment of functionalities and modules to support contract management, 2) exploration of automation of internal and external process workflows, and 3) a cost benefit analysis and overall approach to license distribution. In FY 23-24, CAP will implement the approved

recommendations developed during the exploratory phase. In addition, CAP, in partnership with Finance and IT, will explore web-invoicing for the organization.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: CAP-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,554,241	1,491,045	(4.1%)	
Total Salaries & Wages	1,042,045	1,000,992	(3.9%)	
6040 Social Security Tax	61,233	60,701	(0.9%)	
6255 Educational Supplies	500	1,350	170.0%	Funds to cover books for procurement and contracting courses for staff and general professional development.
6260 Office Supplies	3,000	2,000	(33.3%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6310 Internal Meetings	5,400	5,700	5.6%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	106,600	70,000	(34.3%)	Funds to support a DEI Procurement Consultant for \$50,000, MyCOI Insurance review service for \$10,000 and staff retreat facilitator for \$10,000.
6540 Professional Dues	5,000	4,000	(20.0%)	Funds to cover dues for NCAM membership and Grammarly for 9 staff and so on
6610 Airfare	4,700	4,000	(14.9%)	Round trip airfare for 5 staff at \$800/staff
6620 Lodging	6,400	5,000	(21.9%)	Lodging for 6 staff to attend conferences in support of staff professional development
6640 Per Diem	2,000	1,800	(10.0%)	Per Diem for 6 staff at \$300/staff for conferences to support staff professional development.
6650 Other Travel Expense	1,200	600	(50.0%)	\$100/staff for 6 staff for commute to and from hotel for conferences.
6830 Leadership Programs	6,000	5,500	(8.3%)	Leadership program for 2 staff at \$2,750/staff.
6840 Conference/Training Registrations	4,000	7,500	87.5%	Funds to cover conference registrations for 7 staff to support staff professional development.
6850 Outside Education	4,000	5,550	38.8%	Funds will cover courses and webinars in support of staff professional development.

Office/Center/Team Name: Finance Team

Authorized Positions:

Position	#
Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Compliance & Audit Analyst	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
Total:	9*

** The Finance Team shares a Team Coordinator with the Contract Administration & Purchasing (CAP) Team. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Team Coordinator are included within the CAP Team budget.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

Overview:

The Finance Team (Finance) is led by the Director (Raoul Ortega). The Finance team supports and oversees financial management and budget development for the organization, as well as the auditing process, accounting, financial analysis, and payroll. As First 5 LA continues to adapt to promote efficiencies, foster integration, and recognize the organization's evolving fiscal environment, the Finance team will provide essential leadership for re-envisioning the organization's business processes to support organizational effectiveness, including the development of responsive and nimble financial management systems. In FY 23-24, resources have been allocated for the transition and cross-training of the Accounting Manager position.

Priorities for FY 23-24:

- Payroll – responsible for all related payroll activities including bi-weekly payroll processing, retirement and quarterly earnings reporting and annual W-2 preparation, filing and mailing.
- Accounts Payable – responsible for reviewing, verifying, and processing invoices for payment and uploading issued checks and Automated Clearing House (ACH) deposits to the Bank of the West portal.
- General Accounting – Day-to-day recordkeeping and preparation of the monthly financial statements submitted to the Board for their review and approval.
- Annual Financial Audit – The Finance Team is the lead in our required annual audit and collaborates with the whole organization and our auditors to complete and produce an Annual Comprehensive Financial Report due to the State Controller's Office and First 5 California by November 1st.
- Annual Budget and Mid-Year Budget Adjustment – The Finance Team is responsible for developing First 5 LA's annual budget in collaboration with the whole organization. The budget is presented to the Board for approval each June and a mid-year budget adjustment is prepared each spring for Board approval.

- Long Term Financial Plan (LTFP) – The Finance Team is responsible for developing and creating a five-year forecast to aid in the Commission’s financial stewardship role by showing the long-term implications of funding decisions. The forecast includes revenue, Fund Balance, program commitments and estimated expenditure and estimated operating expenses.
- PowerPlan – The Finance Team has phased out the dated home-grown budget system and replaced it with PowerPlan in fiscal year 2022-23. In fiscal year 2023-24 and beyond, PowerPlan will be used to support multi-user budget and reporting across the organization and provides key reporting capabilities and enhancements.
- Web Invoicing – During this fiscal year, Finance staff will support the implementation of Web Invoicing. Web Invoicing is a web-based solution allowing users to make online invoice requests for expense reimbursement. The approved requests are transferred to Accounts Payable where invoices are automatically created.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: Finance-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,615,816	1,537,248	(4.9%)	
Total Salaries & Wages	919,007	887,084	(3.5%)	
6040 Social Security Tax	53,731	49,943	(7.1%)	
6225 Mileage, Parking and Other Transportation	260	200	(23.1%)	Funds to cover mileage/parking for Finance staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	10,800	10,800	0.0%	Provides for reimbursement of cell phone charges and internet costs for nine staff for nine months. \$900 X 12 months = \$10800.00
6240 Outside Printing & Publications	750	200	(73.3%)	Funds to cover printing costs for externally facing documents such as budget books.
6260 Office Supplies	2,000	2,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6310 Internal Meetings	300	300	0.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	30,000	10,000	(66.7%)	Provides funds for continued technical assistance of PowerPlan and consulting cost for a new project: Web Invoicing.
6510 Audit	90,000	72,000	(20.0%)	Provides for annual independent audit fees and anticipated CPA fees for fiscal compliance audits.
6540 Professional Dues	800	500	(37.5%)	Funds to cover dues for Government Finance Officers Association for two Finance staff.
6580 Bank & Other Service Charges	20,000	11,000	(45.0%)	Provides for Los Angeles County fees related to accounting services and for annual banking charges for the Commission's credit cards.
6610 Airfare	2,000	1,500	(25.0%)	Provides for airfare to and from professional conferences outside of the Los Angeles area for one or two staff.
6620 Lodging	2,000	2,000	0.0%	Provides for lodging at multi-day professional conferences outside of the Los Angeles area.
6640 Per Diem	1,000	750	(25.0%)	Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.
6650 Other Travel Expense	300	300	0.0%	Provides for miscellaneous expenses when staff is travelling outside of Los Angeles County on First 5 LA business. Expenses may include taxi, ride-share and other travel expenses that do not fit into other travel cost categories.
6840 Conference/Training Registrations	3,000	2,000	(33.3%)	Provides for registration expenses for professional conferences including GFOA annual conference and other professional conferences that staff may attend.

Information Technology (IT) Team

Authorized Positions:

Position	#
IT Director	1
IT Project Manager	1
IT Business Application Support	1
Network Administrator and Service Desk Support	1
Enterprise Content Management Specialist (ECM)	1
IT Helpdesk Specialist	1
*Admin Coordinator	1
Total:	7*

** The IT Team will share an Admin Coordinator with the Chief Operating Officer in FY23-24.*

Overview:

The Information Technology (IT) Team (Department) is led by the Director of Information Technology (Jasmine Frost). Technology powers First 5 LA to be an accessible, high-impact and innovative public entity achieving positive outcomes for young kids and their families. The purpose of the IT Team is to implement a focus-forward vision for First5LA’s technology. This vision is built by partnering with all Centers, Offices and Teams to reflect the unique role of First5LA. To do so, the IT Team provides a broad range of high-quality innovative solutions to our internal customers, commission members, and the community we serve. Through this process, the IT Team fosters an exciting workplace, that inspires high-performance and provides career growth opportunities.

The IT Team provides support for the organization’s network infrastructure, cyber security monitoring; helpdesk/ticketing system; project management; phone and mobile systems; internet and wi-fi; hardware and software support; technology replacement, customer support, records retention and data management, technical assistance for audio/visual to support the broadcasting of Commission and other public meetings, etc.

IT Goals:

- IT will provide First 5 LA an industry standard technical infrastructure with integrated applications that are secure, reliable, flexible, and scalable to enable all staff to conduct their work efficiently and effectively.
- IT will ensure organizational information is safe, secure, and accessible to allow all staff to perform their jobs effectively and to be compliant with regulations and industry standards.
- IT will invest in IT systems and applications that are aligned to First 5 LA’s strategic goals and fiscal imperative to effectively streamline organization-wide business processes and improve information sharing for all staff.
- IT will provide the appropriate level of tools and training to all staff to maximize use of existing technology and investments.

Priorities for FY 23-24:

In addition to providing innovative solutions and support to the organization, the Information Technology Team will lead the following work in FY 23-24.

- **IT Disaster Recovery and Business Continuity (DR/BC) Phase -2:** Phase – 1 includes assessing First 5 LA's readiness for IT outages during a disaster that would dramatically affect our ability to operate normally. In Phase-2, IT will implement a formal disaster recovery plan, detailing processes to undertake in the event of IT outages.
- **Tech-Savvy Workforce and Cyber Awareness Initiatives:** IT will provide the appropriate level of tools and training to all staff to maximize use of existing technology and investments. To further strengthen our current cyber security environment the IT Team will be expanding cyber education and cyber security awareness to all staff, including but not limited to completion of vulnerability assessments, policies, procedures, testing, and remediation.
- **Annual Org-wide Records Disposition:** IT conduct an annual review of records eligible for disposition based on First 5 LA's Records Retention Schedule, meeting legal and regulatory obligations.
- **Records Retention Schedule and Policy - Review & Update:** Current schedule and policy is outdated and needs to be realigned to the include all teams and offices to ensure compliance with legal requirements.
- **Org-wide Adoption of Digital Signatures:** In continuing our efforts to streamline our financial and administrative processes, the functionality of digital signatures will be adopted at an organizational level.
- **Info Sharing Improvement – Phase 1 (SharePoint redesign):** Initial assessment of our current SharePoint environment. Development of a plan to re-organize/redesign the intranet site for better sharing and communication of org-wide information. This is a collaborative effort between IT and Office of Communications, while also engaging org-wide teams.
- **Employee Onboarding and Offboarding Workflow Development:** Assisting HRTM, in the creation of an end-to-end employee onboarding/offboarding process flow to clearly articulate roles & responsibilities of the teams involved in the timing of activities.
- **Workflow Automation and Digitization – Phase 1 (Pilot):** As a business thought partner, the IT Team will work with the Health Systems' Team to identify and pilot workflow automation tools to improve process efficiencies, while keeping costs down. Similar solution may become part of a future org-wide adoption in Phase 2.
- **Azure Active Directory Enhancement & Cleanup:** Active Directory (AD) is a database and set of services that connects end-users with the network resources they need to get their work done. Microsoft 365 (M365) platform uses AD. By removing clutter and obsolete data from these systems, not only improves the database and server performance, but plugs security holes left from old, unused accounts. An efficient running application can also contribute to a better end-user experience.
- **Network Performance Monitoring System:** Acquisition and implementation of a network monitoring solution for greater visibility into application performance. Will help mitigate or minimize service disruptions. Provide KPI on network performance and service disruptions.

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: IT-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
Total Operating Expenses	2,020,290	1,859,482	(8.0%)	
Total Salaries & Wages	718,351	607,572	(15.4%)	
6040 Social Security Tax	36,712	35,411	(3.5%)	
6225 Mileage, Parking and Other Transportation	500	300	(40.0%)	Funds to cover mileage/parking for 6 staff to attend local meetings within LA County.
6230 Telephones	70,000	71,000	1.4%	Funds to cover internet and long-distance calling at F5LA building and company-issued cell phones, wireless peripherals. Funds include cost of implementation of a new redundant, backup internet connection at First5LA building.
6235 Cell Phone & Mobile Devices	7,200	7,200	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 6 FTEs at \$100/staff member for a total of \$600/month x 12 months = \$7200.
6260 Office Supplies	4,000	2,000	(50.0%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.) including power cords, chargers, batteries, labelers, network cables, etc.
6270 Capital Outlay	130,000	130,000	0.0%	Funds to cover the purchase of fixed assets. Items can include but not limited to Technology Replacement for end-user Laptops, monitors, computer peripherals, servers, switches, desk phones, desktop printers, audio-video equipment, etc.
6275 Equipment-Rents & Leases	23,690	12,000	(49.3%)	Funds to cover annual lease agreements for equipment such as Multi-Functional Printers (MFP)
6285 Equipment Repairs & Maintenance	500	500	0.0%	General maintenance and repairs of technology equipment that are not scheduled to be replaced in the upcoming fiscal year. Examples include damaged / broken phones, laptops, etc.
6290 Offsite Storage	4,000	4,000	0.0%	Provides funding for offsite storage of physical data, including access and management of records. IT is responsible for costs associated with Records Retention and management of physical and digital data.
6295 Hardware & Software Maintenance	443,000	390,000	(12.0%)	collapse;width:305pt">ADOBE License \$9000 AV Conference Calling subscription - \$12,000 Backup Server Support & Maintenance - \$5,000 Board Agenda Management Software - \$4,000 Budget Application - \$7,500 Cloud Hosting - \$14,000 Digital Signatures - \$25,000 eMail Authentication and Validation-\$10,000 eMail Fraud Protection - \$5,000 Financial App Support and Maintenance - \$42,750 Firewall Maintenance \$8,000 GIS - \$5,500 Grantmaking Application - \$135,000 Helpdesk - \$6,000 IPS & IDS-\$10,000 Lynda.com - \$360 Microsoft - \$15,500 Microsoft Office Application 1- \$2,000 Microsoft Office Application 2 - \$2000 Project Management Tool - \$10,000 Public Records Software Maintenance - \$5000 Records Management Software Maintenance - \$8000 Records Retention Review - \$5,000 Remote Software - \$1,000 Visitor Mgmt. App -\$10,000 Server (Virtualization) Maintenance - \$3,500 Survey Application - \$900 Visualization (Data) Software - \$900 VOIP services - \$36,000 Website (First5LA.org) Hosting Service \$5300 Website Management Application - \$360
6310 Internal Meetings	515	200	(61.2%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	390,000	390,000	0.0%	Strategic Partnerships (MODIS). \$300,000. Funding under Strategic Partnership will cover IT staff augmentation and resources needed to cover any IT vacancies or consulting costs associated with projects identified in IT's Strategic/Work Plans. Funding for expertise in IT consulting services that are above and beyond those that can be covered under the MODIS contract - \$90,000. Funding examples include costs associated with assessment/implementation of Disaster Recovery/Business Continuity (DR/BC) Plan, or Cybersecurity assessments and remediations etc.
6540 Professional Dues	2,500	2,500	0.0%	Funds to cover dues including but not limited to MISAC (Municipal Information Systems Association of California), TAG (Technology Association of Grantmakers), etc.
6610 Airfare	972	600	(38.3%)	Provides travel airfare costs at multi-day professional conference outside of Los Angeles area.
6620 Lodging	1,944	1,944	0.0%	Provides lodging at multi-day professional conference outside of Los Angeles area.
6640 Per Diem	810	850	4.9%	Provides for various daily expenses incurred while attending professional conferences outside of LA area

OPERATING COSTS SUMMARY

BUDGET FY23-24

CENTER/OFFICE/TEAM: IT-Op Costs-No Project



Description	FY2023 MID-YEAR	FY2024 BUDGET	% Variance	Note(s)
6840 Conference/Training Registrations	3,000	3,000	0.0%	Funds to cover costs associated with conferences/training for IT staff for professional development. examples include Project Management, Local IT conferences, MISAC, TAG, ESRI, etc.)



ATTACHMENT F:

GASB 54 FUND BALANCE PRESENTATION

FIRST 5 LA
 GASB 54 Presentation of Projected Fund Balance at June 30, 2023

Cash Fund Balance as of June 30, 2022 ¹	\$ 287,846,582
Plus: Projected Revenue ²	75,711,813
Less: Projected Program Expenditures ³	70,260,662
Less: Projected Operating Expenses ⁴	19,986,377
Fund Balance as of June 30, 2023	\$ 273,311,356

Committed Program Allocations (Multi-year Allocations) ⁵	Balance as of June 30, 2022	Modifications during FY 2022-23	Actual Expenditures FY 2022-23 ⁶	Balance as of June 30, 2023	Committed ⁷	Assigned	Unassigned	Nonspendable (Advance)
Select Home Visitation	18,425,165		10,466,153	7,959,012	7,959,012			
Little by Little/One Step Ahead	6,082,847		2,697,276	3,385,571	3,385,571			
Welcome Baby	35,605,770		20,595,713	15,010,057	15,010,057			
Total Committed Program Allocations/Estimated Program Demands	\$ 60,113,782	\$ -	\$ 23,292,989	\$ 26,354,640	\$ 26,354,640	\$ -	\$ -	
FY 2023-24 Appropriations for Investments without a Multi-Year Allocation								
2020-2028 Strategic Plan: Focusing for the Future					51,865,642			
Legacy Investments					-			
Emerging Opportunity Funds					150,000			
Capital Project Fund ⁸					3,269,068			
Balance Remaining on Advances at June 30, 2022 (Other Various Grantees)								\$ -
FY 2023-24 Operating							20,746,542	
First 5 LA Fund Balance Reserve ⁹							49,558,412	
Total Fund Balance by Category					\$ 81,639,350	\$ 121,367,052	\$ 70,304,954	\$ -
Total Projected Fund Balance as of June 30, 2023					\$ 273,311,356			

Notes to GASB 54 Presentation of Projected Fund Balance at June 30, 2023:

1. Cash Fund Balance excludes fixed assets and liabilities and was obtained from the Annual Financial Report (Annual Report) for the year ended June 30, 2022.
2. Projected revenue reflects the estimated revenue in the LTFP Updated for 2023, including tobacco tax adjusted for Proposition 31, interest, and external funding.
3. Projected program expenditures estimates that 85% of the FY 2022-23 Mid-Year Revised Program Budget will be spent by year end.
4. Projected operating expenditures estimates that 90% of the FY 2022-23 Mid-Year Revised Operating Budget will be spent by year end.
5. The remaining balances for all allocations as of June 30, 2022, were obtained from the Annual Report for FY 2021-22.
6. FY 2022-23 expenditures were estimated using the best information available at the time of this analysis.
7. Annual appropriations for all investments without a multi-year allocation will be reflected as Committed when the Commission approves the FY 2023-24 Budget in June 2023.
8. The establishment of the Capital Project Fund was approved on June 8, 2017 for \$6,959,676. This Fund is financed by unspent FY 2015-16 Operating Budget funds in the amount of \$3,660,359 (obtained from the Annual Report) and unspent FY 2016-17 Operating Budget funds in the amount of \$3,299,317, to support capital improvements related to building infrastructure maintenance and workspace layout.
9. Per Board-approved policy, the Fund Balance Reserve is calculated as 50% of the total annual budget effective FY 2020-21 (was previously 25%). The Reserve is a self-imposed restriction and requires Commission action to change. This amount is considered Unassigned for Fund Balance purposes.

First 5 LA
Long Term Financial Plan - Multi-Year Detail

Beginning Fund Balance as of July 1	\$ 352,109,768	\$ 316,422,237	\$ 299,019,898	\$ 269,865,022	\$ 241,786,892	\$ 206,842,103	\$ 175,696,124	\$ 147,980,134
Projected Revenue (by Fiscal Year)	ACTUALS FY 2020-21	ACTUALS FY 2021-22	REVISED BUDGET FY 2022-23	PROPOSED BUDGET FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Proposition 10 Tax Allocations	\$ 78,806,030	\$ 73,800,189	\$ 65,652,207	\$ 58,806,335	\$ 55,450,941	\$ 53,509,169	\$ 51,550,968	\$ 49,695,133
Adjustment in Response to Proposition 56 Trend					(554,509)	(535,092)	(515,510)	(496,951)
Other Revenue	3,226,759	3,970,432	5,874,813	8,288,000	2,000,000	2,000,000	2,000,000	2,000,000
Interest Earnings	1,987,841	1,629,048	4,184,793	3,944,358	3,246,148	2,815,160	2,429,659	2,085,932
Total Projected Revenue	\$ 84,020,630	\$ 79,399,669	\$ 75,711,813	\$ 71,038,693	\$ 60,142,580	\$ 57,789,238	\$ 55,465,118	\$ 53,284,114
Estimated Program Demands (by Fiscal Year)								
Annual Program Demands	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Center for Child and Family Impact								
Family Supports - Welcome Baby/Home Visitation	\$ 37,586,382	\$ 38,618,481	\$ 37,143,866	39,103,000				
Communities - Best Start Communities/New Activities	16,621,055	15,627,426	16,592,219	14,367,200				
Early Care & Education Systems	13,562,410	10,862,518	10,942,000	6,174,615				
Health Systems	2,575,833	3,736,568	6,008,517	4,750,550				
Center Support		312,539	600,000	450,000				
TOTAL 2020-2028 STRATEGIC PLAN	\$ 70,345,680	\$ 69,157,532	\$ 71,286,602	\$ 64,845,365	\$ -	\$ -	\$ -	\$ -
TOTAL LEGACY INVESTMENTS	\$ 2,627,621	\$ 1,391,802	\$ 1,800,000	\$ 2,027,000	\$ -	\$ -	\$ -	\$ -
Emerging Opportunities		\$ 360,684	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
SUPPORT INVESTMENTS								
Office of Communications		2,352,843	3,597,000	3,187,417				
Office of Government Affairs & Public Policy	6,583,767	1,270,019	4,153,000	6,565,500				
Office of Data for Action	1,912,510	1,274,690	1,673,000	1,595,000				368
TOTAL SUPPORT INVESTMENTS	\$ 8,496,277	\$ 4,897,552	\$ 9,423,000	\$ 11,347,917	\$ -	\$ -	\$ -	\$ -
PROGRAM OPERATING COST			8,175,010	7,370,316				
TOTAL ESTIMATED PROGRAM DEMANDS	\$ 81,469,578	\$ 75,807,570	\$ 90,834,612	\$ 85,740,598	\$ 80,824,264	\$ 75,594,934	\$ 70,703,941	\$ 66,129,396
Estimated Operating Expenditures (Admin cost in projections)		\$ 20,963,345	\$ 14,032,076	\$ 13,376,226	\$ 14,263,105	\$ 13,340,282	\$ 12,477,166	\$ 11,669,893
Capital Improvement Fund Expenditures								
Other Adjustment		\$ 31,093						
TOTAL ESTIMATED SPENDING	\$ 103,896,716	\$ 96,802,008	\$ 104,866,688	\$ 99,116,824	\$ 95,087,369	\$ 88,935,216	\$ 83,181,108	\$ 77,799,290
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES	\$ 19,876,086	\$ 17,402,339	\$ 29,154,876	\$ 28,078,131	\$ 34,944,789	\$ 31,145,979	\$ 27,715,990	\$ 24,515,176
PROJECTED ENDING FUND BALANCE	\$ 316,422,237	\$ 299,019,898	\$ 269,865,022	\$ 241,786,892	\$ 206,842,103	\$ 175,696,124	\$ 147,980,134	\$ 123,464,959
Reserve - Organizations Approved Budget	\$ 25,974,179	\$ 48,401,004	\$ 52,433,344	\$ 49,558,412	\$ 47,543,684	\$ 44,467,608	\$ 41,590,554	\$ 38,899,645
PROJECTED AVAILABLE ENDING FUND BALANCE	\$ 290,448,058	\$ 250,618,894	\$ 217,431,678	\$ 192,228,480	\$ 159,298,418	\$ 131,228,516	\$ 106,389,581	\$ 84,565,314

Assumptions:

- a) The annual rate of decline for Total Estimated Spending from FY 2023-24 to FY 2024-25 is 4.00%, and from FY 2024-25 through FY 2027-28 it is approximately 6.47% per year.
- b) Projected interest earnings rate for FY 2022-23 is 1.25%, FY 2023-24 is 1.3%, and 1.2% beginning in FY 2024-25 through FY 2027-28.
- c) Reserve assumes 25% of the total FY 2020-21 actual budget and 50% of the total budget effective FY 2021-22 through FY 2027-28.
- d) Internal Adjustment in Response to Proposition 56 Trend is 1% from FY 2024-25 through FY 2027-28.
- e) Revenue estimates are based on revised March 2023 projections provided by F5CA and DOF in April 2023.
- f) The projected Proposition 10 revenue rate of decline is approx. 5.7% from FY 2023-24 to FY 2024-25, and approx. 3.6% annually from FY2024-25 through FY 2027-28.
- g) Other Revenue includes funding from: F5CA (Impact, F5CA Home Visit Coordination Project, Refugee Resettlement LA), LACDPH, LACOE, Medi-Cal Managed Care Plan and DMH.
- h) Emerging Opportunities resources are included at \$1.5M per year from FY 2024-25 through FY 2027-28.

First 5 LA

FY 2019 – 2028 Long Term Financial Plan
(July 1, 2018 – June 30, 2028)

FIRST 5 LA

SUBJECT:

The updates to the Long-Term Financial Plan (Plan), originally approved July 2020, is presented to the Board of for action and approval.

LONG TERM FINANCIAL PLAN

On July 9, 2020, the Commission voted to adopt a ten-year long-term financial plan (Plan). This Plan established spending limits for future years through FY 2027-28. The Plan moves the organization away from a five-year annual projection snapshot to a plan with specific spending limits. The Plan is intended to strengthen the organization's fiscal discipline by changing how the organization plans for the long-term, adjusts to the organization's fiscal reality, aligns to the 2020-2028 Strategic Plan goals, and promotes sustainability. The future spending limits, grounded in an 85%-15% maximum split of total expenditures between programmatic and administrative costs, respectively, demand that we bring an organization-wide perspective to and be disciplined in the allocation of resources to their most strategic use and impact.

The long-term financial plan represents a tool for focusing resources on Strategic Plan priorities, deepening our sustainability work, and leveraging non-First 5 LA resources. For FY 2023-24, not only is the total proposed budget of \$99.1 million below the established \$101.7 million spending limit for the fiscal year, but approximately \$8.3 million in anticipated expenses will be offset by external non-First 5 LA funds, bringing the true total FY 2023-24 budget down to \$90.8 million. Although tobacco tax revenues have been on the decline for many years now, the impetus for the decrease to estimated spending was prompted by the approval of a recent California ballot measure, Proposition 31, prohibiting the sale of certain flavored tobacco products which took effect November 2022. The fiscal effect of this legislation is a reduction to state tobacco tax revenues, and thus an accelerated reduction in revenues to the First 5 Commissions, including First 5 LA. The net effect of this legislation is a decline in the Plan's projected FY 2027-28 available ending fund balance. As a result of this impact to revenue and leveraging the Strategic Plan Reset process which reviewing and reassessing our strategic plan priorities, currently underway, we will return to the Board in FY 2023-24 with a revised long term plan which will more effectively align with the new fiscal reality and changes to our Strategic Plan goals.

More information about these Plan adjustments are included in this memo. As was communicated and established last year, deviations from the approved annual limits require Board review and approval.

I. Introduction: Purpose of the Long-Term Financial Plan

This update to the FY 2020-2028 Long-Term Financial Plan (Plan) is the third update to the Plan since its approval in July 2020. The intent of the process continues to be the support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission ("Commission"), i.e. First 5 LA, by projecting the long-term implications of fiscal actions taken by the Board of Commissioners ("Board"). This 10-year plan includes a multi-year outlook of current

anticipated revenues, as well as established annual administrative and programmatic limits against forecasted revenue and fund balance.

Each year the Plan is presented to the Board to provide context for budget funding decisions. The July 1, 2018 through June 30, 2028 plan period includes four years of historical actual expenditure data with more details provided for the mid-year revised FY 2022-23 budget year as well as the upcoming proposed FY 2023-24 budget year. Resources for years 7 through 10 are reflected at a higher annual level reflecting the future funding direction of an 85%-15% distribution of spending between programmatic and administrative work. The long-term financial plan will be used to strategically plan and manage future year's expenses and Fund Balance drawdowns. An update to this Plan can be expected in FY 2023-24.

Specifically, the Long-Term Financial Plan utilizes the following overarching approach:

- Uses the most recent audited fund balance as a starting point (July 1, 2021 - June 30, 2022) to update actual revenues and expenditures;
- Includes updated revenue forecasts based on the most current available data from the Department of Finance (DOF) and California Department of Tax and Fee Administration (CDTFA), which reflects the impact due to Proposition 31;
- Includes actual and forecasted spending in support of Strategic Plan goals;
- Includes project expenditures for all investments approved by the Board, including those that have received a multi-year allocation and Investments Prior to Strategic Plan 2020-2028 (formerly referred to as legacy investments) that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2028.

The LTFP has formally assigned future funds through the end of the term (June 30, 2028). Outside of the LTFP process, funds must be reviewed, amended, and formally committed as part of the annual budget process approved by the Board or through a Resolution that specifically commits funds for an initiative or program in a manner consistent with Strategic Plan objectives and First 5 LA's Governance Guidelines.

II. Methodology/Approach

Staff used the FY 2018-19 actuals, FY 2019-20 actuals, FY 2020-21 actuals, FY 2021-22 actuals, FY 2022-23 mid-year revised budget, FY 2023-24 draft budget and four years of estimated spending ceilings through FY 2027-28, as approved in July 2020 by the Board.

The LTFP was developed using the following more specific approach and methods:

- The baseline year for this Long-Term Financial Plan is the FY 2021-22 audited actual expenditures, as reflected in section A of this memo.
- Updating the FY 2022-23 mid-year revised budget estimates of \$104,866,688, a decrease of \$1.1 million to the anticipated spending for FY 2022-23.

- Reflecting the proposed FY 2023-24 draft budget which was developed based on an analysis of historical spending, projected expenditures, multi-year contracted funding, anticipated need, as well as a 5-10% estimated target budget below the spending limit for FY2023-24 in response to Proposition 31. The proposed budget of \$99.1 million is below the \$101.7 million spending limit established for FY 2023-24. Any adjustments to the draft FY 2023-24 budget based on board presentations and input will be incorporated into the Plan.
- As part of the action taken to approve the FY 2022-23 Budget in June 2022, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (Annual Report), for the fiscal year ending June 30, 2022.
- Total future year budget expenditures are split – 85% for programmatic needs and 15% for administrative needs, as was determined through the Strategic Plan Refinement process by an assigned Strategic Refinement Team. The LTFP is presented at a high-level cost distribution which reflects annual totals based on the revised structure.

Updates to the LTFP's methodology and overarching approach, as noted in sections I and II above, have resulted in an overall decrease to the projected available ending fund balance at fiscal year-end 2027-28 from \$100.7 million as reflected in the Revised Plan approved in June 2021, to \$84.6 million reflected in this updated Plan. The decrease to the fund balance in response to the updated revenue forecast was offset by an increase to the fund balance due to lower than anticipated actual spending in FY 2021-22, a downward adjustment to the FY 2022-23 budget at mid-year, and a FY 2023-24 proposed budget below the established spending limit. Higher than anticipated external revenues have also contributed to an increase to the available fund balance at fiscal year-end 2027-28. We anticipate that the FY 2027-28 ending fund balance will continue to fluctuate over the years as we update estimated spending with actual expenditures, mid-year revised budgets and proposed detailed budgets. These updates will be brought to the Board for review and approval on an annual basis, as applicable. In the meantime, revisions to First 5 LA's LTFP in response to Proposition 31 will be shared with the Board as a component of the Strategic Plan Reset process in FY 2023-24.

III. Assumptions

This long-term plan includes the following assumptions:

1. Resources are distributed, summarized and categorized in the budget between program costs and administrative costs.
2. The Plan spans a ten-year period of annual estimates.
3. For long-term projection and planning purposes, the Plan assumes that spending for FY 2024-25 through FY 2027-28 will remain on a consistent annual rate of decline of approximately 6.47%; 85% of the total will be designated as program costs and 15% will be designated as administrative.
4. Emerging Opportunity resources are included at \$1.5 million per year from FY 2024-25 through FY 2027-28, as included in the approved Long-Term Financial Plan approved in July 2020.

Emerging Opportunity resources will be assessed for appropriate annual funding levels during the budget development and approval process.

5. Reserve: Effective FY 2020-21, the reserve represents 50% of the total annual budget.

Assumptions (resource categorization, 85%-15% split, emerging opportunity funding for projected years, and reserve) reflected above do not capture changes in response to Proposition 31 or the Strategic Plan Reset. Changes to the board-approved approach and assumptions beyond FY 2023-24 will be shared for review and approval in FY 2023-24 in alignment to the Strategic Plan Reset.

A. Beginning Fund Balance

The LTFP's FY 2022-23 beginning fund balance of \$299,019,898 reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (Annual Report) for the fiscal year ending June 30, 2022. The beginning fund balance in future years, beyond FY 2022-23, is calculated based on projected revenue and expenditures for the prior year.

B. Revenue

Approval of Proposition 31, a recent ballot measure prohibiting the sale of certain flavored tobacco, has prompted an accelerated decline in First 5 LA's primary source of funding as of November 2022.

The Commission is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 23-24% of the total County allocations. **Tobacco tax revenue**, projected to be roughly \$65.7 million in FY 2022-23 and \$58.8 million in FY 2023-24, is anticipated to continue declining in future years. Based on the most recent forecast from the Department of Finance (DOF) and the California Department of Tax and Fee Administration (CDTFA) updated March 2023 which was adjusted in response to Proposition 31, banning the sale of flavored tobacco in California, tobacco tax revenues are projected to decline by 10.4% from FY 2023 to FY 2024, decline by 5.7% from FY 2024 to FY 2025 and decline by an average of 3.6% per year through 2027. In response to inconsistent information previously received regarding the Proposition 56 backfill calculations and methodologies, an internal 1% downward adjustment is applied against the State's projected Proposition 10 and Proposition 56 revenue through FY 2027-28 for the purpose of this analysis.

Interest earnings are projected based off the average rate of return on anticipated cash balances. Based on the latest assessment and fluctuations, First 5 LA is calculating 1.25% in interest earnings for FY 2022-23, 1.3% in interest earnings for FY 2023-24, and 1.2% in interest earnings from FY 2024-25 through FY 2027-28 based on the latest analysis of market conditions. Interest earnings for FY 2022-23 are projected at approximately \$4.2 million. Interest earnings for FY 2023-24 are projected at approximately \$3.9 million. In addition, the **Other Revenue** category includes funding from First 5 California, the Los Angeles County Department of Public Health (DPH), the Los Angeles County Department of Mental Health (DMH), a Medi-Cal Managed Care Plan, and the Los Angeles County Office of Education, with a combined total of \$5.9 million anticipated for FY 2022-23 and approximately \$8.3 million for FY 2023-24.

The long-term impact to our primary source of funding will require us to revisit the established spending limits. As previously noted, we will return to the Board with a revised Plan in FY 2023-24, in conjunction with the strategic plan reset process. In accordance with standard practice, staff will continue to monitor and make the appropriate adjustments as new information is received and engage with key partners to obtain more information regarding the projected downward revenue trajectory. Additionally, staff will continue to monitor actual revenue relative to the projections to analyze the impact these declining resources may have on the organization's fiscal position.

C. Program Expenditure Assumptions

The baseline for the current long-term financial plan is grounded on the assumption that the Board will invest in the implementation of the approved 2020-2028 plan to achieve the strategic priorities outlined through FY 2027-28. The Strategic Plan Reset will influence the revisions to the LTFP, proposed for Board review and approval in FY 2023-24. The current projections also assume an annual rate of revenue and expenditure decline for the strategic plan term. Programmatic investments will use 85% of the total annual spending limit to carry out activities aligned with our strategic plan that continue to move us in a direction of policy and systems change work in alignment with our values, investment guidelines and desired results.

Specific investments will be presented to the Board on an annual basis through a refined spending plan based on updated information. Additional detail related to the investment estimates for FY 2023-24 is included in the FY 2023-24 Budget materials.

D. Program Expenditure Assumptions – Investments Prior to SP 2020-2028 (formerly Legacy Investments)

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

- Consistent with the Governance Guidelines, all initiatives and programs are assumed to end according to the Board-directed timeframe.
- Fidelity to existing approved allocations and other funding decisions made by the Board. Funding for Little by Little/One Step Ahead is assumed to fully exhaust the original \$30 million allocation award by 2025 as approved by the Board in November 2018.

E. Operating Expenditure Assumptions

The Revised FY 2022-23 Operating Budget of \$22.2 million included assumptions related to staffing, salary and benefit costs, professional development, travel, and other operating costs. The FY 2023-24 Draft Budget proposes \$20.7 million in operational costs to support the organizational needs, including the elimination of three full-time equivalent (FTE) positions, applying a hire-freeze on 12 vacant positions for the year pending the outcome of the strategic plan reset, a 5% merit adjustment, a 3.5% attrition rate, and an increase in health insurance costs, as well as other supplies and services costs as needed. Staff recognizes that operating requirements and structure will continue to evolve

and change to best support the work of the Commission as the Commission activities shift toward greater alignment with our fiscal realities. Although the LTFP is not the vehicle for updating the budget, additional staff analysis and recommendations are included for Board action in the FY 2023-24 Budget materials.

The LTFP does assume compliance with the Commission’s annual administrative limit, which for FY 2023-24 is 13.5% of proposed spending, within the 15% limit established with the approval of the Plan in July 2020.

IV. Analysis: The Multi-year Outlook

Consistent with previous years, the LTFP continues to reflect declining resources, including both incoming tobacco tax revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending has outpaced revenue, requiring the Commission to depend on existing fund balance to cover the difference. The reliance on existing fund balance has escalated as of 2023 due to the passing of Proposition 31, banning the sale of flavored tobacco in California, which has accelerated the projected revenue decline. The purpose of establishing annual spending limits in this ten-year plan was to allow us to be proactive in deciding how and when we strategically use the diminishing fund balance to offset expenditure needs above and beyond the Proposition 10 tax revenue dollars and any other known revenues. Given the change in projected revenue, we will need to strategically revisit the spending limits to better align to the new fiscal reality and get us closer to living within our means. This revised Plan is anticipated to be shared with the Board in alignment with the Strategic Plan Reset process in FY 2023-24.

Chart 1: Revenue vs. Expenditures through FY 2027-28 (as of April 2022, prior to Proposition 31)

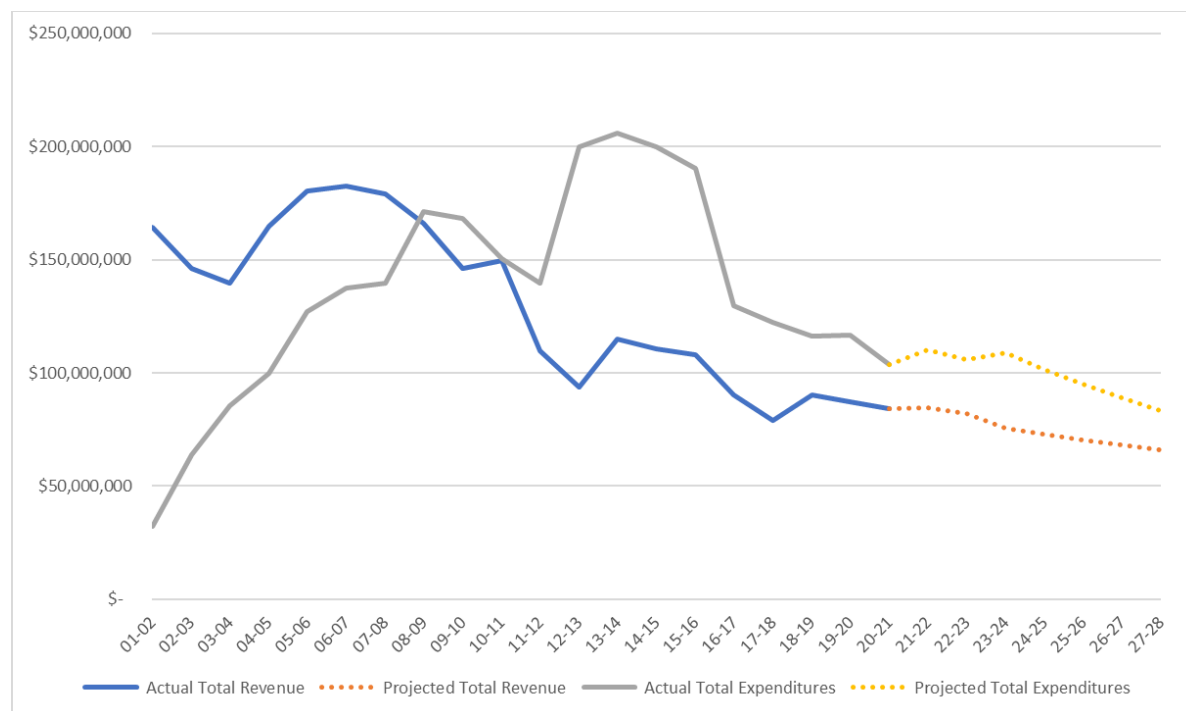
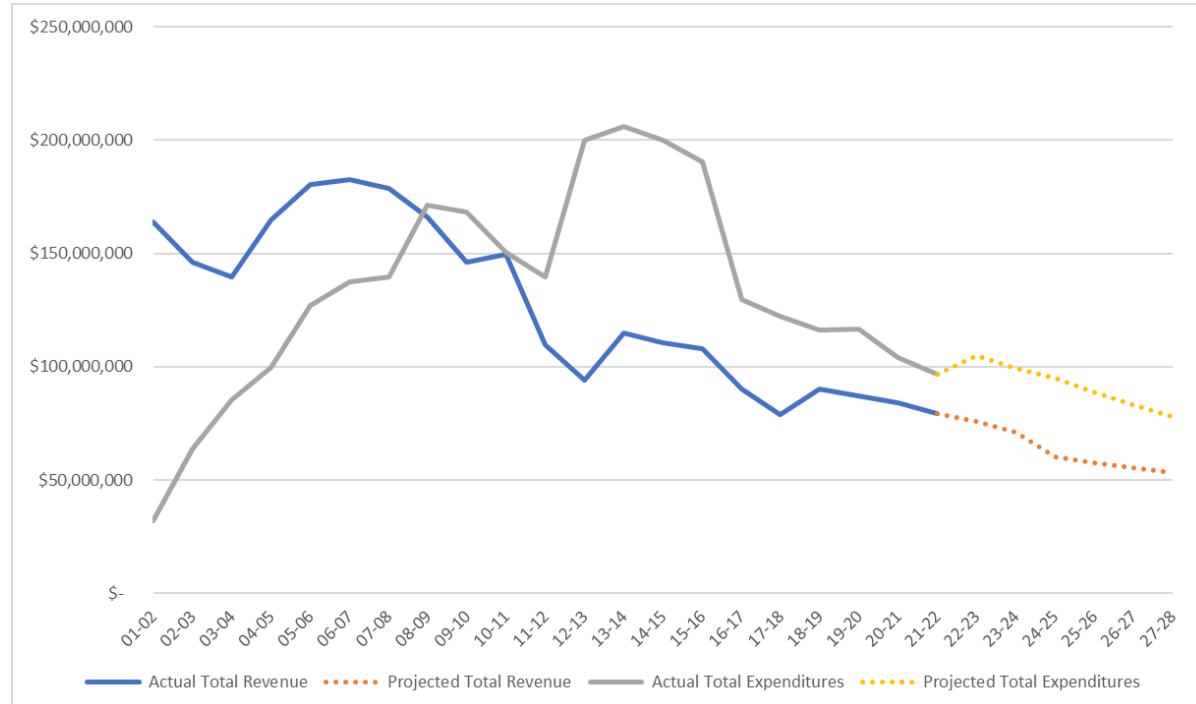


Chart 2: Revenue vs. Expenditures through FY 2027-28 (as of April 2023, adjusted for Proposition 31)



The Commission’s primary source of revenue, Proposition 10 tobacco tax revenue, has been steadily decreasing since FY 2004-05, and is projected to decline an additional 24.3% by FY 2027-28, from the \$65.7 million anticipated for receipt in FY 2022-23 to an estimated \$49.7 million in FY 2027-28, not including the 1% internal downward adjustment to Proposition 10 tax revenue to account for possible Proposition 56 backfill shortfalls or changes. The transition from long-term financial projection to plan has allowed First 5 LA to plan for a gradual path toward expenditure alignment with revenues as we continue to focus resources on Strategic Plan priorities, deepen our sustainability work and leverage non-First 5 LA resources. The recent change to projected tobacco tax revenue will require us to revisit the previously Board-approved spending limits toward greater alignment with revenues and Strategic Plan priorities.

Projected spending is estimated to peak in FY 2022-23. The total impact of the anticipated expenditures in FY 2022-23 is approximately \$104.9 million, or 38.5% above the estimated incoming revenue, an excess level of spending which results in a commensurate decline in fund balance. The total impact of the proposed costs for FY 2023-24 is \$99.1 million, or 39.5% above the estimated total incoming revenue. The ongoing variance between projected revenue and the established spending limits, coupled with the increased decline in revenue due to Proposition 31, results in an 71.7% decrease in fund balance from the July 1, 2022 beginning fund balance of \$299.0 million to an updated projected available ending fund balance of \$84.6 million by June 30, 2028. This \$84.6 million includes the fund balance reserve which increased from 25% of the projected annual fiscal year budget per Board-approved policy to 50% effective FY 2020-21, per Board approval in July 2020.

Staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—that can have potential implications for anticipated revenue so that we may adjust our

longer-term plans, accordingly. The plan will be updated on an annual basis to capture changes to major assumptions related to additional funding, both restricted and unrestricted, outside of the Proposition 10 and the Proposition 56 backfill dollars.

In conjunction with the Strategic Plan Reset process, staff will be exploring alternate scenarios to achieve the alignment of revenues and expenditures by time certain and to clarify the use of the fund balance. This analysis will be grounded in a number of guiding principles, including minimizing dramatic fiscal cliffs (reductions greater than 10% annually) during the remaining years of the 2020-2028 Strategic Plan, with a possible extrapolation, minimizing disruption in existing work and investments that advance First 5 LA priorities, and maximizing the use of our available fund balance. The intent is to further embrace our fiscal reality and role as fiscal stewards and to preempt situations that could threaten our long-term success through strategic planning, budgeting, and policy development. Staff is expecting to return to the Board with more information related to a revised Plan in FY 2023-24 in conjunction with the Strategic Plan Reset.

Any updates to the LTFP actual or proposed spending will be presented to the Board for approval.

VI. Summary

The transition from a long-term financial projection to a plan in 2020 has required that First 5 LA bring greater discipline to its current and future spending. In so doing, the Plan helps First 5 LA improve its long-range strategic investment planning, particularly as the organization places a higher emphasis on policy and systems change, and doing more with less, due to our ever-declining Proposition 10 Tobacco Tax revenues, a decline amplified with the passing of Proposition 31.

First 5 LA will continue working to identify the appropriate level of resources for distribution in support of the short and long-term 2020-2028 Strategic Plan efforts. Revisions to the long-term plan's annual spending and revenues will be shared with the Board for discussion, feedback and approval in alignment with the Strategic Plan Reset in FY 2023-24. The revised Plan will allow us to continue manage the transition to a more sustainable spending plan with greater alignment to the new fiscal realities and an ever-decreasing fund balance.

RESOLUTION NO. 2023-03

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION
APPROVING THE FY 2023-24 BUDGET, ESTABLISHING AN ADMINISTRATIVE COST CAP, AND
AFFIRMING FUND BALANCE ALLOCATIONS**

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

Whereas, the Commission is authorized by statute and Los Angeles County ordinance to adopt an annual budget for operations and programs;

Whereas, the Commission has adhered to the practice of annually reaffirming the balance of Committed program allocations pursuant to GASB 54 guidelines as outlined in the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission is required to adopt a minimum Fund Balance Reserve, calculated at 50 percent of the annual fiscal year budget, increased from the previous 25 percent, per the revised Fund Balance Policy proposed for approval on July 9, 2020;

Whereas, the Commission has annually established a limit on administrative costs as defined by the First 5 Financial Management Guide and the First 5 LA Policy and Guidelines for Administrative Costs and Function, revised on June 14, 2012.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Resolution No. 2022-01 approved on June 9, 2022 is hereby superseded; and
2. The FY 2023-24 Proposed Budget of \$99,116,824 as presented to the Commission (Attachment B – FY 2023-24 Budget Summary, incorporated herein by this reference) is approved. Staff is authorized to implement and incur costs on the Commission’s behalf, subject to Commission Policy, to achieve the objectives and goals adopted within the Budget and the current Strategic Plan; and
3. The administrative cost cap for FY 2022-23 of \$13,376,226 13.50% of the total budget, is adopted, reflecting the common purpose costs and related overhead associated with operating First 5 LA (Attachment D – Administrative Cost Limit Calculation, incorporated herein by this reference); and
4. Subject to the final year-end financial audit, the projected balance of previously Committed program allocations totaling \$81,639,350 as of June 30, 2023 is approved, affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines (Attachment F, incorporated herein by this reference); and
5. A Fund Balance Reserve amount of \$49,558,412 is approved and available for use during the 2023-24 fiscal year only for the purposes outlined in the Fund Balance Policy; and
6. Future funds through June 30, 2028 will be formally assigned through the Long-Term Financial Plan and will be formally committed as part of the annual budget process; and
7. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

PASSED, APPROVED AND ADOPTED THIS 8TH DAY OF JUNE 2023, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Holly Mitchell
Chair, First 5 LA

Karla Pleitéz Howell
Executive Director

FIRST 5 LA

SUBJECT:

Public Hearing: Receive and File First 5 California's Annual Report

BACKGROUND:

To ensure transparency and accountability across the state, Proposition 10 imposes annual procedural requirements on each county commission as a condition of receiving Proposition 10 tobacco tax funds. These procedural conditions include the requirement that each county commission holds public hearings at least annually to review First 5 California's Annual Report, their respective Strategic Plan, and annual audit. Today's public hearing is intended to comply with the annual requirement of reviewing First 5 California's Annual Report.

DISCUSSION:

Pursuant to the requirements of Proposition 10, First 5 California has compiled its Annual Report for the 2021-2022 fiscal year and distributed that report to county commissions for review. The report includes fiscal and programmatic information aggregated across the 58 county commissions, including data on revenue and expenditures, populations reached, and key policy highlights. First 5 California's Annual Report is available on First 5 California's website and is included with board materials for the June Board meeting. Staff recommends that the Board receive and file this report.

Highlights of the First 5 California Annual Report for Fiscal Year 2021-2022 on 1) statewide expenditures; 2) populations reached statewide; and 3) key policy progress are summarized below. Refer to, "Attachment A, First 5 California 2021-22 Annual Report" for the full report.

1) Statewide Expenditures

- *Total Expenditures:* In FY 21-22, statewide expenditures totaled \$370,309,652
- *Expenditures by Result Area:* First 5 California requires that programmatic expenditures for investments made by county commissions be categorized into one of four First 5 California Result Areas – three that are focused on direct service (Child Health, Child Development, Family Functioning) and one on systems change (Systems of Care).
 - Statewide expenditures were distributed relatively evenly across the four Result Areas, with a slight leaning towards Child Health investments such as home visiting programs. Similarly, First 5 LA expended most funding towards Child Health investments.
 - In contrast, 25 percent of total statewide expenditures focused on Systems of Care investments, whereas First 5 LA expended 46 percent on systems change investments such as First 5 LA's Best Start efforts, policy advocacy funds, and Help Me Grow LA.

2) Populations Reached Statewide

- In FY 21-22, county commissions served a total of 575,816 children, which accounts for 21% of California children aged 0 to 5. County commissions reached 683,069 parents and caregivers, and 100,117 providers.¹

¹ California Department of Finance. Demographic Research Unit. Report P-1B: Population Projections by Individual Year of Age, California, 2010-2060 (Baseline 2019 Population Projections; Vintage 2020 Release). Sacramento: California. July 2021.

- *Age:* By age, 31 percent of children served were under 3 years old, 32 percent were ages 3 through 5 years old, and 37 percent were of unknown age.
- *Race/Ethnicity:* By race/ethnicity, children served included Hispanic or Latino as the largest group (38 percent), followed by White (11 percent), Asian (6 percent), Black or African American (4 percent), Other (4 percent), Two or More Races (2 percent), Alaska Native or American Indian (less than 1 percent), Native Hawaiian or Pacific Islander (less than 1 percent) and unknown race/ethnicity (35 percent).
- *Primary Language:* With respect to primary household language of children served, the two largest groups served were speakers of English (40 percent) and Spanish (21 percent), followed by speakers of Asian languages (Vietnamese, Cantonese, Mandarin, Korean, 2 percent) and language unknown (35 percent).

3) Key Policy Progress

In FY 21-22, First 5 California advocated for policies that promote and support young children and their families. First 5 LA contributed to advocacy efforts related to the following key policies:


- *Extension of home visiting program:* First 5 California partnered with county commissions including First 5 LA to actively support and advocate for the reauthorization and expansion of the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program. This advocacy effort allowed for continued funding to provide more equitable access of home visiting programs to low-income families.
- *Comprehensive Paid Family Leave (PFL) & State Disability Insurance (SDI):* First 5 California co-sponsored and partnered with over 450 organizations to advocate for SB 951 in making PFL and SDI more accessible for families. SB 951 increases wage replacement rates from 60% to 90% for low-wage earners by 2025. First 5 LA officially supported the bill, and Governor Newsom signed it into law in September 2022, allowing low-income families to take paid time off from work to bond with a new child or recover from a serious illness without risking their economic security.

Despite declining tobacco tax revenues, county commissions across the state, in coordination with the First 5 Association, continue to advance their work in creating and implementing integrated early childhood systems, building effective community partnerships, and pursuing deeper and more widespread impacts through policy and systems change.

RECOMMENDATION:

Receive and file First 5 California 2021-2022 Annual Report.

ATTACHMENT: See Attachment A for First 5 California 2021-22 Annual Report



Receive and File First 5 CA FY 2021-2022 Annual Report

June 8, 2023

HaRi Kim Han, Office of Data for Action

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1ST LA
first 5 la
Giving kids the best start

Today We Will...

1. Provide background on First 5 CA's Annual Report
2. Review key highlights from FY 2021-2022 including:
 - statewide expenditures
 - populations reached
 - policy progress



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First 5 California Annual Report

- Annual procedural requirement set by Prop 10
- Each county commission required to submit data in Fall
- First 5 CA releases statewide Annual Report in Spring



Background: First 5 California Result Areas



Child Health



Family Functioning



Child Development



Systems
of Care

385



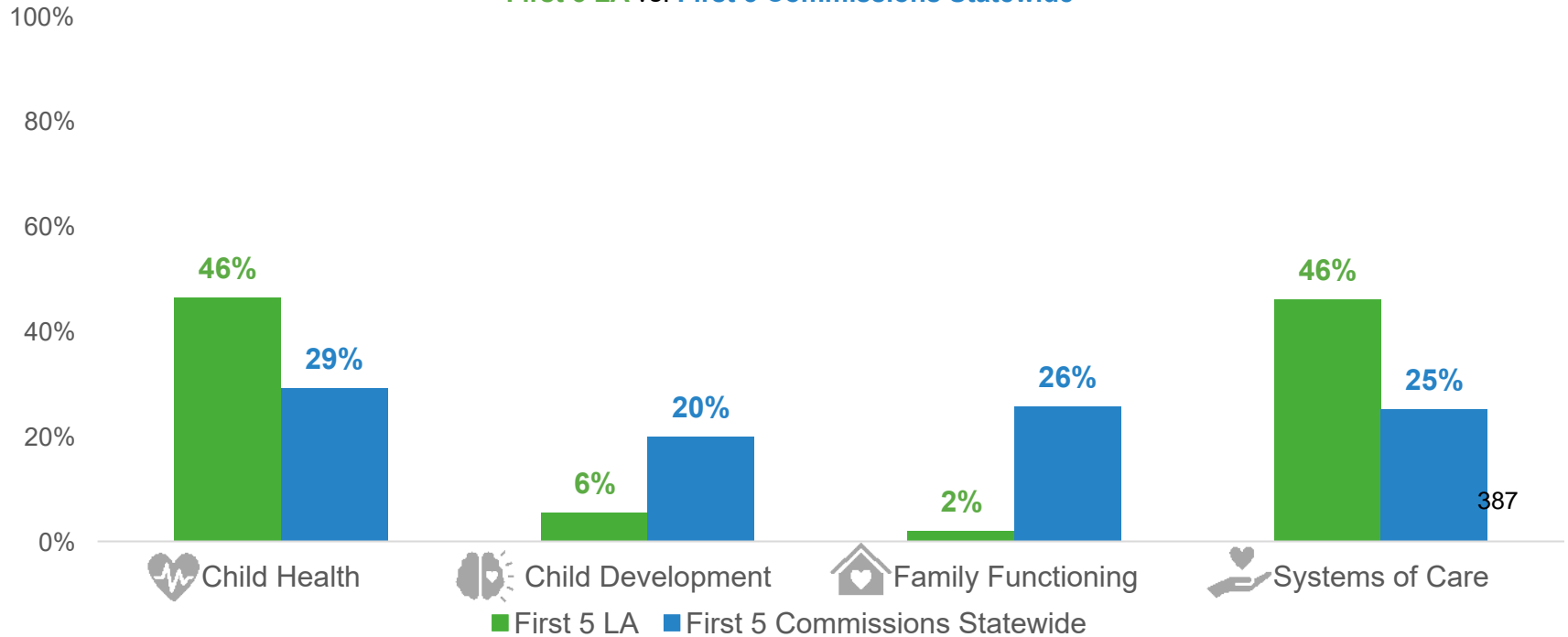
First 5 CA Annual Report Highlights

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1ST  LA
first 5 la
Giving kids the best start

In FY 21-22, statewide expenditures were evenly distributed across the four Result Areas whereas First 5 LA placed a greater focus on Child Health and Systems of Care

FY 21-22 Programmatic Expenditures by First 5 CA Result Area
First 5 LA vs. First 5 Commissions Statewide

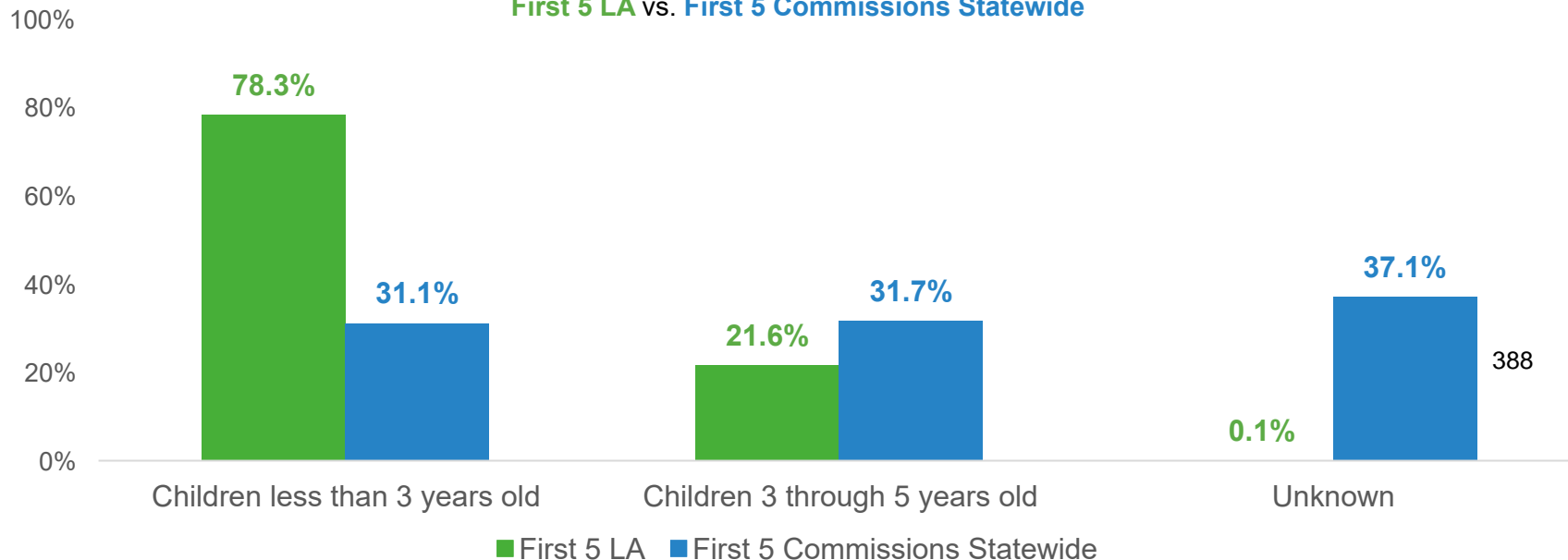


In FY 21-22, First 5 LA reached more children under 3 years old compared to the county commissions in the state



575,816 children served
(21% of CA children aged 0 to 5)

Percentage of Children Reached, by Age Group
First 5 LA vs. First 5 Commissions Statewide



Progress due to First 5 California and First 5 LA advocacy for policies that promote and support young children and their families.



Advocate for reauthorization and expansion of the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program



Advocate for SB 951 to increase paid family leave and state disability program for low wage earners

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Next Steps

- Concludes Annual Report process for FY 2021-2022
- FY 2022-2023 Annual Report Data will be shared in Fall

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Questions/
Comments?

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1ST  LA
first 5 la
Giving kids the best start

FIRST 5 CALIFORNIA

2021-22 Annual Report





Our Mission

Convene, partner in, support, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through 5 and their families. Promote, support, and optimize early childhood development.

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FIRST 5 CALIFORNIA COMMISSION MEMBERS

Giannina Perez, Chair

Appointed by the Governor

Shana Hazan, Vice Chair

Appointed by the Senate Rules Committee

Mayra Alvarez

Appointed by the Governor

Elsa Mendoza Jimenez

Appointed by the Governor

Jackie Majors

Appointed by the Speaker of the Assembly

Lori Risso

Appointed by the Senate Rules committee

EX-OFFICIO MEMBER:

Mark Ghaly

Secretary of the California Health and Human Services Agency

Marko Mijic, Designee

Undersecretary of the California Health and Human Services Agency

MEMBERS WHOSE TERMS ENDED IN FISCAL YEAR 2021-22:

Dr. Nadine Burke Harris, Chair (Member until May 2022)

Appointed by the Governor

Monica Fitzgerald (Member until December 2021)

Appointed by the Senate Rules Committee

Kris Perry (Member until May 2022)

MEMBER WHOSE TERM ENDED IN FISCAL YEAR 2022-23:

Molly Munger (Member until October 2022)

Appointed by the Speaker of the Assembly



Message from First 5 California

As we continue to move through the challenges of the past few years, we're deeply inspired by the progress made to create meaningful impact in the lives of our state's youngest children and their families. This progress came to fruition through the hard work of California's communities, children and their families, as well as the unwavering commitment and support of the Governor, the Legislature, local First 5 county commissions, and partners.

In addition to support from key stakeholders, strong collaboration, especially between state agencies is an essential aspect of our work. Working with agency partners we have deepened our resolve and commitment to implementing our 2019-24 Strategic Plan and are reinvigorated by the clarity of the newly adopted North Star Statement and Audacious Goal. This clarity and cross agency collaborations will help us create the conditions for more trauma-informed, healing-centered, and culturally responsive systems to support the needs of our diverse children, families, and communities.

First 5 California's 2021-22 Annual Report highlights some of these collaborations and our accomplishments at both the state and local levels to help us continue to lay foundational investments that help children thrive.

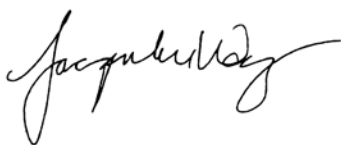
New investments include:

- \$3 million to support refugee families with young children ages 0 to 5 resettling in counties across the state
- \$4.5 million to support the F5CA's Strategic Plan, North Star, and Children's Policy Agenda in the areas of advocacy and policymaker education capacity, strategic partnerships and coalitions, policy development, and public policy research and education
- \$18 million to launch an early literacy program to provide ongoing support for book distribution and literacy programs for California's youngest children, their families and communities

In addition to new investments approved in FY 2021-22, several investments approved in FY 2020-21 continued to be implemented this year:

- IMPACT 2020 continued expanding innovative approaches to quality improvement and professional development systems for early learning and care providers. Funding supported access to Quality Counts California services and supports for a record 9,139 sites across the state
- F5CA's Dual Language Learner Pilot (DLL), a historic \$20 million investment to identify effective, scalable, and sustainable DLL practices in diverse early learning and care settings, sunset at the end of this fiscal year. The pilot uplifted bright spots and exemplary strategies to support DLLs and their families
- Two efforts to promote effective home visiting expansion and coordination continued with the conclusion of the Home Visiting Workforce Study and subsequent findings and policy recommendations, as well as continued county coordination and technical assistance to 50 counties to achieve coordination goals
- Two additional rounds of emergency supplies distribution across the state to children and families who have been negatively and financially impacted by COVID-19, including adult face masks, disposable gloves, disinfectant cleaner, diapers, and baby wipes
- F5CA kicked off its new media campaign. Building on the success of *Talk. Read. Sing.*[®], our public education campaign will be focused on Adverse Childhood Experiences and ways to mitigate its impact on early childhood development

Finally, it is with deep pride and appreciation that we honor the work of former Chair Nadine Burke Harris M.D., outgoing First 5 California Executive Director Camille Maben, and long-time Commissioner Molly Munger, all phenomenal leaders who dedicated their entire careers to improving the lives of others. Their unrelenting fight for children over the last several decades continues to lay the foundation for our future. It is in this spirit that First 5 California will continue to ensure that the voices of our youngest children are top of mind and that we hold space to address systemic inequity with a deepened commitment to Race, Equity, Diversity and Inclusion in all that we do.



JACKIE THU-HUONG WONG
EXECUTIVE DIRECTOR, FIRST 5 CALIFORNIA



GIANNINA PEREZ
CHAIR, CALIFORNIA CHILDREN AND FAMILIES COMMISSION



Ensuring California Children Receive the Best Start in Life

PROPOSITION 10 AND THE LEGACY OF FIRST 5 CALIFORNIA

In 1998, California voters passed Proposition 10—the California Children and Families Act (the Act)—and declared the importance of investing in a better future for California’s youngest children. For over two decades, the California Children and Families Commission (First 5 California) has invested in the development of programs, services, and systems emphasizing improvement in early care and education, child health and development, family resiliency, research, and community awareness.

BUILDING PUBLIC WILL AND INVESTMENT

First 5 California’s Children’s State Policy Agenda guides the agency’s efforts to advocate for the strong start all children deserve, with an emphasis on optimizing early childhood development and reducing childhood poverty for children prenatal through age 5 and their families. The Policy Agenda reflects First 5 California’s commitment in its Strategic Plan to participate and lead in the area of civic engagement, and the recognition of the Commission’s responsibility to the people of California to ensure the wise and effective use of public funds.

In its 2019–2024 Strategic Plan, First 5 California continues its commitment to engage and lead in building public will and investment to support the optimal wellbeing and development of children prenatal through age 5, and their families and communities. The Strategic Plan also recognizes First 5 California must engage in partnerships with First 5 county commissions, stakeholders, and other allies from local to federal levels in order to be successful in institutionalizing efforts that

advance child-centered policies and increase these crucial investments.

First 5 California serves as a leader and partner in state policy conversations, collaborating with First 5 county commissions, state agencies, stakeholders, and other advocates to convene, align, support, and strengthen statewide advocacy efforts to realize shared goals. First 5 California continued to expand its policy and advocacy engagement in fiscal year 2021–22, guided by its Policy Agenda. The Policy Agenda is focused on the following four areas the Commission identified as its top state policy priorities, including targeted goals within each priority area to achieve a seamless statewide system of integrated and comprehensive programs for children and families:

Resilient Families and Communities

- Support multi-generational economic security and inter-generational wealth building policies including paid family leave, tax credits and incentives, fee and fine elimination, universal basic income, children’s savings accounts, banking and lending access, and home ownership pathways
- Support effective parent education and engagement, including parent engagement on child brain development, early literacy, and safe, stable, nurturing relationships and environments
- Expand access to family strengthening supports including voluntary home visiting programs, doula services, breastfeeding resources, and a fair work week
- Support sustainability of Family Resource Centers and other comprehensive community hubs for integrated services for children and families

- Ensure digital equity for all families across family serving systems

Child Health

- Expand children and families' access to health care, including mental and behavioral health, and support coordination across health systems to ensure affordable and comprehensive health insurance coverage and services for every child and mother, prenatal through age 5
- Support and promote universal health, developmental, behavioral, and adverse childhood experiences (ACEs) screenings, linkages to appropriate, evidence-based interventions and services, and seamless coordination across systems to improve outcomes for children and families

Early Learning

- Expand access to safe, quality early care and education programs for children ages 0 to 3
- Support implementation of safe, high-quality mixed-delivery preschool and care for all low-income three- and four-year-old children that meets families' diverse needs, and a safe, high-quality transition to kindergarten statewide
- Support a healthy, safe, and high-quality early learning workforce through professional compensation, stability, diversity, health and safety policies and supports, and robust professional development systems
- Promote statewide access to and participation in quality improvement systems that serve provider and parent needs
- Define, measure, and achieve school readiness for all California children



Revenue

- Promote inclusion of funding that provides targeted universal access to key child- and family-serving programs
- Promote inclusion of funding for children prenatal to age 5 and their families in existing and new revenue policy proposals and new tax funding structures
- Promote regulation of tobacco-related products, including electronic cigarettes, and sustainability of licensing and enforcement programs

ACCOUNTABILITY: FUNDING AND AUDIT RESULTS

Under the California Children and Families Act, the California Department of Tax and Fee Administration collects an excise tax levied on all tobacco products and deposits the revenue into the California Children and Families Trust Fund, allocating 20 percent to First 5 California and 80 percent to county commissions. In FY 2021–22, First 5 California received \$77.3 million, and county commissions received \$306.2 million. This amount includes Proposition 10, Proposition 56 Backfill, and interest earned on the California Children and Families Trust Fund. The amount of funding allocated annually to each county commission is based on the annual number of births in the county relative to the total number of births in the state. Each county must prepare an independent annual audit subject to guidelines prepared by the State Controller's Office. The counties invest their dollars in locally designed programs, as well as in First 5 California's statewide programs as match funding. First 5 county commissions use their funds to support local programs in four result areas:

- Improved Family Functioning
- Improved Child Development
- Improved Child Health
- Improved Systems of Care

First 5 California's Program Management Division and Administrative Services, Evaluation, Executive Communications, External and Governmental Affairs, Fiscal Services, Contracts and Procurement, and Information Technology offices provide staff support for the following functions, operations, and systems:

- Fiscal management of the California Children and Families Trust Fund
- Tax revenue disbursements to county commissions
- Audits and annual fiscal reports
- Local agreement and program disbursement management

- Public education and outreach
- Evaluation of First 5 California programs
- Procurement and contract management
- Workforce recruitment and development
- Information technology
- Business services
- Legislative advocacy efforts

The administration of these and other programs is consistent with all applicable State and Federal laws, rules, and regulations. The State Controller's Office conducts an annual review of the 58 county commissions' independent audits. In November 2022, the Controller published its review of the counties' audits for FY 2020–21, summarizing several findings contained in the local audits, but did not deem any of them significant enough to withhold funding. Audits can be viewed on First 5 California's website at <https://www.cafc.ca.gov/about/budget.html>.

LEGISLATIVE AND BUDGET ENGAGEMENT

As First 5 California embarked in advocating for trauma-informed, healing-centered, and culturally responsive systems that promote the safe, stable, nurturing relationships and environments necessary to eliminate inequities and ensure health development for all children, it provided an opportunity to solidify and establish new partnerships in First 5 California's public policy engagement around the following four policy categories:

- Resilient families and communities
- Child health
- Early learning
- Revenues

The 2022 administrative, budget, and legislative season provided historic investments to support the needs of children and families centered on economic stability and health access necessary to combat the continued effects of the COVID-19 pandemic. Through a robust advocacy campaign and strong partnerships, significant state funding support was included in the 2022 State Budget Act focused on whole child, whole family initiatives aimed at addressing rising inflation costs impacting disadvantaged communities. Successes included the expansion of the Young Child Tax Credit and the extension

of both the Foster Youth Tax Credit and California Earned Income Tax Credit. Additionally, there were investments to child and youth behavioral health support and prenatal/postpartum programs supporting the use of doulas and community health workers. Other investments impacted the early learning mixed-delivery system and included:

- Phased-in implementation of new preschool and transitional kindergarten classes
- One-year waiver of family fees for child care and state preschool programs
- Establishment of Baby Bonds through the Hope for Children Act

On the legislative front, First 5 California co-sponsored and partnered with over 450 organizations on SB 951 authored by California State Senator Durazo, to increase wage replacement rates for paid family leave (PFL) and state disability program (SDI) to 90% for lower wage earners by January 1, 2025. On September 30, 2022, Governor Gavin Newsom signed SB 951 into law, a significant achievement that will resonate throughout California's lower-income families.

First 5 California was active in federal advocacy efforts in addition to State advocacy efforts by supporting the authorization of extending the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) via the Continuing Resolution, and avoiding a funding lapse.

Lastly, First 5 California engaged with California's Congressional leaders to educate them on the State's pressing need to stabilize funding supports for whole child, whole family, whole community efforts in child care; early learning workforce and infrastructure; behavioral health funding; and maternal and child health.





Vision: California's children receive the best possible start in life and thrive.

2022 CHILDREN'S POLICY AGENDA

First 5 California will advocate for the trauma-informed, healing-centered, and culturally responsive systems that promote the safe, stable, nurturing relationships and environments necessary to eliminate inequities and ensure healthy development for all children.

RESILIENT FAMILIES AND COMMUNITIES

<p>Support multi-generational economic security and inter-generational wealth building policies including paid family leave, tax credits and incentives, fee and fine elimination, universal basic income, children's savings accounts, banking and lending access, and home ownership pathways.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Expand the existing Young Child Tax Credit and Foster Youth Tax Credit (2022–23 Budget). Support establishment of CalKIDS Program to open college savings accounts for all California newborns and provides extra funding for low-income first graders and provide information through F5CA communication systems (2022–23 Budget). Enactment of SB 951 by Senator Durazo to support increase wage replacement rates for PFL and SDI to 90% of lower wage workers by January 1, 2025. Enactment of AB 2300 by Assemblymember Kalra to add PFL benefits to those benefits included as disability-based unearned income for the California Work Opportunity and Responsibility to Kids (CalWORKs) program and exempts a recipient receiving PFL from CalWORKs aid time limits.
<p>Support effective parent education and engagement, including parent engagement on child brain development, early literacy, and safe, stable, nurturing relationships and environments.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Provide \$10 million to the Department of Public Health and First 5 California to provide books for low-income children, to be encumbered or expended until June 30, 2025 (2022–23 Budget).
<p>Expand access to family strengthening supports including voluntary home visiting programs, doula services, breastfeeding resources, and a fair work week.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Provide funding support for doula services in Medi-Cal, \$25 million annually to expand the California's Home Visiting Program, and \$960.6 million in Women, Infants, and Children (WIC) Program support nutrition services and food assistance for pregnant women and mothers of young children up to their 5th birthday (2022–23 Budget). Coordinate with Department of Public Health and U.S. Department of Agriculture on strategies to lift and cross-promote F5CA parent resources and WIC resources/services.
<p>Support sustainability of Family Resource Centers and other comprehensive community hubs for integrated services for children and families.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Reappropriate funds for Family Resource Centers (2022–23 Budget).
<p>Ensure digital equity for all families across family serving systems.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Provide \$550 million to support the middle mile broadband network (2022–23 Budget).

CHILD HEALTH

<p>Expand children and families' access to health care, including mental and behavioral health, and support coordination across health systems to ensure affordable and comprehensive health insurance coverage and services for every child and mother, prenatal through age 5.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Provide authority for continuous Medi-Cal coverage for children up to age 5 (2022–23 Budget). Participate as a key stakeholder of the Child Youth Behavioral Health Initiative Advisory Council and facilitator of the Equity Framework Committee as part of the Child Youth Behavioral Health Initiative.
<p>Support and promote universal health, developmental, behavioral, and ACEs screenings, linkages to appropriate, evidence-based interventions and services, and seamless coordination across systems to improve outcomes for children and families.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> Reappropriate \$25 million to support an ACEs and Trauma-Informed Training for Educators. Also included was \$35 million to expand the Emergency Child Care Bridge (2022–23 Budget). Collaborate with California Vaccine All 58 Campaign to promote awareness and credible information to parents and caregivers of young children.

EARLY LEARNING

<p>Expand access to safe, quality early care and education programs for children ages 0 to 3.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Provide funding for new child care slots and facility renovation and repair funding (2022–23 Budget). • Provide one-year waiver for family fees for childcare and state preschool, and hold harmless policies (2022–23 Budget). • Provide federal funds to implement child care stipends (2022–23 Budget).
<p>Support implementation of safe, high-quality mixed-delivery preschool and care for all low-income three- and four-year old children that meets families' diverse needs, and provides a safe, high-quality transitional kindergarten statewide.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Provide first year of a 3-year process for Universal Preschool Planning Grants (2022–23 Budget). • Expand eligibility for transitional kindergarten and reduce student-to-adult ratios; and funding for Pre-Kindergarten Planning and Implementation Grants and programs (2022–23 Budget). • Require California Department of Education to convene statewide interest holder workgroup to provide recommendation on best practices for increasing access to high-quality universal preschool programs for 3- and 4-year-old children offered through a mixed delivery model. The workgroup, which includes First 5 California, is to be convened in consultation with Director of the Department of Social Services (DSS) and Executive Director of State Board of Education (2022-23 Budget).
<p>Support a healthy, safe, and high-quality early learning workforce through professional compensation, stability, diversity, health and safety policies and supports, and robust professional development systems.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Provide child care workforce health and retirement benefits (2022–23 Budget). • Provide professional development as part of the Pre-Kindergarten Planning and Implementation Grant Program (2022–23 Budget).
<p>Promote statewide access to and participation in quality improvement systems that serve provider and parent needs.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Require the California Department of Education (CDE) to convene and recommend preschool standards (2022–23 Budget).
<p>Define, measure, and achieve school readiness for all California children.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Provide early literacy funding under the Dolly Parton Imagination Library, the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and additional funding to assist educators in reading supports and literacy instruction (2022–23 Budget).

REVENUE

<p>Promote inclusion of funding that provides targeted universal access to key child- and family-serving programs.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Enactment of AB 2832 by Assemblymember R. Rivas will establish the End Racial and Economic Inequities in Childcare in California Initiative, which requires the Department of Social Services (DSS) and Department of Education (CDE) to develop the Whole Child Equity Framework and Whole Child Community Equity Screening Tool.
<p>Promote inclusion of funding for children prenatal to age 5 and their families in existing and new revenue policy proposals and new tax funding structures.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Provide tax refunds based on an income threshold sliding scale to support families experiencing effects on rising inflation (2022–23 Budget).
<p>Promote regulation of tobacco-related products, including electronic cigarettes, and sustainability of licensing and enforcement programs.</p>	<p>Progress made:</p> <ul style="list-style-type: none"> • Support policies that educate families, educators, and providers of the impacts of tobacco products and drug substances.

COVID-19 EMERGENCY SUPPLIES PROGRAM

In April 2020, the First 5 California Commission took action to address the pandemic and approved \$4 million to provide emergency support to local communities around the state grappling with COVID-19. The Commission subsequently approved an additional \$1 million during May 2020. This effort supplemented other supply acquisition efforts around the state and was coordinated to maximize the various funding sources to support the purchase of emergency supplies and not duplicate efforts. The goal was to identify and support priority populations, including child care providers serving children of essential workers and identified high needs families in local First 5 communities.

To that end, First 5 California began the development of a contract with SupplyBank.org, a 501(c)(3) non-profit organization and systems change agency operating similar to a food bank, but for basic needs. In partnership with SupplyBank.org and the First 5 Association, First 5 California conducted several assessments to further quantify the needs of child care providers remaining open for the children of essential personnel and the broader community.

In February 2021, the Commission approved a new \$2 million investment in order to continue supporting the local mitigation efforts to address COVID-19. The Commission asked local First 5 county commissions to prioritize the distribution of resources to the most vulnerable communities based on data from the Healthy Places Index (HPI).

Through December 2021, SupplyBank.org worked directly with each First 5 county commission to execute county-specific distribution, storage, and delivery plans that included distribution to several local partner agencies.

Local partner types included:

- Family Resource Centers
- Women, Infants, and Children Program
- Homeless and domestic violence shelters
- Local First 5-run centers
- Child care providers
- Other nonprofit and agency partners

Through the efforts of this program, SupplyBank.org and local partners were able to leverage additional emergency supplies through donations and other support to maximize on the original investment from First 5 California. SupplyBank.org and the First 5 Association gathered statewide data to illustrate the full scope of this distribution network. Through fiscal year 2021–22, First 5

California, via SupplyBank.org, distributed the following emergency supplies to every county throughout the state:

- 64,896 Bottles of Hard Surface Disinfectant (32 oz.)
- 5,563,200 Children's 3-Ply Masks
- 15,671,200 Disinfectant Wipes
- 6,639,000 Hand Gloves
- 4,614,794 Diapers
- 11,526,200 Baby Wipes
- 65,496 Bottles of Hand Sanitizer (32 oz.)
- 500,160 Adult 3-ply masks
- 395,640 N95 Masks
- 61,680 Isolation Gowns
- 21,00 Cloth Masks (FEMA)
- 1,000 KN95 Masks

Following the final distribution of resources, SupplyBank.org collected survey responses from 47 county commissions. Respondents categorized the distribution of resources by the number of families or childcare providers served in each zip code. To highlight the prioritization of communities living in zip codes with a lower HPI score, the data was broken into four quartiles based on their HPI score.

These survey results demonstrate the effort county commissions made to ensure that essential supplies were provided to the children, families, and childcare providers who needed them the most during the pandemic. The most disadvantaged families and childcare providers received the bulk of supplies: 65% of families and 69% of providers were in HPI quartiles 1 and 2.





First 5 County Commission Result Areas

FOUR RESULT AREAS

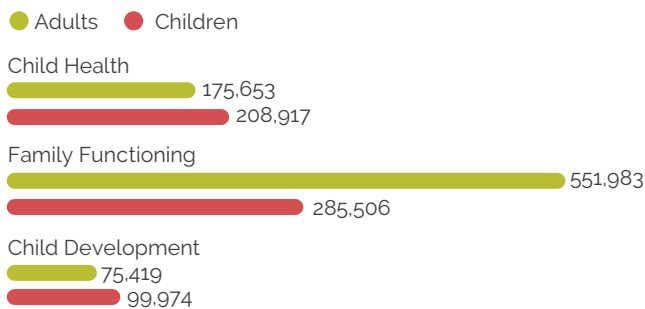
For annual reporting, First 5 California and First 5 county commissions track progress in four result areas to inform evidence-based funding decisions, program planning, and policies:

- Improved Family Functioning
- Improved Child Development
- Improved Child Health
- Improved Systems of Care

These result areas comprise a framework for reporting early childhood investments and provide an overview of the number, type, and cost of services to children and adults. Stakeholders can use this information to assess statewide resource allocation and impact of First 5 county commissions.

Exhibit 1 contains the total numbers of services provided to children ages birth to 5 and adults (including primary caregivers and providers) for Improved Family Functioning, Improved Child Development, and Improved Child Health. During FY 2021–22, First 5 county commissions provided a total of 594,397 child services and 803,055 adult services. The distribution of expenditures in these three result areas totals \$277 million.

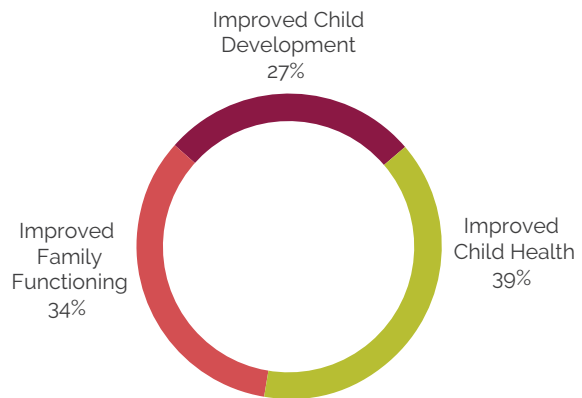
Exhibit 1: Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2021–22 Across Result Areas



*Totals for Adults include both Primary Caregiver and Provider counts

The result area, Improved Systems of Care, with expenditures of \$93 million, differs from the others. It consists of programs and initiatives for system-wide structural supports for efforts within the other three result areas. The four result areas combined show total expenditures of \$370 million.

Exhibit 2: Total Expenditures for Children Ages 0 to 5 and Adults* in FY 2021–22 by Result Area



*Adults include both Primary Caregivers and Providers
Source: County Revenue and Expenditure Summary, December 2022

First 5 county commissions are required to report to First 5 California revenues, expenditures, and fund balances. In collaboration with the First 5 Association, First 5 California annually develops and adopts annual reporting guidelines to standardize data collection. County commission revenues are reported in Appendix A1. For expenditures, county commission fiscal and service data are aggregated to the statewide level under four result areas (Appendix A2) using specific definitions for each result area with service category detail (Appendix B). The four result areas are listed below.

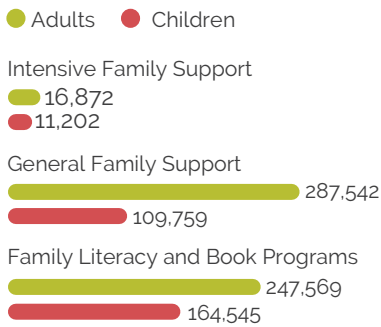
IMPROVED FAMILY FUNCTIONING

Family Functioning includes the categories Family Literacy and Book Programs, General Family Support, and Intensive Family Support. Services include instruction on general parenting topics, support for basic family needs and case management, parent education and literacy, referrals to community resources, assistance for parents and families, and support to schools and educational institutions, nonprofit community-based agencies, government agencies, and private institutions.

In FY 2021–22, First 5 county commissions provided a total of 285,506 services to improve family functioning for children ages birth to 5, with 164,545 child services in Family Literacy and Book Programs, 109,759 child services in General Family Support and 11,202 child services in Intensive Family Support.

First 5 county commissions provided a total of 551,983 services to adults (parents, guardians, primary caregivers, relatives, and providers), with 247,569 adult services in Family Literacy and Book Programs, 287,542 adult services in General Family Support and 16,872 adult services in Intensive Family Support. Exhibit 3 displays the numbers of services provided.

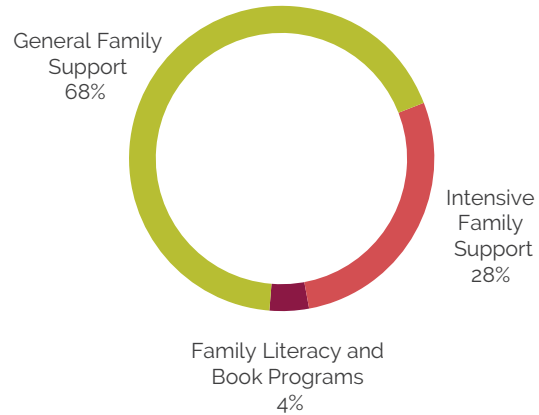
Exhibit 3: Family Functioning—Total Numbers of Services Provided to Children Ages 0 to 5 and Adults* in FY 2021–22 by Service



*Totals for Adults include both Primary Caregiver and Provider counts

First 5 county commissions expended \$95 million to improve Family Functioning, with 4 percent of expenditures in Family Literacy and Book Programs, 68 percent of expenditures in General Family Support, and 28 percent of expenditures in Intensive Family Support. Exhibit 4 shows the distribution of expenditures by service category.

Exhibit 4: Family Functioning—Distribution of Expenditures for Children Ages 0 to 5 and Adults* in FY 2021–22 by Service



*Adults include both Primary Caregivers and Providers
Source: County Revenue and Expenditure Summary, December 2022

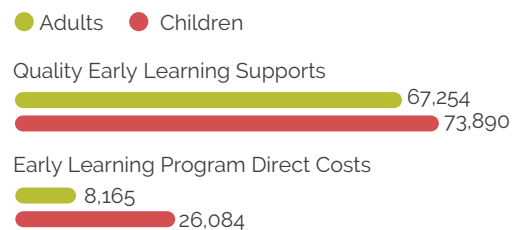
IMPROVED CHILD DEVELOPMENT

Child Development includes the categories Early Learning Program Direct Costs and Quality Early Learning Supports. Programs include professional development for educators, high-quality preschool, services for diverse populations, and school readiness.

In FY 2021–22, First 5 county commissions delivered 99,974 child development services to children ages birth to 5, with 26,084 child services in Early Learning Program Direct Costs and 73,890 child services in Quality Early Learning Supports.

First 5 county commissions provided 75,419 services to adults (parents, guardians, primary caregivers, relatives, and providers), with 8,165 adult services in Early Learning Program Direct Costs and 67,254 adult services in Quality Early Learning Supports. Exhibit 5 displays the numbers of services provided.

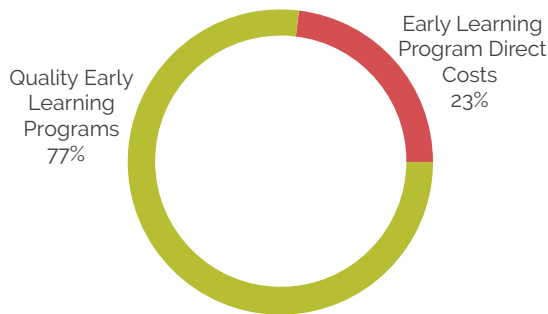
Exhibit 5: Child Development—Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2021–22 By Service



*Totals for Adults include both Primary Caregiver and Provider Counts

In FY 2021–22, county commissions expended \$74 million to improve Child Development, with 23 percent of expenditures in Early Learning Program Direct Costs and 77 percent of expenditures in Quality Early Learning Supports.

Exhibit 6: Child Development—Distribution of Expenditures for Children Ages 0 to 5 and Adults* in FY 2021–22 by Service

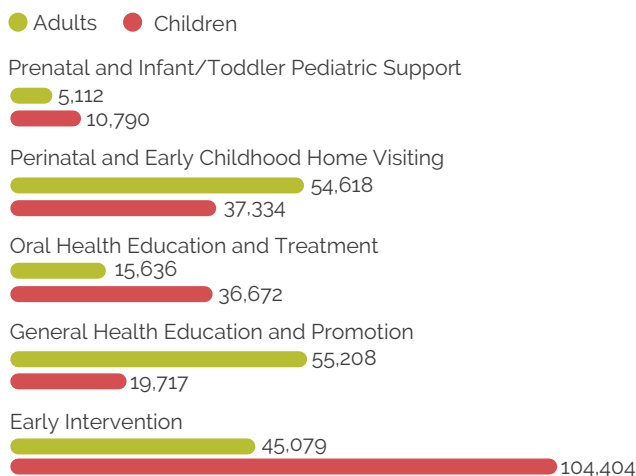


*Adults include both Primary Caregivers and Providers
Source: County Revenue and Expenditure Summary, December 2022

IMPROVED CHILD HEALTH

First 5 county commissions fund a variety of Child Health services promoting identification, treatment, and elimination of risks that threaten health and may cause developmental delays and disabilities. First 5 Child Health services are far-ranging and include the categories Early Intervention, General Health Education and Promotion, Oral Health Education and Treatment, Perinatal and Early Childhood Home Visiting, and Prenatal and Infant/Toddler Pediatric Support.

Exhibit 7: Child Health—Total Number of Services Provided to Children Ages 0 to 5 and Adults* in FY 2021–22 By Service

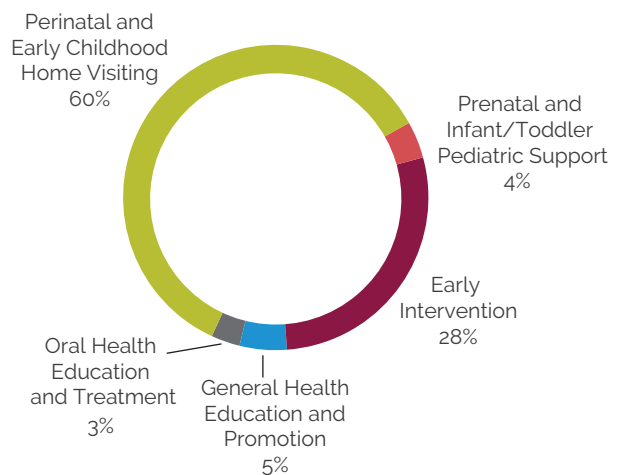


*Totals for Adults include both Primary Caregiver and Provider counts

In FY 2021–22, First 5 county commissions provided a total of 208,917 services to children ages birth to 5, with 104,404 child services in Early Intervention, 19,717 child services in General Health Education and Promotion, 36,672 child services in Oral Health Education and Treatment, 37,334 child services in Perinatal and Early Childhood Home Visiting, and 10,790 child services in Prenatal and Infant/Toddler Pediatric Support.

First 5 county commissions provided 175,653 services to adults (parents, guardians, primary caregivers, relatives, and providers), with 45,079 adult services in Early Intervention, 55,208 adult services in General Health Education and Promotion, 15,636 adult services in Oral Health Education and Treatment, 54,618 adult services in Perinatal and Early Childhood Home Visiting, and 5,112 adult services in Prenatal and Infant/Toddler Pediatric Support.

Exhibit 8: Child Health— Distribution of Expenditures for Children Ages 0 to 5 and Adults* in FY 2021–22 by Service



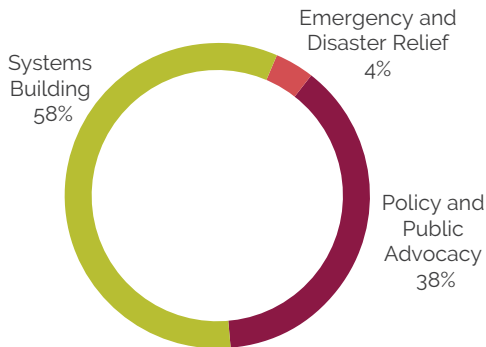
*Adults include both Primary Caregivers and Providers
Source: County Revenue and Expenditure Summary, December 2022

In FY 2021–22, county commissions expended \$108 million to improve Child Health, with 28 percent of expenditures in Early Intervention, 5 percent of expenditures in General Health Education and Promotion, 3 percent of expenditures in Oral Health Education and Treatment, 60 percent of expenditures in Perinatal and Early Childhood Home Visiting, and 4 percent of expenditures in Prenatal and Infant/Toddler Pediatric Support.

IMPROVED SYSTEMS OF CARE

Systems of Care addresses system-wide structural supports as county commissions focus efforts within the result areas of Family Functioning, Child Development, and Child Health. For example, interagency collaboration allows coordinated wrap-around efforts from multiple organizations providing focused client services. Since this result is at a systems level, counties do not report numbers of children and adults served. Expenditure data indicate that for FY 2021–22, county commissions expended \$93 million to improve Systems of Care, with 4 percent focused on Emergency and Disaster Relief, 37 percent on Policy and Public Advocacy, and 58 percent of expenditures toward Systems Building.

Exhibit 9: Systems of Care—Distribution of Expenditures in FY 2021–22 by Service



Source: County Revenue and Expenditure Summary, December 2022

POPULATIONS SERVED

County commissions served a diversity of populations by age, race/ethnicity, and language (Appendix C). Statewide, 575,816 children were served by county commission programs. The total of 783,186 adults served included primary caregivers such as parents and other family members (683,069) and service providers (100,117).

By age, 31 percent of children served were under 3 years old, 32 percent were ages 3 through 5 years old, and 37 percent were of unknown age.

By race/ethnicity, children served included Hispanic or Latino as the largest group (38 percent), followed by White (11 percent), Asian (6 percent), Black or African American (4 percent), Other (4 percent), Two or More Races (2 percent), Alaska Native or American Indian (less than 1 percent), Native Hawaiian or Pacific Islander (less than 1 percent) and unknown race/ethnicity (35 percent).

With respect to primary language of children served, the two largest groups served were speakers of English (40 percent) and Spanish (21 percent), followed by speakers of Asian languages (Vietnamese, Cantonese, Mandarin, Korean, 2 percent) and language unknown (35 percent).





Priority Area: Child Health

KIT FOR NEW PARENTS

The award-winning *Kit for New Parents* targets hard-to-reach and low-income families, providing key information and resources for first-time parents, grandparents, and caregivers. The *Kit* is a foundational resource to support parents with the most important job anyone can have: parenting.

Since 2001, over 5 million *Kits* have been distributed throughout California, with 83,000 distributed in Fiscal Year 2021–22 alone. First 5 California has distributed the *Kit* free-of-charge to local hospitals, physicians, and community groups to reach new parents. *Kits* are available in English, Spanish, Chinese, Korean, and Vietnamese.

The *Kit* includes a health handbook; a baby board book; a Women, Infants, and Parentage Opportunity Program flyer; a poison control brochure and magnet; and other important information on paid family leave, literacy, and early learning.

The *Kit* also features the *California Parent Guide*. Written in collaboration with UC Berkeley's Health Research for Action, the *Guide* contains tips for parents on:

- Keeping children healthy and safe (includes COVID-19 safety information)
- Tracking developmental milestones
- Handling emotional and behavioral challenges
- Finding quality child care

Parents can also access the *Guide* online at:

- <https://parentguide.first5california.com/en-US> (English)
- <https://parentguide.first5california.com/es-MX> (Spanish)

First 5 county commissions are encouraged to add local references and resources to the *Kit* to help inform parents about services in their own communities.

Parents can order the *Kit* directly by visiting First 5 California's ordering portal at <https://first5parentingkits.com>.

SMOKING AND VAPING CESSATION

A major health risk to young children is exposure to tobacco, which often comes in the form of cigarette smoke and vape aerosol.¹ Prenatal smoking dramatically increases the risk of preterm birth, low birth weight, birth defects, and damage to a developing baby's brain and lungs. Young children exposed to secondhand smoke are more likely to have ear infections, breathing problems, and learning disabilities. Use of e-cigarettes is problematic since vaping while pregnant and being around secondhand vape aerosol after birth can expose a developing child to nicotine and other toxins. Despite smoking prevalence going down in the state overall (from 16.5% in 2003 to 6.2% in 2021), smoking in California remains more than twice as high among low-income families, widening health disparities and posing risks to the most vulnerable children.² To approach health equity, smoking and vaping cessation services must reach low-income populations with free, convenient, culturally appropriate, and effective intervention.

First 5 California has funded the California Smokers' Helpline since 2001 to help parents and caregivers of young children quit smoking and vaping, educate the public about the harms of tobacco use, and reduce the likelihood babies and young children will develop tobacco-related health problems. Recognizing the need for a more inclusive name that extends to vape users and non-tobacco using proxies, in the fall of 2021, the California Smokers' Helpline was rebranded to Kick It California. This name change more accurately reflects the fact that, although telephone-based smoking cessation remains the core service, the use of tobacco has evolved beyond smoking, and changes in the way people seek help now requires more expansive forms of intervention services.

Helpline Services

Kick It California provides one-on-one telephone counseling for smokers, vapers, and for non-tobacco using proxies (i.e., family members or friends calling on behalf of smokers or vape users). Services are available in English (1-800-300-8686) and Spanish (1-800-600-8191) and through the Asian Smokers' Quitline (<https://www.asiansmokersquitline.org/>) in Chinese (Cantonese & Mandarin) (1-800-838-8917), Korean (1-800-556-5564), and Vietnamese (1-800-778-8440). For those who might not be ready to work one-on-one with a counselor, Kick It California services also include live chat, mobile apps, online videos, and most recently, an automated text program targeted toward smokers who are pregnant or have a young child in the home. Kick It California also has an interactive and user-friendly website (www.kickitca.org) designed to appeal to tobacco users, those who want to help others quit, and tobacco control advocates interested in fact sheets, promotional items, and county-level data on enrollee demographics.

In FY 2021–22, 3,163 tobacco users who were either pregnant, or parents or caregivers of children ages birth to five enrolled in Kick It California. Of those, 802 vaped, although most were dual users of cigarettes and vapes; 277 were seeking help for vaping exclusively. Kick It California also provided coaching services to 141 non-tobacco-using proxies.

Kick It California enrollees are ethnically diverse (almost 70% identify as other than white) and primarily low income (i.e., over 80% are Medicaid recipients). Over 80% have not obtained a college degree, and nearly 60% report one or more of the following mental health conditions—anxiety, depression, bipolar, schizophrenia, or drug/alcohol addiction.

Exhibit 10: Ethnicity

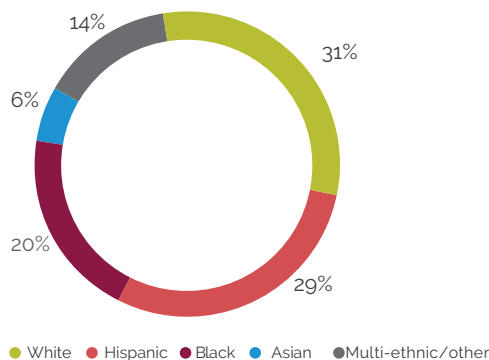


Exhibit 11: Insurance Coverage

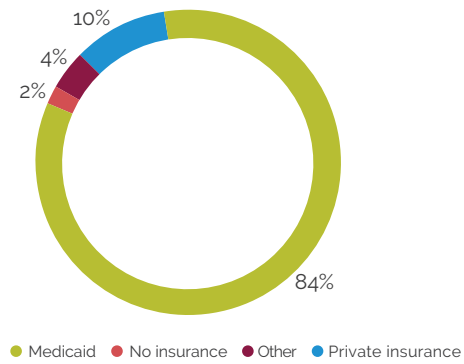


Exhibit 12: Education

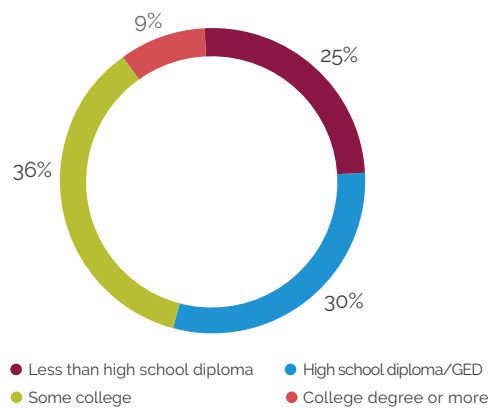
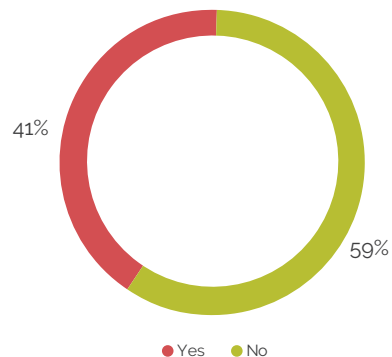


Exhibit 13: Mental Health Condition*



*At least one of the following: anxiety, depression, bipolar, schizophrenia, drug or alcohol addiction

Health Disparities

Smoking is increasingly concentrated among the socioeconomically disadvantaged² and is a primary cause of health disparities.³ Quitting smoking is hard and struggling to meet basic needs makes it even more difficult. Kick It California has been an important safety net resource for tobacco users across socioeconomic status, race/ethnicity, and mental health status. In FY 2021–22, Kick It California partnered with 211 Information

and Referral call centers to proactively reach out to low-income tobacco users, rather than waiting for them to call in for service. Most tobacco users who call 211s are seeking help with meeting basic needs such as help paying utility bills and rent, not seeking help with quitting. In this partnership, 211 staff ask callers about tobacco use and exposure and proactively refer callers who are interested in cessation services. Kick It California staff then calls those who are referred and enrolls them in service. In FY 2021–22, over 1,100 people who were pregnant, or parents or caregivers of children 0 to 5 years old received service through this partnership. Helping them and thereby preventing their children from the damaging consequences of exposure to tobacco is critical in the fight for health equity.

HOME VISITING

Home visiting is a primary prevention strategy for inter-generational support for pregnant women and families with children in the first few years of life. During the past decade, the home visiting landscape in California has become more complex as federal, state, and local funding is invested in home visiting services. Many First 5 county commissions support and fund home visiting. The California Department of Public Health implemented the California Home Visiting Program following passage of the Patient Protection and Affordable Care Act of 2010 that established the federal Maternal, Infant and Early Childhood Home Visiting Program with funds for evidence-based home visiting in every state. Additionally, the California Legislature passed Assembly Bill 1811 (Chapter 35, Statutes of 2018), appropriating funding for implementation of the California Home Visiting Program under the CalWORKs program, effective January 1, 2019.

Research shows intervening as early as possible to mitigate the impacts of poverty has the greatest likelihood of improving child outcomes. Early childhood home visiting and out-of-home prenatal/pediatric supports have proven to help vulnerable children and families overcome barriers to health and well-being. Yet, in California, not all families who are eligible and interested have access to voluntary home visiting or prenatal/pediatric support services. Only 10 to 20 percent of at-risk families who would likely benefit from home visiting receive these services.

Recognizing effective home visiting expansion requires an infrastructure to recruit and retain a well-qualified workforce and coordination across home visiting programs. In 2019, the First 5 California Commission authorized two investments to promote effective home visiting expansion and coordination:

- 1. Home Visiting Workforce Study.** Effectiveness of home visiting relies upon a well-qualified, culturally responsive workforce. In July 2019, the Commission authorized \$2 million through January 2022 for a study to understand the demographics, training, retention, and well-being of the existing California home visiting workforce, map the workforce to the demographics of vulnerable families, and provide policy recommendations for workforce infrastructure and policy. In fiscal year (FY) 2020–21, Child Trends conducted interviews with over 80 home visiting staff and received survey responses from more than 900 home visitors representing 171 programs in 48 counties, and launched a home visiting supply and demand map to inform policymakers and stakeholders about service levels and gaps. Child Trends published their findings in March 2021, including analysis of how the COVID-19 pandemic impacted home visiting programs, staff, and service delivery, which were shared in F5CA's 2020–21 Annual Report.

The Home Visiting Workforce Study continued during FY 2021–22 with additional interviews and data collection, and concluded in January 2022. Child Trends released findings and policy recommendations from the Study on January 19, 2022. Recommendations include, but are not limited to:

- Increasing awareness of home visiting as a profession
- Increasing home visitors' access to trainings on diversity, equity, and inclusion as well as supporting the mental health and well-being of the workforce
- Adopting a core set of cross-model home visiting competencies for home visitors and supervisors
- Promoting cross-service coordination for systems integration through shared training, integrating the home visiting workforce into the career lattice and workforce registry, and other opportunities

First 5 California staff continue working with the First 5 Association of California, leaders from the California Department of Social Services and the California Department of Public Health, and other partners to move these recommendations forward.

- 2. Home Visiting Coordination Funding.** Most California counties are implementing at least one home visiting program through First 5 county commission investments, Maternal Infant and Early

Childhood Home Visiting, or CalWORKS (Home Visiting Program) funding. Although most counties offer home visiting to families, counties report being at different stages of service coordination. For most, home visiting programs operate as separate and distinct programs even while sharing similar goals, principles, and desired outcomes. In October 2019, the Commission authorized \$24 million through June 2025 to promote home visiting coordination at the local level. The funding was to be implemented in two stages:

- Stage one included approximately \$9.5 million through June 2022 to support county coordination and technical assistance to 50 counties to achieve coordination goals. However, one of the effects of COVID-19 was an inability for some counties to convene local leaders and/or carry out planned home visiting coordination activities, disrupting most counties' ability to fully expend their contracts by June 2022. Most counties participating in the home visiting coordination funding opportunity chose to extend their contracts with F5CA for an additional year (through June 2023) to continue collaborating with home visiting and family support partners to coordinate intake and referral, data collection, and other activities, and embed home visiting into other child-and family-serving systems.
- Utilizing the remaining \$14.5 million, stage two continues and expands on stage one work with a focus on regional coordination and will begin in July 2023 after an extended Request for Applications timeline to allow more time for regions to develop their applications. Stage two will be implemented between FYs 2023–24 and 2024–25.

In June 2022, contractors from James Bell Associates and Johns Hopkins University, who provided technical assistance to counties engaged in home visiting coordination efforts, released policy recommendations for moving toward a coordinated home visiting infrastructure in California. Culminating recommendations are a result of data collected from several surveys of county commissions and other local home visiting program implementers, notes from technical assistance sessions, interviews with policy leaders, and other data gathering opportunities.

The recommendations focus on specific ways California can improve interagency coordination at the state level to support local county implementation, reduce duplication of effort, and remove barriers to families across programs and systems. Recommendations include:

1. Creating a state-level interagency steering committee to advance coordination and home visiting within the early childhood system of care.
2. Defining home visiting and its role within the early childhood system of care and creating state-level vision and goals.
3. Developing infrastructure to support parent leadership.
4. Creating a state-level fiscal map for home visiting and identifying opportunities to leverage funding.
5. Developing common home visiting data collection and reporting requirements.
6. Creating state-level infrastructure to support data integration.
7. Developing a state-level communication strategy for home visiting and a central location for sharing publicly funded assessments and evaluations.
8. Publishing an annual state-level home visiting scan to inform future funding and policy recommendations.

The home visiting workforce study and coordination activities are being implemented in collaboration with leaders from the California Department of Social Services, California Department of Public Health, First 5 Los Angeles, and the First 5 Association of California.





Priority Area: Child Development

IMPACT 2020

First 5 California completed the third year of IMPACT 2020, a \$103 million investment to support local and regional Quality Improvement System infrastructure implemented statewide through Quality Counts California (QCC). This represented a continued commitment to the innovative First 5 IMPACT approach to quality improvement and professional development systems for early learning and care (ELC) providers. IMPACT 2020 is designed to address the needs of the whole child and builds upon the initial effort of First 5 IMPACT, which was launched in 2015 and sunset on June 30, 2020. The implementation of IMPACT 2020 takes place at a local consortium level, supported by the Regional Coordination and Training and Technical Assistance Hubs (T&TA Hubs). IMPACT 2020 is funded from July 1, 2020, through June 30, 2023. It was included in a joint request for application (RFA) titled the Quality Counts California Local Consortia and Partnership Grants. QCC is administered statewide in coordination with the California Department of Education (CDE) and the California Department of Social Services.

IMPACT 2020 works in cooperation with all other ELC quality improvement efforts and investments in California to support the implementation of the QCC Quality Continuum Framework. IMPACT 2020 is specifically designed to fund quality improvement expansion and support providers serving high-impact communities and populations not already receiving support. QCC participation focuses on expansion of access to high-quality ELC in private centers and family child care (FCC) homes; with family, friend, and neighbor caregivers; and in alternative settings such as home visiting programs and libraries. For fiscal year (FY) 2021–22, local consortia participating in IMPACT 2020 reported that of the 9,139 sites participating in QCC, over two-thirds (5,236) were supported in full or in part with IMPACT 2020 funding.

Regional Coordination and Training and Technical Assistance Hubs

Training and Technical Assistance (T&TA) Hubs continued to be a vital source of support for consortia. Funded through IMPACT 2020 dollars, Hubs streamlined the collection of data and management of expensive data systems, saving substantial administrative dollars. T&TA Hubs provided trainings, facilitated communication, shared best practices, and promoted consistency in supports available to coaches, trainers, and administrators. Regional T&TA Hub support was deemed particularly beneficial by small and rural consortia that would not have been able to access certain training or have the critical mass needed for Communities of Practice (CoP) and other professional learning opportunities.

In FY 2021–22, Hubs identified taking steps toward increased equity as a major area of success. Regions hosted numerous professional development opportunities focused on training on equity, anti-bias, and anti-racism, including an equity conference, an ongoing, statewide Equity CoP, and reported that equity was brought to the forefront in decision making.

Support During the COVID-19 Pandemic

Due to the effects of the COVID-19 pandemic, consortia and T&TA Hubs have continued to show flexibility and responsiveness to the needs of ELC settings and the children and families they serve. While the pandemic brought closures to sites and delayed classroom observations, ratings, and delivery of planned professional development services, QCC administrators were able to adjust to meet new priorities such as emerging health and safety needs, and COVID-19 prevention practices and resources. QCC partners have found innovative ways to strengthen family support and focus on child social-emotional needs, training, and resources on a variety of critical topics, including trauma-informed practice, adverse childhood experiences, implicit bias, equity, and strategies to best serve multi-lingual learners and communities. IMPACT 2020 lead agencies continued

to provide quality improvement supports such as professional development training, coaching, and check-ins with providers and programs using various platforms to provide dedicated virtual quality support.

Shared Services Alliance Networks

Funded through IMPACT 2020, the Shared Services Alliance Networks (SSA) pilot began in FY 2021–22 to support private, licensed ELC providers and tribal child care settings, with priority given to FCC homes and other small and underserved providers. These SSA Networks leverage regional partnerships to streamline local operations, such as billing, enrollment, fund management, and reporting, which will allow for increased service capacity within the Network. The seven implementing counties have begun recruitment and implementation of shared services and will operate under the First 5 California funding through June 30, 2024.

State-Level Support

WestEd and First 5 California continue working together to deliver technical assistance and foster partnerships between QCC state agency partners, regions, and local consortia. This work includes building relationships with institutions of higher education and developing common definitions and shared quality standards across many professional development types. Alignment of quality standards is also being improved through the upcoming roll-out of the Coach Certification program.

The Coach Certification program was one of the biggest infrastructure development projects of FY 2021–22. In partnership with CDE, and with support from the Preschool Development Grant-Renewal (PDG-R), First 5 California worked on cross agency coordinated contracts to deliver three primary areas of work related to coaching development and services: Professional Development, Coaching Services, and Coach Certification. WestEd staff oversees content development, coordinates advisor engagement, and serves as liaison with internal and external partners.

Professional development activities included:

- Develop and implement six webinars based on previous professional development sessions, including two additional requested sessions
- Develop content for online and in-person adult learning and coaching modules based on California Early Childhood Education (CA ECE) Competencies and CA Coaching Rubric
- Develop online coach certification/orientation module

- Plan, coordinate, and implement virtual professional development and in-person professional development opportunities statewide in coordination with support team
- Support the delivery of 3,000 hours of professional development online to coaches, coach supervisors and trainers, expanding to site directors as appropriate
- Develop and facilitate professional development activities, including learning communities for coaches and trainers

Coaching Services included:

- Inform development of and implement virtual coaching system for 1,000 ECE providers
- Facilitate training for virtual coaching team
- Recruit, train, and coordinate with coaches statewide
- Develop and implement virtual training system for ECE trainers
- Develop training for virtual training team
- Recruit, train, and coordinate with trainers statewide

Coach Certification System Development:

- Further refine and develop coach certification process for use by 300 coaches
- Train and support certification review team
- Develop and support virtual and on-site certification orientations statewide multiple times per year
- Develop and distribute certification communications materials



- Liaison with various coaching entities, coaches, and other ECE providers
- Develop and facilitate online and in-person professional development to coaches statewide as needed

F5CA continues to explore options for long-term sustainability and management as well as expansion of CA ECE Competencies for Adult Learning and Coaching Course.

QUALITY COUNTS CALIFORNIA

Quality Counts California (QCC) is a statewide system of locally implemented Quality Rating and Improvement Systems (QRIS) that provide resources and support to early learning and care (ELC) providers so they can create engaging and effective experiences that help children grow and thrive. QCC was funded by IMPACT 2020, and state and federal funding administered by the California Department of Education and the California Department of Social Services.

All ELC participant sites in QCC are reported in the statewide common data file, which is inclusive of all the state's QRIS funding streams. This data provides the state an efficient and coordinated method for receiving information about each county participating in QRIS. As of June 30, 2022, there were 9,139 participant QCC sites across the state, including 3,283 family child care homes, 4,181 centers, 1,098 family, friend, and neighbor providers, and 577 additional alternative settings. In total, 343,269 children ages 0 to 5 benefitted from the quality improvement support provided by QCC.

Growth in QCC participation increased by 8 percent statewide from last fiscal year. Through the QCC Annual Performance Report, Consortia reported that 94% of QCC participant sites remained open during the COVID-19 pandemic. Ninety-two percent of QCC consortia indicated participation and support in QCC was as a major

factor in sites remaining open. This is especially encouraging considering as of January 2021, the California Department of Social Services reported 8,330 licensed sites, or 11% of licensed programs statewide, were closed due to COVID-19.

During FY 2021–22, QCC Consortia continued to respond to the changing ELC field and emerging priorities. While the needs are unique to different counties and their communities, QCC partners remain trusted messengers and further fostered responsive relationships with the field. Many counties reported success in the following:

- Strength-based, culturally responsive support
- Expanded access to high-quality training
- Provision of robust coaching supports
- Expanded outreach and participation of home-based settings
- Trauma-informed care, resiliency, and healing focused supports and resources
- Strengthened direct financial stipends and other incentives to ELC programs and providers
- Expanded support to multilingual and non-English monolingual learning programs and families
- New and expanded communities of practice
- Improved local governance structures

While many themes emerged from county QCC reports, several counties reported powerful, unique examples of meeting community needs. Some examples include:

- Orange County provided "Be Brave-Be Safe" training for all participating QCC programs and local homeless shelters serving families experiencing housing insecurity. Content was delivered to staff, parents, and children. Workshops focused on empowering children to develop their own safety plan and other child protection topics.
- First 5 San Joaquin expanded their local participation of family, friend, and neighbor providers from 60 to over 300. This outreach work was done by five community-based organizations focusing on the underserved Latinx, African American, and Southeast Asian communities.
- The Tribal Child Care Association of California reported developing a Tribal Workforce Pathways Program to help navigate and support higher education goals toward degrees, certifications, or professional development. For example, TCCAC developed culturally relevant professional development pathways including "The Journey Toward Healing." This pathway focuses on healing



and resiliency by addressing topics around trauma faced by children, families, providers, and communities. "The Journey Toward Healing" conversations, videos, and materials were created through a partnership with Brazelton Touchpoints Center.

Throughout FY 2021–22, the F5CA-funded QCC website was under review for updating content and layout to add additional resources and accuracy of information. These updates will expand content and resources for the parents and families and providers pages specifically. The website updates are anticipated to be implemented during FY 2022–23. For more information on QCC, visit the website at <https://qualitycountsca.net/>.

SMALL POPULATION COUNTY FUNDING AUGMENTATION

The Small Population County Funding Augmentation (SPCFA) grant was voted and created by the Commission consistently since the implementation of Proposition 10 in 1999. The Commission recognized shortly after implementation of the Act that the statutory proportional funding formula based on birth rate didn't provide adequate funds to operate effective First 5 programs for counties with low birth rates because the formula did not set a base funding level for all counties.

Through this grant, small population counties have received base funding to support county commission activities needed to fulfill the statutory requirements and for Proposition 10 to be a statewide effort that promotes, supports, and improves the early development of children ages 0 to 5.

The new 3.25-year grant funding term (April 1, 2021, through June 30, 2024) focuses on evaluation activities related to systems change efforts, their intended and actual impacts, as well as exploring the potential for pooled services for the purpose of improved efficiencies. This new grant saw an increase (from 20 to 21) in SPCFA counties, due to the increased number of counties with 1,000 or fewer annual births between FYs 2017–18 and 2018–19, which is the set eligibility criteria for the grant. During FY 2021–22, \$4,592,796 was budgeted by small population counties (SPC) to administer their First 5 county commission and fund programs.

During FY 2020–21, SPCs completed the initial version of a systems change tool – Telling the Story of Systems Change. In FY 2021–22, a revised tool, the Systems Change Data Map, was developed to build on the First 5 Association's Race, Equity, Diversity, and Inclusion (REDI) focus. This Data Map Tool (DMT) has a more explicit focus on equity and the data SPCs use to help demonstrate



the reach and impacts of their systems change activities. Development of the DMT included SPC's participation in focus groups to gather feedback about key components of their systems change work. To help prepare SPCs in the completion of the tool, a webinar was held to train them on the use of the DMT, review examples of its completion, and answer questions prior to the October 2022 submission. The submission highlights SPC's specific systems change activities that foster cross-sector collaboration in an effort to improve outcomes for children and families.

First 5 California continued to partner with Child Trends to identify options for a pooled services pilot. To build on prior work, four states who have implemented pooled services were interviewed to gain an understanding of lessons learned, and focus groups were held with 20 of the 21 SPCs to explore their experiences, preferences, and priorities for pooled service options. The two identified priority areas by SPCs for pooled services were virtual trainings and shared marketing materials. The information gathered will be used to determine whether and how best to implement pooled services for SPCs.

DUAL LANGUAGE LEARNER PILOT

Research is clear that learning multiple languages is an asset, young children show natural tendency for learning multiple languages, and there are multiple benefits of being a dual language learner (DLL), including cognitive skills, academic outcomes, and long-term health and economic gains. Nearly 60% of children ages 0 to 5 years in California are DLLs whose home language is a language other than English.

In 2016, First 5 California was authorized a \$20 million investment for the DLL Pilot by the State Commission. The DLL Pilot was implemented between 2017–2022 in 16 California counties. This investment coincided with the passage of Proposition 58 in 2016, which repealed English-only laws. The DLL Pilot study was designed to examine effective culturally and linguistically responsive strategies in instruction, professional development, and family engagement in early learning and care settings, and the conditions in which they are effective, sustainable, and scalable.

The DLL Pilot study was implemented in three phases: background, in-depth, and expansion. Each of the three phases built on one another to further the goal of California's DLLs to thrive, develop multilingual ability, be ready for kindergarten, and succeed in school and beyond.

In the background phase, 16 counties were identified to implement the DLL Pilot and the American Institutes for Research (AIR) was selected as the evaluation contractor. Initial findings in this phase revealed that overall beliefs about bilingualism and policies to support DLLs are in place, but there are still systemic challenges that limit implementation of high-quality instruction for DLLs.

In the in-depth phase, AIR collected data around the instructional, family engagement, and professional development strategies associated with positive child and family outcomes, and how they vary in the context of children's age group and setting type. AIR modified the study design due to the challenges presented by COVID-19 to collect additional data about experiences of families during this health emergency.

During the expansion phase (fall 2020–summer 2022), the DLL Pilot counties included an additional 28 counties with a regional approach, expanding the pilot activities to 44 of the 58 California counties. Counties offered over 90 professional development training sessions to nearly 2,400 providers. Over 80,000 books in multiple languages have been distributed to over 12,500 families. Expansion phase services and activities reached children and families whose home language is a language other than English, with a total of 27 different languages.

The pilot counties and their partners participated in monthly communities of practice (CoP) sessions. Through the CoPs, counties worked together around DLL best practices related to implementing, expanding, and sustaining their DLL expansion projects, made policy recommendations to better support DLLs, and highlighted resources that should be developed and translated to support high-quality practices. The CoPs were implemented in partnership with the Advancement Project of California, Early Edge California, California

Department of Education—Opportunities for All Branch, and the American Institutes for Research (AIR). The CoPs were facilitated by the Glenn Price Group through a grant funded by the Emerging Bilingual Collaborative.

Study Findings

The DLL Pilot study evaluation was conducted by AIR. AIR published over twenty reports highlighting key issues, challenges, and recommendations for policy and practice, which provided a deeper understanding of multi-lingual language learners, their families, how early childhood education systems and local county systems support their needs.

Highlights of the findings include:

- Partnering with families is critical: When families' home language and culture are supported in school and at home, children show better outcomes.
- Multilingualism is an asset: Multilingualism improves cognitive abilities and changes brain architecture to promote short- and long-term success.
- Caregivers need to understand how to work with DLL populations, which requires a systematic approach.

Recommendations for Policy and Practice

To best support DLLs in early learning settings throughout California's mixed delivery system:

- Widely disseminate key messages about the benefits of bilingualism and the value of home language use to encourage families, programs, and communities to prioritize children's bilingual development.
- Include knowledge of language development and best practices for supporting DLLs from birth through age 5 in educator competencies.
- Enact policies to broaden the language diversity of the early learning and care workforce and encourage multilingual educators to use the home language in early learning classrooms.
- Expand access to and support early educators to participate in professional development focused on working with DLLs and their families.
- Provide early learning programs with books and materials in children's home languages to share with young DLLs and their families.
- Support the development and use of culturally and linguistically responsive tools and assessments to identify DLLs upon enrollment and monitor their learning and development in English as well as in the home language.

- Encourage two-way communication with families:
 - Gathering information about families' language, culture, and learning goals to inform instruction
 - Providing information and engagement opportunities that are culturally and linguistically responsive.

The DLL Pilot investment provided a better understanding of what it takes to offer culturally and linguistically responsive supports to multilingual children and their families and ensure their care providers are prepared to serve their needs. It also illuminates areas to focus on to continue First 5 California's commitment and scale up multilingual supports statewide.

FUNDED RESEARCH: CALIFORNIA EMERGENCY CHILD CARE BRIDGE PROGRAM

During 2022, the Child Care Resource Center released the *Strengthening California's Emergency Child Care Bridge Final Study Report*. First 5 California co-funded the evaluation with the Heising-Simons Foundation and First 5 San Bernardino. The purpose of the evaluation was to identify outcomes and guide continuous improvement for the recently implemented statewide emergency child care program for children in foster care.

The Emergency Child Care Bridge Program for Foster Children (Bridge Program) was enacted by the State Legislature in 2017 to provide kinship caregivers, or other caregivers, emergency child care. Overseen by the California Department of Social Services, the Bridge Program works to connect child welfare agencies and early learning and care systems in each county across the state. Foster parent caregivers can receive emergency child care vouchers with child care navigator support to help them find care appropriate for their family, while child care providers receive trauma-informed care training and coaching. The report identified statewide successes and challenges faced by families and staff during implementation of the Bridge Program. The following outcomes were identified:

- The Bridge Program decreased economic and emotional stress of caregivers
- 90% of providers stated trauma-informed care training and coaching helped them better support the foster children in their care

- Bridge administrators expressed the importance of collaboration, networking, and establishing a strong working relationship and consistent communication between partner agencies were necessary to the successful implementation of the Bridge Program across all counties

In order to continue the success of this program and ensure that California's most vulnerable children have access to quality child care, the study includes the following recommendations:

- Keep implementation process changes made in response to the pandemic to maintain accessibility and increase convenience for foster families and child care providers
- Extend the length of the Bridge voucher and allow children and families to continue accessing subsidies after reunification or adoption
- Increase program funding to allow for expanded eligibility and out-of-county placements
- Provide additional support in marketing, outreach, and advertising trauma-informed care training and coaching





Priority Area: Family Functioning

FIRST 5 CALIFORNIA PARENT WEBSITE: [FIRST5CALIFORNIA.COM](https://first5california.com)

First5California.com is the main resource for parent engagement on child health, education, literacy, child development, and smoking cessation. In recent years, the website has expanded to incorporate additional information on early brain development, including activities, downloadable resources, and links to organizations that support family functioning strategies. In 2021, First 5 California's Parent Site was updated with new content and resources centered around family engagement and toxic stress response in both English and Spanish. Content for the site was informed by educators and researchers in the field of child development. The site provides enhanced levels of functionality, enabling parents to create an account and personalize their visit by inputting their child's age, allowing them to access resources, tips, and activities specific to their interests. Parents and caregivers visiting First5California.com can browse by their child's age group—Newborn, Baby, Toddler, or Preschool—to check developmental benchmarks and instantly access a wide variety of parenting tips, articles, instructional videos, and developmentally appropriate activities geared specifically for that age group. The First 5 California Parent Site serves as a resource tool for families seeking up-to-date information, services, and programs.

SOCIAL MEDIA

The First 5 California Parent Site links to the organization's multiple social media channels, including Facebook, Instagram, Pinterest, and YouTube. Across most platforms, followers receive regular posts that highlight simple, actionable tips, and ideas related to early brain development, nutrition, family engagement, and healthy development. First 5 California's Facebook audience includes 213,000 followers. Instagram has 13,200 followers, Pinterest has 2,000 followers, and Twitter has

19,400 followers. During fiscal year 2021–22, engagement continued to increase as families were still spending time at home and logging onto social media to find activities to engage their children and to look for information about staying healthy and the latest on COVID-19. Throughout 2021 and 2022, First 5 California broadcast numerous Facebook bilingual book readings for families. Throughout 2021–22, First 5 California strengthened our partnership with the California Department of Public Health (CDPH) to share timely information about the importance and availability of family and child vaccinations through all our social media platforms.

MEDIA CAMPAIGN

In 2021, First 5 California engaged a new media firm to expand on the success of the *Talk. Read. Sing.*® Campaign and support First 5 California's North Star and Audacious Goal. The new media campaigns will provide messaging that supports parents and caregivers in developing safe, stable, nurturing relationships and environments to buffer against toxic stress response and ensure young children can thrive.



First 5 County Highlights

Alameda

In FY 2021–22, First 5 Alameda County focused on building and enhancing a local early childhood system that supports community and family conditions for children's kindergarten readiness. First 5 Alameda conducted a strategic planning process that engaged staff, community partners, and parents/caregivers that reinforced its whole community, family, and child approach which reflects their Place-People-Policy framework to guide investments. This system-building approach requires leveraging public funding to scale programs and strategies seeded by Proposition 10 that have proven impactful—expanding the infrastructure required to support that scale. Some of First 5 Alameda's major accomplishments in FY 2021–22 include:

- **Managed Care Partnership:** Received \$1.4 million grant from the Alameda Alliance for Health to support pediatric outreach and care coordination through Help Me Grow
- **Readying for Local Early Childhood Education (ECE) Ballot Measures:** As the named administrator for Alameda County's Measure C and the recommended implementation partner for Oakland's Measure AA, First 5 Alameda invested in the ECE system through a needs assessment, workforce development taskforce, and facilities needs assessment, and received \$1 million from Alameda County Social Services to build a Centralized Eligibility List; Readied Agency infrastructure, staff, governance, and policies were prepared to administer
- **Kindergarten Readiness Assessment:** Conducted a participatory research process, surveying 3,000 people in Alameda County—parents/caregivers, ECE providers, and transitional kindergarten/kindergarten teachers to document the impacts of the pandemic on kindergarten readiness, and provide recommendations in the environments that influence readiness, such as communities, families, and schools
- **Lifted system building efforts,** blended funding of the ECE Apprenticeship and Diaper Evaluation, and were invited to present at statewide conferences
- **Enhancement of the Parent Partnership efforts,** including hosting a Fatherhood Summit, and planned investments in Black Maternal Child Health efforts

Alpine

First 5 Alpine County focuses most of its investments on child development programs and parent education.

- The Alpine Early Learning Center is the only licensed child care center serving Alpine families as young as 6 weeks old and continues to serve them until they enter kindergarten.
- The Catalyst Community Parent Education Project provides learner-centered workshops to parents, caregivers, and providers. A key accomplishment in FY 2021–22 involved coordination of a Kindergarten Round-up event to better prepare children, families, and the school system for the 2022–23 school year. Eight of the nine students (88 percent) anticipated to enter kindergarten were served by this event. This represents an increase over the previous year's early registration of 11 out of 15 (73 percent) students. The results of the event included:
 - » Improved service coordination and connection to care: Kindergarten Round-up was a coordinated effort to register families for kindergarten and connect them to services and supports. The Alpine Early Learning Center helped recruit and engage families as well as hosted the event; school district built new relationships with families, and educated families on options for transitional kindergarten and kindergarten; and First 5 Alpine conducted outreach to families outside of the Alpine Early Learning Center and provided supplies. During this event, partners conceptualized additional means to support families; while not fully implemented in FY 2021–22, new efforts planned include the development of an Early Childhood Literacy Group, where parents and caregivers will be engaged over multiple sessions to support children's literacy skills, and a Meet and Greet event designed to support transitional kindergarten and kindergarten families at the start of the school year.
 - » Facilitating use of data across early childhood systems: School readiness data gathered by the kindergarten teacher can be used to customize learning opportunities for incoming students. It can also be used by First 5 Alpine to better understand what services may be most useful in preparing children for kindergarten in the future.

Amador

First 5 Amador County continued to invest in areas that support parents as their children's first teacher. Staff and community partners transitioned back to in-person service delivery which was extremely well-received by families. More than 175 children have participated in the newly established Messy Morning program launched in the spring of 2022. This weekly event provides an opportunity for children and caregivers to participate in child-led outdoor messy play focused on science, engineering, art, and math (gardening, painting, and building). This has become one of First 5 Amador's most popular programs and serves 25 to 40 children per event. Adults in attendance include mothers, fathers, grandparents and other family, friends, and neighbor caregivers. Families report building relationships with others and are the best marketers of this program by wearing their T-shirts to the events, stores, schools, etc. Through this family engagement activity, staff has introduced the online assessment system, social/emotional services, and concrete support such as fuel, diapers, and food provided through leveraged funding. First 5 Amador maximized opportunities to engage families utilizing the on-site Indoor/Outdoor Learning Labs and on-site programs. First 5 Amador's universal home visiting (Welcome Baby) is now administered in-house and has provided a seamless cross-referral to First 5 Amador and partner family strengthening services. A significant increase in participation in the Imagination Library family literacy program has been realized during FY 2021–22. First 5 Amador attributes the high participation rates to staff's successful referrals and new partnerships for utilization of its facility with the Women, Infants, and Children Program and its county resource and referral agency. First 5 Amador continued to spearhead efforts such as the Perinatal Wellness Coalition and holds the Amador Child Abuse Prevention Council and Resilient Amador under its umbrella to support the whole child and family.

Butte

First 5 Butte County Children and Families Commission envisions that every child will have the opportunity for a resilient, thriving future through a nurturing, supportive network of families, caregivers, and their community. In FY 2021–22, First 5 Butte County continued to support priorities in all areas of its strategic plan. In order to support the expansion of the Help Me Grow Butte (HMGB) initiative, and strengthen its commitment as a system's leader, First 5 Butte County established a staff position to provide system

coordination and navigation services to families. This was remarkable because it marked the first time First 5 Butte County had staffed a direct-service position, sending a strong message to partners and the community about the commission's long-term commitment to ensuring that families with young children are able to access the services they request that supports their optimal development. Bringing the program internally enabled First 5 Butte County to deepen its relationships with county entities such as Child Welfare, Public Health, and Butte County Office of Education, and to leverage those relationships to conduct more effective outreach to community providers. Because it takes a village to raise a child, First 5 Butte County was proud to convene local home visiting providers and develop strategies to ensure that home visiting programs are successfully reaching the families who will benefit most from their support. Through their existing HMGB structure, and together with their partners, First 5 Butte County developed The Village, a coordinated system that provides a referral solution for all community providers. Families and referrers can submit an inquiry about home visiting, and a care coordinator will assist families in understanding program models and eligibility requirements, thereby empowering family choice when selecting a home visiting program.

Calaveras

In FY 2021–22, First 5 Calaveras County invested in prevention activities, early literacy promotion, and parent education. Grantees were able to start providing services in-person after a long period of pandemic-related remote services. Local First 5 funds were braided with disbursements from First 5 California, California Department of Education, and the local Mental Health Services Act and Prevention that provided a variety of services to families, caregivers, and teachers.

Parent support, and education and family literacy programs included an intensive home visiting program, virtual-based parent education offerings, and a variety of community-level Talk. Read. Sing.[®] approaches, including programs in remote mountainous areas of the county. The Court Appointed Special Advocate program was strengthened with local First 5 resources. Where intensive services were provided, parents reported positive learning outcomes and strong engagement in the learning process. The early learning and care system in Calaveras County was supported through Strong Start Calaveras, which motivates sites and teachers to meet quality improvement goals (through a stipend program) and provided a wide variety of coaching and mentoring to local providers.

The First 5 California Dual Language Learner Pilot program provided resources and training to cohorts of early childhood educators in Murphys and Valley Springs. Early learning and care professionals continue to participate in the program, demonstrating engagement during a difficult year as schools continued to deal with COVID-19 protocols and family frustrations.

Child Health was supported through preschool-based nutrition and safety programs, which were welcomed back for on-site activities. Teachers reported that children were fully engaged in the activities and that the lessons were incorporated into on-going curriculum. Collaborative planning and strategizing continue to be critical components in building a comprehensive service approach for young children.

Colusa

In FY 2021–22, First 5 Colusa County focused on supporting children, families, and providers as the communities rebounded from the effects of the COVID-19 pandemic. Working with local and state partners, First 5 Colusa was able to leverage over \$225,000 in funding to provide additional support services to families in areas of parental resilience, social connections, and concrete supports in times of need.

First 5 Colusa's Family Resource Centers (FRCs) expanded essential services to families experiencing financial and emotional hardships as a result of the pandemic. Additional funding was secured to expand the Health Navigator project, address food insecurities, and coordinate systems of care. The FRCs distributed more than 498,895 pounds of food to families experiencing food insecurities. In coordination with county partners, frequency of food distributions was increased, and the development of on-site food banks were established. In addition, the FRCs secured vital resources to families such as personal hygiene products, diapers, COVID-19 test kits, and personal protective equipment.

In FY 2021–22, First 5 Colusa also focused on the expansion of its Help Me Grow (HMG) program and focused on the recruitment and enrollment of family child care (FCC) providers into the HMG screening network. With a large population of children ages 0 to 5 in FCC homes, providers were essential in ensuring access to developmental screeners. Forty-five percent of FCC providers participated in First 5 Colusa's HMG screening network. First 5 Colusa continues to work with its partners to create a systematic approach that focuses on ensuring children birth through age 5 and their families thrive. Investing in Colusa County's youngest citizens today yields long lasting results for future generations.

Contra Costa

First 5 Contra Costa County continued the whole child, whole family approach by ensuring services and systems are integrated, equitable, inclusive, and trauma-informed.

- Resource Connections: In FY 2021–22, First 5 Contra Costa served 3,687 families through services/programs including over 500 classes through the First 5 Centers. As families continued to face challenges, First 5 Contra Costa distributed 208,144 diapers; 2,340 baby wipes; 2,160 COVID-19 test kits, sanitizers, and children's masks.
- Building Capacity: Our Ready Kids East County initiative continues to gain momentum with parent cafes events that leverage partner resources to rally around Black/African American families to build school readiness and knowledge of community services. Through our Adverse Childhood Experiences Aware (ACEs) grant, First 5 Contra Costa took a holistic view of addressing ACEs structured and trauma-informed systems of care. Training, coaching, and technical assistance opportunities were provided to combine effective ACE screenings (2,474 ACE screenings for children), close loop referrals, and wellness activities.
- Stakeholder Engagement: To support quality-learning environments, First 5 Contra Costa served 1,817 providers through training and coaching. Also highlighted was the culmination of a 17-year partnership with community colleges—since 2005, First 5 Contra Costa has reached over 10,000 students with college advising, stipends, cohorts and study groups, leadership development, and quality improvement.
- Policy Advocacy: After 14 months of community engagement and advocacy by the Central County Regional Group and partners, the Concord City Council passed an anti-harassment policy protecting renters, keeping children in their homes. In East County, the Regional Group released the Antioch CHANGE report summarizing the experiences of more than 1,000 Antioch residents with recommendations for housing stability. In partnership with the Early Learning Leadership Group, a collaboration of county leaders, First 5 Contra Costa secured \$6 million in ongoing funding for teacher stipends, child care slots, and disability services through Measure X, a sales tax initiative in Contra Costa County.

Del Norte

During FY 2021–22, First 5 Del Norte County expanded its reach of Dolly Parton's Imagination Library throughout the year with registration forms handed out to every preschool class, kindergarten class, child care provider, community baby shower participant, partner program participant in programs such as Toddler Time and Happy Toes, and a new parent kit registration in the county. Enrollment continues to increase, and feedback from families has been positive.

In FY 2021–22, First 5 Del Norte continued providing and developing culturally appropriate content of the parent-support texting program Ready4K. Working with ParentPowered, First 5 Del Norte is adapting their existing texting program, Ready4K, to provide connections to local programs and resources, encourage community connections, and boost mental health and protective factors messaging. The goals of the project are to increase parent capacity to support a child's social-emotional development and school readiness; increase parental resilience, self-care, and access to mental health services; and connect parents to their community and community resources.

In FY 2021–22, First 5 Del Norte focused heavily on parental and child resiliency through these trying times. They also continued leading the way in Del Norte County for early literacy efforts through their 3READ23 And Beyond collaboration. First 5 Del Norte re-engaged its families by re-interviewing them using the Human Centered Designed Empathy Interviews. First 5 Del Norte took the pulse of where the community is and what kind of supports are needed to continue early literacy efforts. Many of the support needs have been or are being rolled into the home visiting collaborative work in Del Norte County. First 5 Del Norte has been working hard to bring a universal referral system to Del Norte County and has been engaging community partners as stakeholders.

El Dorado

First 5 El Dorado County is the collective impact lead in a systems-change effort to increase access to services and supports for children, families, and individuals in their community referred to as Community Hubs. Hubs were established to connect families and individuals with services, offer preventive screenings, and walk with them toward resiliency. When COVID-19 persisted in FY 2021–22, Hub leadership noted an increased demand for basic needs support, including food, housing, health insurance, bills, and behavioral health interventions. In response, Hubs were reimaged with a focus on navigating families to existing services that met their needs. When the Caldor Wildfire erupted in August 2021, Hub staff were deployed for crisis

response and engaged in a multi-agency effort to evaluate and support the health and wellness needs of El Dorado County residents. This flexibility demonstrated the effectiveness of the model to evolve and meet community needs.

During FY 2021–22, a total of 1,968 individuals were provided with Community Hub services. Key elements of the model include:

- Local libraries serving as community resource centers with bilingual navigators to walk with families
- Navigators connecting families and individuals with supports and services that addressed their unique situations both in the libraries and the community
- Community advisories with local voices identifying service gaps and barriers, learning why they exist, and developing equity-based approaches
- Integrating continuous quality improvement strategies such as Plan-Do-Study-Act cycles, improvement coaching, and staff rounding

First 5 El Dorado reaffirmed its commitment to the Hub model within its FY 2021–23 Amended Strategic Plan.

Fresno

First 5 Fresno County partners with its community to create a seamless system of quality, accessible services that support the well-being of every child and family. The following are two examples of partnerships with community-based organizations (CBOs):

- **Building Black Program:** African American-led CBOs are trusted sources of vital medical, behavioral, and social supports and interventions for African American families within Fresno County, yet unrestricted net assets of Black-led organizations are 76 percent smaller than their white-led counterparts. It was clear to First 5 Fresno County that there stood a need for funders to support organizational capacity-building opportunities that promote the sustained excellence of CBO leaders through racial healing and connections, while positioning these organizations for future investments. First 5 Fresno County partnered with United Way of Fresno and Madera Counties to launch the Building Black Program with topics, including executive coaching, grant reporting, organizational advancement, and resiliency. This investment aligns with First 5 Fresno County's larger commitment to the prevention of infant mortality in the African American community.
- **Thriving Families Support Network:** In the fall of 2018, First 5 Fresno County engaged more than 600 parents/caregivers and community members to learn about the most

pressing challenges facing families in Fresno County. Through First 5 Fresno County's Thriving Families funding opportunity, CBOs proposed program models addressing these key challenges, uniquely tailored to the communities they serve. FY 2021–22 marked the second year of partnership with 8 organizations providing a range of direct services across the county. Examples include parenting skill building with incarcerated/out-of-custody young parents; support groups with parents of deaf and hard of hearing children; family literacy activities focused on recent arrivals and refugees; and child socialization groups in rural Fresno County.

Glenn

First 5 Glenn County's highlights of the FY 2021–22 program year include 12 families directly served through First 5 Glenn's programming specified in the FY 2019–22 Strategic Plan. Following is a snapshot of the experience of the 12 families who participated in Nurturing Parenting classes. (Due to the small number of families for which these data are available, these results should not be generalized to a larger population):

- Increases in protective factor domains. All families for which pre- and post-data were available demonstrated growth in at least one protective factor domain after services; nine families demonstrated growth in the Family Functioning and Resilience domain; eight in the Social Supports domain; and six in the Nurturing and Attachment domain.
- Experienced inconsistent results in the maintenance or increase of family habits that support child development. While some families reported maintaining or increasing the frequency with which they engage in activities that support child development, such as reading, counting, or playing with their child(ren), other families reported decreases in these same metrics.
- Reported high rates of satisfaction with the program. One-hundred percent of respondents to a survey offered at the end of the program, indicated they were satisfied with the services offered through the Nurturing Parenting classes.

Families, child care providers, and schools were provided with resources through supply distribution activities. First 5 Glenn staff distributed approximately 25,000 individual baby, educational, cleaning, hygiene, and personal protective equipment supplies in FY 2021–22 to children, families, daycare center staff, and schools.

Humboldt

First 5 Humboldt County continues to focus on work that is responsive to community-identified needs and incorporates community-driven practices. These partnerships aim to build upon the strengths and assets that already exist within the organizations and agencies that serve children and families in the county, and to "de-silo" efforts by bringing diverse partners together in new and innovative ways. The Road to Resilience (RtR) Program is a partnership between First 5 Humboldt and United Indian Health Services (UIHS) that provides intensive services and support to pregnant and newly parenting people who are impacted by Substance Use Disorder. RtR supports Perinatal Healthcare Navigators at UIHS that work closely with families to help them access physical and mental health care, parenting support, and other services during this critical time for child development and family bonding. This allows for services that meet families where they are and centers service plans directly around a family's communicated needs. Families are also supported in connecting/reconnecting with traditional birthing and parenting practices. For example, in 2022, First 5 Humboldt worked with a local weaver to make baby rattles for program participants using materials that are significant to local Tribal communities. First 5 Humboldt also supported UIHS staff to complete an Indigenous Breastfeeding training. An Indigenous doula training is also planned. In addition, First 5 Humboldt approved grants in the spring of 2022 for two playgroups which infuse Indigenous languages (Hupa and Yurok) and cultural practices specific to two of First 5 Humboldt's local Tribes. First 5 Humboldt also has expanded weekend and evening playgroups and playgroups offered in Spanish. First 5 Humboldt continues to look for ways to be supportive of local children and families in ways that honor and respect the needs, practices, and approaches valued by the First 5 Humboldt community.

Imperial

In FY 2021–22, several services designed to support the healthy development of children were realized through strong local partnerships and funding allocations. These services focused on strategies and activities that ranged from strengthening support for children in foster care to robust home visitation programs and child literacy services. One of the notable commitments of First 5 Imperial is the continual support for quality improvement in all early care and education (ECE) settings with the objective to positively impact the health and academic development of a child. Because of sustained investments, collaboration, and pooling of resources with the County Office of Education,

institutions of higher education, Migrant Head Start, Social Services, and a significant number of child care sites throughout the county, meaningful gains and quality improvements have been realized. Some of these efforts include increasing scholarships/stipends offered for educational attainment, increased opportunities for professional development, direct one-on-one coaching with a strong emphasis on family child care, and establishing support for early childhood mental health. An assessment of the ECE workforce supports the impact that these investments have had locally. For example, over 46% of the workforce has at least an Associate of Arts degree, and 26% has a Bachelor of Arts degree or higher, with the greatest increase for family child care homes. Another 38% have obtained college-level units, with a potential identified for targeting center-based assistants to increase their education which would support promotion and retention. Furthermore, professional development for the ECE workforce has contributed to building capacity for working with special needs children (43%) and English Language Learner children (47%), in addition to meaningful increases in all ECE sites that use Classroom Assessment Scoring System®, the Desired Results Development Profile, and offer developmental screenings.

Inyo

First 5 Inyo County was a catalyst for positive change in FY 2021–22, serving families and agencies while on the recovery road from the COVID-19 pandemic. In Systems Building, First 5 Inyo County facilitated the Perinatal Taskforce, defining a vision and mission to ensure services are strategic, and implemented a maternal mental health survey to uplift the voices of birth parents and their experiences. In the Triple P Network, First 5 Inyo County instigated a countywide outcomes project to tell the story of the collective impact of participating agencies in reaching families with positive parenting support. This storytelling project illuminated the story that families served increased by 26% from the previous year. This story of more families accessing services held true across First 5 Inyo County Resilient Families programs like Triple P Positive Parenting, You & Me Home Visiting, and literacy programs Reach Out and Read, and Dolly Parton's Imagination Library. Families expressed gratitude to Triple P practitioners and home visitors for the support and connection as services resumed in-person. First 5 Inyo County also provided programs like Community Grants to help decrease the challenges of recovering from the pandemic, including assisting child care sites in hiring additional staff to keep class sizes small and purchasing additional learning supplies

to increase outside play. Despite this and many other examples of support, many child care sites closed over the program year. Inyo County lost 115 child care slots representing 20% of licensed family child care homes and 23% of center-based care available. Through partnerships with the Inyo County Local Child Care Planning Council and the Quality Counts California Region 6 Hub, First 5 Inyo County is working to bring awareness to the child care crisis, including the need to pay child care providers a living wage and ensure all children have access to high-quality early learning opportunities.

Kern

During FY 2021–22, First 5 Kern County funded programs to put forth great effort in reaching families struggling through the public health crisis. First 5 Kern has found strength in creating strong partnerships and bringing agencies together to support serving children and families. Among its collaborative efforts, First 5 Kern embarked on a year-long planning grant from Adverse Childhood Experiences (ACEs) Aware, which brought together hundreds of local service providers. The grant culminated with an ACEs conference in spring 2022. The full-day event was held virtually and was an excellent opportunity to highlight a pilot project with Omni Family Health, a local Federally Qualified Health Center, on incorporating ACEs screenings in clinical settings. First 5 Kern, with its original initiative, Resilient Kern, has strengthened its position as a local leader in trauma-informed care practices and training with ACEs Aware Kern County.

In FY 2021–22, First 5 Kern also supported the culmination of an 18-month-long Kern County home visiting project. The diverse group of funded programs included Nurse Family Partnership, Black Infant Health, Family Resource Centers, and other community partners. The project collected data and hosted collaborative learning sessions on program models, the populations that are served, and geographical areas covered. First 5 Kern staff also participated in the establishment of the Black Infant and Maternal Health Initiative of Kern County. Known as BIMHI, the committee set a multi-year strategic plan for reducing health disparities in the local African American community, specifically pertaining to newborns, pregnant women, and childbirth. Additionally, recognizing a continuing need for families in the community for diapers, FY 2021–22 included the delivery of over 200,000 cases of diapers. An initial supply from First 5 California of 25 pallets, and another 9 pallets later in the year provided by First 5 Kern, were distributed throughout the Family Resource Center network, health and wellness programs, and child care centers.

Kings

The Kings County Children and Families Commission continued to support local initiatives related to quality early child care and education, parent education and support, children's health and systems integration and alignment. The local Family Resource Centers collectively served 522 children and 471 primary caregivers, ensuring that these families and children had access to a variety of services. Our local C.A.R.E.S. program provided professional development and training/technical assistance to the early care and education field through coaching and training to enhance the skills and knowledge of 185 providers. School readiness skills and training for professionals who work with children with special needs was the focus of another locally supported program, catering to 161 primary caregivers, 59 providers, and 327 children. The Referral Exchange System took on the challenge to create a county-wide referral system utilizing a new technology platform, onboarding providers from a variety of services including, but not limited to, health, social services, and early care and education.

First 5 Kings staff also engaged the funded programs with other community partnerships/initiatives, including Home Visiting Coordination, ACEs Aware, a regional collaboration for the Refugee Family Support, Managed Care Plans, Court Appointed Special Advocates, Child Support Services, City Recreation Department, and local activities related to formulation of our County's Comprehensive Prevention Plan in accordance with the Families First Prevention Services Act. Lastly, one of our funded partners, Kings County Office of Education was recognized as the organization that had the Greatest Contribution to Parent Support, at an annual county-wide Prevention Awards.

Lake

First 5 Lake collaborated within the county and across the region to support families and providers.

- Between September 2021 and February 2022, First 5 Lake was focused on recruiting and onboarding a new Executive Director, who joined First 5 Lake in January 2022. This time was used to organize for a seamless transition. The new Executive Director brought attention to the need for child care in the county and set a timeline for strategic planning, beginning with a community assessment in July 2023.
- First 5 Lake hosted a virtual meeting for First 5 commissions and agency staff from across California to learn more about the Families Together program and if it might be a good fit for their communities.
- The Smart Start Eligibility Wizard was discussed at the January

12, 2022, statewide First 5 Small Counties meeting, with several First 5 commissions reaching out to inquire about replicating it in their communities.

- First 5 Lake issued a survey to parents about their needs and interests in programming, collecting information on family habits that support school readiness and the time spent within the family unit to nurture child development. This information was gathered so that First 5 Lake programming and other community services could be designed to be responsive to the interests of parents with young children.
- The First 5 Association formed a Racial Equity, Diversity, and Inclusion Leadership Cohort, an opportunity for leaders from across the state to get together and develop the "next generation of equity-centered First 5 Leadership." The First 5 Lake Executive Director participated in this cohort.

In December 2022, the Board of Supervisors approved a proposal submitted by First 5 Lake to utilize American Rescue Plan Act funding as part of the county's Recovery and Revitalization Plan. The funds will support the development of a grants management, reporting, service coordination database, and additional home-visiting services. This will increase capacity to provide evidence-informed home-visiting to Lake County families with young children.

Lassen

During FY 2021–22, First 5 Lassen invested in the Pathways Home Visiting Program as its primary strategy for achieving its vision that "all Lassen County children will thrive in supportive, nurturing, and loving environments; enter school healthy and ready to learn; and become productive, well-adjusted members of society." As Lassen County continued to recover from the impacts of COVID-19, Pathways Home Visiting Program was able to resume in-person home visits. Virtual home visits were offered when families had concerns pertaining to COVID-19. While the impacts of COVID-19 were not as severe as the prior fiscal year, there continued to be some impact on staffing for Pathways Home Visiting Program and other county service providers. The supplies given to First 5 Lassen from First 5 California were shared among the child care providers who needed them.

The beginning of the fiscal year proved to have additional challenges on families due to the Dixie Fire. For the families that were displaced and unable to go to the emergency shelters, First 5 Lassen delivered up to 50 hot dinners in partnership with Mercy Chefs. In collaboration with the partners of Lassen Links, a resource guide was created to

help families with additional needs that were caused by the Dixie Fire that did not fall under the emergency services. To further the collaboration among local providers, First 5 Lassen continued to work on Lassen Links, the Home Visiting Coordination Funding (HVC) project funded through the First 5 California HVC grant. This collaboration was able to create lassenlinks.org, begin the process of placing the Lassen County Resource Guide on the new website, continue working on a referral and referral follow-up system, and develop plans to onboard additional local partners to create a countywide referral network.

Los Angeles

In FY 2021–22, over half of First 5 Los Angeles' (First 5 LA) 102 contracts supported organizations that carried out systems of care work in Los Angeles County (LAC). Key accomplishments include the implementation of strategies to advance equity, empower communities, and improve systems through data use.

- Equity: First 5 LA grantees supported providers to implement strategies to advance equitable access to quality care by providing trainings and facilitating discussions. One grantee trained more than 400 home visiting providers on Navigating Race, Power, and Privilege to Advance Racial Equity in Family Care Systems. Given the disparities in maternal and infant mortality rates for Black population, the Cherished Futures for Black Moms & Babies program implemented systems-level strategies, including updated hypertension management protocols to improve the safety and experience of black moms/birthing people during childbirth.
- Community Power: First 5 LA is investing in Best Start Communities (BSC) to develop and clarify community change priorities, engage in capacity strengthening activities, and provide opportunities for community members to participate in networks by engaging in advocacy, policy, systems, and environmental change. In some BSCs, Participatory Budgeting has been used as a process for community members to decide together how to allocate and prioritize public funding based on community needs.
- Data Use for Improving Systems: Select areas of LAC implemented the Early Development Index (EDI) to assess children's readiness for kindergarten. In Pomona, EDI data has been incorporated into the citywide planning process to set policy and spending on youth programming. In addition, First 5 LA commissioned a survey to better understand the impact of COVID-19 on families with

young children. Early childhood development professionals saw the findings as a useful tool in modifying programs, developing more effective strategies, and bolstering systems of support for families in the wake of the pandemic.

Madera

During FY 2021–22, First 5 Madera County invested in programs and services aligned to the 2020–24 Strategic Plan. In partnership with the Tzu Chi Mobile Vision, the First 5 Special Project team offered vision screenings to preschool children in Madera County. The program begins with an initial vision screening conducted by school nurses or the Tzu Chi Mobile Vision team. Children identified with concerns are then referred for a comprehensive eye exam to the vision mobile, in partnership with a local volunteer optometrist. Vision screenings were completed on 225 children ages 3 to 5. After completing the eye exam, 38 children needed glasses. The uniqueness of the Mobil Vision is two-fold—once the eye exam is completed, children select their frames and receive eyeglasses on the spot, within an hour. This rewarding service reflects an investment of a little over \$8,000. It is immeasurable seeing the smiles the project has brought to both the children’s and parent’s faces.

This year, the Commission had the opportunity to examine current operational and programmatic processes that safeguard the effective use of funds and resources. Staff embarked on a year-long review of these processes. This review resulted in revamping the grants management guidelines and the creation of a Funded Partner Handbook. Additionally, the Commission engaged in a strategic plan review that informed two procurements released this year. In conjunction with the work dedicated to the grants management policy and handbook, investments were made to support the implementation of two Triple P programs and a Raising a Reader project.

Marin

First 5 Marin County worked closely with the Marin Child Care Council to secure funds (\$525,000) from the American Rescue Plan Act to invest in four child care initiatives. First 5 Marin will serve as the fiscal agent for these funds, and partners will operate/execute the programming. The initiatives include:

- Help Me Grow Developmental Supports and Safety-net Navigation (existing program, see above): Support additional Help Me Grow projects including development of data-sharing agreements; journey mapping of family experience interacting with child-serving systems, and a plan to address identified system barriers; development of Help Me Grow

outreach plan; and development of Help Me Grow sustainability plan.

- Early Childhood Mental Health (existing program, see above): Continue to provide mental health supports to young children in child care settings. Serve additional children and/or child care sites. Provide parent education about early childhood mental health.
- Child Care Initiative Project (existing program): Recruit new family child care providers. Provide training and technical for family child care providers to increase capacity for child care in Marin County
- Teacher Investment Pilot (new program): Provide stipends and other resources for participating child care workers to encourage entry, promotion, and retention in the early childhood workforce.

These projects will be complemented by an investment (up to \$500,000 across two years) from the Marin Community Foundation to support long-term child care planning for Marin County.

Mariposa

During FY 2021–22, First 5 Mariposa’s most significant accomplishment was the School Readiness Program which serves two preschools (Cathays Valley and Lake Don Pedro) located in remote areas of Mariposa County. These two preschools provide an outstanding play-based program that prepares children for kindergarten. The facilities, curriculum, and activities are creative, educational, and focus on developmentally appropriate activities using Science, Engineering, Technology, and Math. This program is free of charge to children who live in Mariposa.

Another highly successful funded program was the instructional aide hired to work in the Mariposa Elementary School Transitional Kindergarten classroom. The instructional aide worked with the reading program/assessments, and she provided extra assistance to children who were having difficulty. Having the aide in the classroom also provided time for the teacher to work with children individually. The class had 25 transitional kindergarten students who ranged in ages from 4 to 5 years. Having an aide in the classroom made it possible for the students to work on enrichment projects.

Mendocino

In FY 2021–22, First 5 Mendocino County continued to build the professional skills of those who work with the county’s youngest and most vulnerable children. This was done through the local county annual State of the Child Conference (hosted by First 5 Mendocino) and a variety of Positive Parenting Program and Community Resiliency Model® trainings, all targeted to decrease the negative effects of Adverse Childhood Experiences and

to further build resiliency. January 2022 celebrated Mendocino County’s annual Positive Parenting Awareness Month with a proclamation from the County Board of Supervisors. In the effort to align with First 5 Mendocino’s new strategic plan and mission, the First 5 Mendocino logo and website was rebranded. The new mission to promote optimal health and development, narrow disparities, and improve the lives of children through education, support, and advocacy was further operationalized through the continuing efforts of the Home Visiting Consortium.

During FY 2021–22, a Family Support Home Visiting Environmental Scan was created and disseminated. The purpose of this scan was to provide a snapshot of the current conditions to examine the supports needed for improved coordination and collaboration. The Home Visiting Consortium continues to identify programmatic needs to further increase enrollment and build family resilience. First 5 Mendocino acts as the community pathway for the program and hosts the referral form used for program participation. Along with updating its strategic plan and mission, First 5 Mendocino adopted an equity statement to ensure that families, children, and communities are protected against racism, oppression, and inequality. It was identified that we must listen and learn from individuals in our community about how to better meet their needs and protect their rights. By doing this, First 5 Mendocino has increased Native American program participation from 5 to 23 percent. First 5 Mendocino is committed to quality improvement and conducting assessments to address needs in the community.

Merced

First 5 Merced implemented the second year of its 2020–25 strategic plan in FY 2021–22. The following are notable successes:

- Investing approximately \$2,740,998 million to support services for 8,375 children, caregivers, other family members, and providers to enhance the five protective factors that promote optimal development and enhance the system for effective family support.
- Funding culturally responsive programming and reached diverse children and families—including over 1,200 English and 1,300 Spanish-speaking children and families.
- Adapting approaches as the COVID-19 pandemic contributed to delays in First 5 Merced County programming. First 5 Merced moved forward with supporting the implementation of direct services and offering capacity building efforts.
- Offering capacity building for the implementation of 2-1-1. This

investment aims to boost access to referrals to services that support the physical and mental health of children and their families. 2-1-1 is operating 24 hours a day, seven days a week with all phone calls between 8 a.m.–5 p.m. answered locally.

- Launching and implementing the Dolly Parton Imagination Library book distribution program. This initiative that is meant to increase children and families' access to books to support daily reading. A total of 15,698 books have been mailed out to 1,347 children from July 1, 2021 to June 30, 2022.
- Launching of the Merced County Office of Education Empower Parents, Help Me Grow, and the Local Aces Coalition. These initiatives support key First 5 Merced County outcomes including enhancing protective factors, reducing adverse childhood experiences, and increasing the number of children enrolled in high-quality early learning settings.
- Hosting The Week of the Young Child with the support of over 40 agencies. In total there were 486 adults, 367 zero- to five-year-old children, and 238 six- to eighteen-year-old children attending the celebration. Of attendees that completed a satisfaction survey 97 percent found the event valuable.

Modoc

In FY 2021–22, First 5 Modoc County continued to focus on collaborative, systems change efforts to bring 0 to 5 program awareness and recognition to the forefront. Efforts specifically focused on bridging system gaps and implementing collaborative systems of care to promote cross-sector sustainability. Collaborative partnerships were built with 6 funded programs serving 451 children and 355 primary caregivers. Efforts included the Tulelake/Newell Family Resource Center which promoted self-sufficiency through service coordination, case management, playgroups, benefits access, and parenting classes. Modoc Harvest Sprouts campaign provided local food education and nutrition to early learning and care settings through expanded classroom and community learning and developmental activities. Modoc County 4-H Cloverbuds offered an experiential program engaging children and families in agriculture and life-skills learning. Dollywood Imagination Library provided monthly age-appropriate books at no cost to families with over 1,450 books. Budding Tree Preschool provided high-quality early education to families not eligible for subsidized programs. Early Mental Health Services provided families with intensive family support through home-based psychotherapy and increased access to therapy for families experiencing crisis.

In addition, the First 5 Modoc Early Learning & Resource HUB helped programs and families connect to systems of support through community outreach and pop-up events at libraries, farmers markets, and health fairs. The HUB helped connect 347 children and 385 caregivers to cross-sector systems, services, and resources within the Modoc region and the state. Services included early education and care connection, health services connection, parenting education, essential needs, and home visiting coordination.

Additionally, First 5 Modoc acted as the county lead and provided direct coaching support to early learning sites and classrooms using the California Center on the Social Emotional Foundations in Early Learning Teaching Pyramid framework for regional professional development.

Mono

In FY 2021–22, First 5 Mono County's two largest investment areas, Home Visiting and the Childcare Quality System, continued to partner with providers and families as an integral component of a comprehensive support system for children ages 0 to 5 in Mono County.

The Home Visiting Program: Welcome Baby and Healthy Families, a Parents as Teachers Evidence-Based Program, deepened partnerships with other family supporting agencies through the Home Visiting Coordination project funded by First 5 California. Activities strengthened relationships resulting in a significant increase in referrals from Mammoth Hospital's Women's Clinic and Northern Inyo Hospital's Labor and Delivery Department. As a result, more families were provided a strong linkage between their healthcare service provider and First 5 Mono's Home Visiting Program.

The Childcare Quality System maintained partnerships and worked towards higher levels of quality with over 70 percent of child care sites in Mono and Alpine Counties and provided over \$30,000 in stipends to 13 sites. First 5 Mono also continued investments in oral health, school readiness, and a safe kids coalition.

Monterey

Throughout FY 2021–22, First 5 Monterey County served 19,250 children, primary caregivers, and providers by directing time and resources to meet the needs of families while advocating for systems change to address long-term inequities. For many years, First 5 Monterey County has included indigenous languages of Mexico such as Triqui, Mixteco, and Zapotec on intake forms. In FY 2021–22, First 5 Monterey County served families from an even wider range of home language backgrounds through the Dual Language Learner project and through a partnership with Quality Matters. First 5 Monterey County continued to invest resources for emergency response and

collaborated with Bright Beginnings, the health department, and others to distribute needed supplies (diapers, wipes, hand sanitizer, face masks, and COVID-19 tests) to families and providers. First 5 Monterey County also continued reflective practice groups for diverse providers/educators that began during the pandemic. These groups enhanced providers sense of connection, protected individuals from secondary traumatization, and promoted program quality. Additionally, First 5 Monterey County provided reflective practice facilitation as part of the Monterey Children's Council meetings to support reflective leadership skills and to build common understandings related to mental health information. First 5 Monterey County also participated in a Building Healthy Communities Monterey County equity cohort. First 5 Monterey County's cohort focused on developing First 5 Monterey County's 2023–2029 strategic priorities. First 5 Monterey County, local community organizations, and local parent advocates participated in this year-long cohort. Parent advocates also served on an action team dedicated to gathering more input from a wider group of Monterey County parents and community members. First 5 Monterey County was also able to expand funding to support the children and families in the county. In FY 2021–22, almost 40 percent of First 5 Monterey County's revenue came from sources other than Proposition 10 funds and included collaborations with local and statewide foundations, philanthropists, and county and state entities.

Napa

In FY 2021–22, First 5 Napa County served as the lead agency for the Home Visitation Coordination grant funded by First 5 California. The grant funding supported the planning phase for organizations working toward a more coordinated and integrated early learning and care system for young children and their families. Partner agencies included Cope Family Center, UpValley Family Centers, Community Resources for Children, ParentsCAN, Child Start, MomSquad, Ole Health, Napa County Public Health, and Partnership HealthPlan of California.

The Family Support and Home Visiting Collaborative reconvened and worked to develop a common mission and vision, developed a comprehensive action plan, and participated in data collection in support of the goals of the planning phase and to prepare the collaborative for future funding opportunities. The Family Support and Home Visiting Collaborative also participated in a professional learning series, Centering Relationships & Trust through Dialog. This three-part virtual dialog series introduced the art of dialog that created an opportunity to share lived

experiences while practicing the skills of cultivating curiosity, empathetic listening, and leading with inquiry.

Through an innovative framework called Liberatory Design, the group revisited values, created new goals, and began to build infrastructure that supports ongoing dialog with stakeholders and advocating for more equitable practices in early childhood leadership. The overall goal of the series was to develop an understanding of the group's different communication styles and complex identities. With a strong connection to anti-bias practices in early learning and care, the group spent time building trust and relationships and its commitment to planning long-term solutions for the challenges they collectively prioritize. The Family Support and Home Visiting Collaborative is prepared to collaborate on future funding opportunities, including anticipated additional investments from First 5 California and local Mental Health Services Act funding.

Nevada

FY 2021–22 was an exciting year for First 5 Nevada County with the launch of a new strategic plan, new contracts, and the implementation of the Persimmony database for client-level and program reporting. The First 5 Nevada County Commission selected two new programs to fund (in addition to several previously funded). With support from the First 5 Nevada County Commission, the KidZone Museum in Truckee continued its good work with families with young children through socialization events, developmentally appropriate activities, and providing valuable local resources to families. Through the Sierra Nevada Memorial Hospital Foundation, the Read Me a Story Program partners with local pediatricians and health clinics to provide books and information to families with young children during each well-child visit. Other contractors continued the good work for which they were funded during previous cycles. Partners in the Tahoe/Truckee area increased in-person services this year, resulting in great enthusiasm from parents and children who had experienced feelings of isolation during COVID-19. These in-person offerings included resuming field trips to the KidZone museum, getting families signed up for library cards, and resuming the Family Room activities that are so beloved by the children. There are some aspects of virtual service delivery that programs have decided to maintain. The parenting workshops in the western part of our county have proven to be successful in person and virtually, and programs enjoy offering take-home activity boxes that families can check out. These boxes promote positive parenting and creative thinking. Internally, commission staff have been actively involved in the Families First Prevention Services Act

Comprehensive Prevention Planning effort. This has been a great opportunity to deepen county-wide collaborative efforts and focus on systems change efforts that will positively support Nevada County's highest-need families.

Orange

A focus area of First 5 Orange County's Strategic Plan is improving systems of care to help families get the most out of well-child visits, developmental screenings, and linkage to services.

- In FY 2021–22, First 5 Orange implemented HealthySteps at three federally qualified health centers, which integrates a child development specialist into the primary care team to promote healthy relationships, foster positive parenting, strengthen early social and emotional development, and ensure access to services that families need, with an emphasis on families in low-income communities. Currently serving nearly 4,000 children at these three federally qualified health centers, First 5 Orange is adding two more clinics serving an additional 3,000 kids in FY 2022–23.
- First 5 Orange also supported a team of Quality Improvement Advisors at Children's Health of Orange County (CHOC) Health Alliance to work with 130 practices to incorporate developmental screening with a validated tool into their workflow and to use the Orange County Children's Screening Registry. The Quality Improvement Advisors effort has resulted in a significant increase in the number of practices doing screening with validated tools, resulting in more children being screened. The percent of practices that were not screening saw a huge improvement, from nearly one out of two practices not using any validated tools to only one out of ten.
- To build a true system approach to developmental screening in Orange County, First 5 Orange worked with partners to form a cross-sector collaborative group that is championing developmental screening and interventions throughout Orange County. Detect & Connect Orange County is comprised of decision makers in organizations such as our managed care plan, Social Services Agency, Health Care Agency, CHOC Children's, American Academy of Pediatrics - Orange County, Help Me Grow, and others.
- In FY 2021–22, Detect & Connect Orange County launched a communications campaign to parents about well-child visits and developmental screens, with a focus on safety during the pandemic. The collaborative also developed

messaging and distributed outreach tools to walk-in clinics and pediatric practices.

Placer

During FY 2021–22, in response to the harmful impact of COVID-19 on children, families, and community-based agencies, First 5 Placer launched two efforts to strengthen systems.

- First 5 Placer applied for and received funding through the California Family Resource Association to support seven local agencies that provide critical services to families and providers who were adversely impacted by COVID-19 and its restrictions. This grant recognized the critical role of Family Resource Centers to address the needs of vulnerable children and families across the state, especially those most impacted by the pandemic. The COVID-19 Family Resource Center Relief Funds addressed family needs and maintained continuity of services and operations during the COVID-19 crisis.
- COVID-19 hit local community-based organizations hard; fundraising efforts were stalled and staff turnover was common. Organizations expressed a need to rethink and refresh their practices. First 5 Placer partnered with the Placer Community Foundation to contract with the Impact Foundry to offer its Certified Sustainable Program to non-profits in Placer County. Critical support agencies, including those that serve families, victims of violence, children in the welfare system, and Native Americans, were provided access to two years of training and support to help strengthen their organizational capacity. As part of the process, key components of successful non-profits were examined. This included Revenue Structure, Operational Framework, Nonprofit Brand & Community Engagement, Cultural Responsiveness, and Change Management. Over the next year, organizations will develop sustainability plans and work toward their goals.

Plumas

First 5 Plumas County works closely with county agencies and community-based partners, leveraging local resources to increase the value of its investments. Primary investments of the commission include home visiting services, behavioral health for families with young children, and support for a county-wide network of family service providers. Highlights of accomplishments that occurred in FY 2021–22 include:

- A total of 64 families were provided with home visiting services. A

total of 428 home-visiting service encounters took place of which a total of 2,797 services were provided. The top services provided to families included parent support, listening and guidance, child development activities, and parent instruction and modeling.

- Seven families received mental health services which included children prenatal through age five, parents, and caregivers, as well as other family members. A total of 100 mental health service encounters took place involving services such as play therapy, therapeutic counseling for both children and adults, and parent support and guidance, as well as couples counseling. For families in which outcomes data was available, all families experienced decreased risk in the areas of safety and risks to self and others, as well as needs and disabilities.
- The Family Strengthening Coalition made progress on several of its priorities. The Family Strengthening Coalition hosted a county-wide summit to share information about programming, established a website to serve as a central hub for family and provider information, developed an online referral mechanism to support greater access to services, created social media messaging to address issues most important to families, and identified a number of funding opportunities to fill critical service gaps.

Last, but certainly not least, First 5 Plumas invested in the development of a new database that will offer it the ability to more comprehensively understand the impact of its services on families in the future.

Riverside

First 5 Riverside County is the fastest growing county in California where all children receive high-quality early learning experiences that prepare them for school and life. Proposition 10-funded Child Care Facilities Landscape Scan Report (2021) finds that Riverside County needs to invest in constructing, expanding, and modernizing more than 2,220 child care facilities to meet the need. First 5 Riverside has historically invested in child care renovation and expansion while supporting the professional development of the early care and education workforce. Building upon Proposition 10 investments, the County Board of Supervisors allocated \$9 million of federal funds for the early care and education workforce retention and recruitment. To align with the State's work on rate reform, First 5 Riverside provided wage enhancements to over 3,100 employees working in more than 1,000 child care sites. Child care facilities

investments of Proposition 10 funds (\$5 million) and federal funds (\$5 million) will increase licensed child care facilities and spaces for infants and toddlers.

Proposition 10 investments in home visiting, behavioral health, Help Me Grow, Family Resource Centers, and HealthySteps promoted an integrated system of prevention and early intervention services in diverse settings. First 5 Riverside's HealthySteps pilot embeds specialists in pediatric primary care teams during the most critical period of brain development. Participating sites reached almost 10,000 children with 40 percent of children requiring referrals for early intervention, mental health, and other family services. First 5 Riverside's engagement with Health Management Associates supports integration of HealthySteps in health plans and supports participating agencies plan for sustainability, thereby influencing strategic positioning of healthcare to maximize return on investments and leverage funds. Riverside County envisions a system that leverages investments to provide families with multiple entry points to care, and equitable access to quality child care.

Sacramento

In FY 2021–22, First 5 Sacramento County funded a Racial Equity Snapshot to support a cross-systems approach to addressing and decreasing racial disparities in Sacramento County by synthesizing key findings from several community organizations working to increase racial equity. To improve these systems, it is imperative to review data on where disproportionate outcomes occur and to identify promising practices which appear to be dismantling barriers. This Snapshot aligned with the Sacramento County Board of Supervisors' goal of dismantling racism and their resolution that racism is a public health crisis; provided a template to highlight promising practices, common obstacles, and strategies to evaluate their progress towards racial equity; and empowered and further built the capacity of the County's child and family initiatives.

The Snapshot includes a "roadmap to racial equity" based on the summary of program accomplishments, future goals and plans, and lessons learned. The recommendations include:

- Community voice in program planning and development and decision-making processes
- Implement culturally responsive programming that is customized to specific client needs
- Monitor population-level data on race and ethnicity to guide current and future needs and to compare to agency/organization-specific outcome data
- Share data about what works in a way that is accessible to a wide range

of stakeholders and community members

- Form multi-sector collaboratives with experts from different systems to create long-lasting systems change
- Utilize the knowledge and experience gleaned from other initiatives, including promising practices, common challenges, and lessons learned
- Establish relationships with policymakers and/or advocates to share organization-level outcomes and "scale up" successful pilots to systemic policy

These recommendations provided actionable insights, which, combined with targeted resources and a shared vision, begin to impact meaningful and long-lasting systems change.

San Benito

In FY 2021–22, First 5 San Benito County and the Family Impact Center continued to provide services and supports to children, families, and providers that addressed the ongoing effects of the coronavirus. For example, through a partnership with nearly 40 other agencies, families and child care providers received weekly deliveries of food and essential items, such as cleaning supplies, diapers, and formula. Families receiving these emergency supplies were also referred to case management or home visiting services if they needed additional support. According to pre-post surveys, families who chose to participate in the case management and home visiting programs demonstrated significant improvement in family functioning, knowledge of parenting and child development, positive parenting practices, feelings of social support, access to concrete supports, and the parent-child relationship. Children in the program also demonstrated improved resilience, as measured by their ability to stay calm and in control when faced with a challenge.

In addition to direct services, First 5 San Benito sponsored and facilitated a multisector collaborative of local leaders. The objectives of the collaborative included improving the capacity of local agencies to understand the impact of Adverse Childhood Experiences on families, and to provide culturally sensitive, trauma-informed care; address complex problems by breaking down silos and promoting communication, collaboration, and alignment within and across service sectors; and provide multiple entry points to the service system with warm handoffs and a collaborative treatment approach to address fragmentation.

The collaborative supported the implementation of the Apricot 360 database to enable a systemwide effective way to track and collect participation, outcome, and referral data. Staff members received training and ongoing support on how to use the system and were able to

effectively utilize the database to record their constituents' participation and progress.

San Bernardino

With the COVID-19 vaccine becoming readily available, families are steadily venturing into the community and seeking resource support. First 5 San Bernardino resumed in-person community events.

During FY 2021–22, the Community Engagement team participated in 39 events throughout the County of San Bernardino. The regular community events were set up with friendly play zones for children ages 0 to 5, providing school supplies, safety kits, Potter the Otter books, and other resources to over 16,000 families, and promoting healthy development and quality early learning.

The Family Community Support Partnership-Expansion, which includes six agencies under the intensive family support initiative to reduce child abuse rates in San Bernardino County implementing Nurturing Family Parenting curriculum in conjunction with structural case management of Family Development Matric, have formed a collaborative – Family and Community of Inland Empire. Over the past three years, the Family and Community of Inland Empire's goal of sustainability and scale worked collectively, applied for funding through outside sources, and received over \$1.3 million to enhance Family Community Support Partnership-Expansion work of reducing child abuse in San Bernardino County.

San Diego

After a challenging year and a half of shut down and consequent shift to virtual or hybrid services because of the COVID-19 pandemic, many First 5 San Diego providers returned to offering in-person services during FY 2021–22. The evaluation of First 5 San Diego programs adapted during the height of COVID-19 to document and understand the challenges providers and families were facing in giving and receiving services virtually, while navigating unprecedented day-to-day life challenges.

During FY 2021–22, amidst ongoing COVID-19 challenges and record high inflation, First 5 San Diego providers also contended with stagnant funding levels, increased costs to serve the same children, and staffing and workforce retention issues across many funded providers.

During FY 2021–22, in an effort to reach the broadest segment of the San Diego County population, First 5 San Diego participated in three joint media campaigns with the County of San Diego Public Health Department. These campaigns included:

- *Talk. Read. Sing.*[®], which promoted early childhood literacy and encouraged parents and caregivers

to talk, read, sing, and be active with their children. This campaign achieved more than 77 million gross impressions.

- San Diego Swim Safer campaign, which promoted public education geared toward increasing knowledge of the dangers of unsafe swimming, drowning prevention methods, and where to access swimming lessons. The campaign achieved more than 31 million gross impressions.
- Hooray! for Reading campaign, which promoted early childhood literacy and resiliency, and encouraged parents to make reading a part of their daily routine. This campaign achieved 28 million gross impressions.

San Francisco

For over two decades, First 5 San Francisco County has invested in the county's youngest children, their families, and the providers who work on their behalf with a mission that all children will thrive and start school ready to learn.

Investments in the Quality Connections Quality Rating and Improvement System serve approximately 6,000 children in more than 400 participating early care and education sites. Centers and families experienced acute disruptions in their ability to provide and utilize care as a result of the COVID-19 pandemic.

San Francisco was able to add \$10 million in child care funding, equating to approximately 700 enrollment slots, to help decrease the cost of care for families returning to the workforce and address the city's significant capacity constraints in the face of social distancing requirements. Financial and operating supports were also provided to early care and education sites so that they could remain open in the face of fluctuating and unpredictable enrollment numbers.

The Family Resource Center Initiative pivoted all services to remote and virtual modalities, and throughout the year they continued to provide a multitude of opportunities for social connection and vital basic needs assistance by distributing food, diapers, and household supplies. Prevention and intervention services such as parent education, parent/child playgroups, and case management reached approximately 7,500 children and parents; thousands more families received basic needs assistance. San Francisco's Help Me Grow initiative and partners were able to resume developmental screening supports, resulting in over 3,000 children receiving a developmental screen in their child care setting, pediatric office, or family resource center. On-site inclusion supports and care coordination were provided to 248 children who had some level of risk identified as a result of their screening.

San Joaquin

First 5 San Joaquin County responded to the needs of the pandemic by expanding home visitation and other support services. With increases in multigenerational households, First 5 San Joaquin recognized grandparents offered child care to many families.

In FY 2021–22, the IMPACT Family, Friend, and Neighbor initiative trained 242 grandparent Family, Friend, and Neighbors who cared for 295 children (62 percent toddlers/infants). Roughly 60 percent of Family, Friend, and Neighbors spoke a language other than English. Family, Friend, and Neighbors reported increased knowledge and engagement with their grandchild—87 percent had a deeper understanding of child development, and 84 percent were more knowledgeable of support services. Additionally, First 5 San Joaquin started the FamilyWORKs home visitation program in 2019 and initiated the JourneyWORKs substance abuse prevention program and HousingWORKs housing support program in 2020.

WORKs programs target different facets of a family's life—parenting/child development, employment, substance use, mental/behavioral health, housing—to help CalWORKs parents achieve self-sufficiency. From 2019–21, 781 families participated in a WORKs program. FamilyWORKs participants demonstrated gains in job search and readiness skills—98 percent felt more confident in knowledge about their child's development and more connected to support services, and 90 percent felt less stressed. Of the 213 families who participated in HousingWORKs between January 2020 and December 2021, 39 percent found housing, and 80 families received support services. Ninety-one families participated in more than one WORKs program. Families participating in more than one program were more likely to be housed. Another area of concern impacted by the pandemic was access to dental care. San Joaquin TEETH played a critical role in care coordination, helping families find a dentist to meet children's needs.

In FY 2021–22, 480 children received dental services or oral health care coordination. First 5 San Joaquin also leveraged resources with Public Health Services Oral Health Program to expand social media campaigns and develop educational materials, including oral health provider kits.

San Luis Obispo

In a continued effort to alleviate child care challenges on the Central Coast, First 5 San Luis Obispo County partnered with community stakeholders on a collaborative study to examine options for local government to be an actor in building quality child care capacity in San Luis

Obispo County. As a result of advocacy work through the "We are the Care Initiative," more than \$3 million in American Rescue Plan Act dollars were allocated to child care providers/business owners, child care support to families, and/or the overall child care system in San Luis Obispo County.

In partnership with the County of San Luis Obispo and the San Luis Obispo Chamber of Commerce, First 5 San Luis Obispo County established a Family-Friendly Workplaces Program to help businesses hire and retain employees, support working parents, and bolster the economic vitality of the local communities. First 5 San Luis Obispo amplified this piece of the child care puzzle by way of its monthly "Hands-on Hero @Work" award honoring family-friendly employers, highlighting their positive practices and policies, and encouraging other private and public sector organizations to follow suit.

On the pandemic recovery front, First 5 San Luis Obispo funded two Basic Needs Direct Support initiatives through local nonprofits – Community Action Partnership of San Luis Obispo County and the Link Family Resource Center, who collectively helped ease the burden of nearly 400 already-struggling families who faced extreme inflation with gas, food, and rent. Similarly, the Mental Health Services Act-funded 3 by 3 Developmental Screening Partnership supported two local pediatric practices in their work to increase developmental screening and referral rates, and to build increased family/provider awareness of social-emotional needs in young children, many of whom are experiencing higher levels of distress due to COVID-19 impacts. The project also sparked more conversations with pediatricians and families about the family mental health in the context of early childhood, and the importance of building cohesive early intervention support systems.

San Mateo

During FY 2021–22, First 5 San Mateo County maintained its multi-faceted investments in programs supporting all aspects of a child's early years, including Quality Early Learning; Healthy Development; Resilient Families; and Policy, Advocacy, and Communications. Supported by \$4.6 million in community investments, funded partners served over 10,750 children, parents, and providers. Highlights include:

Securing \$4.1 million in American Rescue Plan Act funding for grants to support child care programs, and \$2.5 million for Out-of-School care. These grants were approved by the Board of Supervisors to shore up the early learning sector as COVID-19-related challenges continue to impact staff and families.

Recruiting three critical County agencies—Child Welfare Services, the San

Mateo County Office of Education, and Behavioral Health and Recovery Services—to participate in the second wave of First 5 San Mateo's Trauma and Resiliency Informed Systems Initiative involving a Trauma-Informed Organizational Practices Assessment, organizational coaching, and cross-agency training cohorts. Collectively, these agencies employ approximately 1,000 staff and serve many of San Mateo's most vulnerable families with young children.

Completing the Home Visiting Landscape Scan and Needs Assessment, generating information about the myriad programs offering home visiting services in San Mateo County, their eligibility requirements, populations of focus, service models, and opportunities for increased collaboration and coordination to enhance these services.

Initiating an evaluation of the Family Engagement Systems Building efforts, which includes a survey of Family and Community Engagement practitioners, focus groups with thought leaders and practitioners to further develop insights into the strengths of this sector and opportunities for growth, and a network analysis to build understanding of the relationships between the varied organizations doing this work.

Santa Barbara

In FY 2021–22, First 5 Santa Barbara County invested \$3,808,206 in programs and services for 8,072 children, 884 primary caregivers/family members, and 1,479 providers/professionals. Investment strategies included Early Learning Initiatives to local school districts, Family Literacy and Book programs, the Dual Language Learner Pilot Study, family support programs, communications and policy development, as well as systems change, innovation, and capacity-building grants. Two of the most notable achievements this year were:

Early Learning Initiatives: First 5 Santa Barbara and its University of California, Santa Barbara Evaluation Team worked with nine local school districts on the development and/or implementation of their Early Learning Initiatives that aim to improve continuity between the early care and education and K–12 systems and reduce income-based opportunity gaps among young, at-risk children. The goal of all Early Learning Initiatives is to expand efforts to improve children's social-emotional and cognitive development and thus promote kindergarten readiness and early elementary school success. School districts participating in this project administered the Kindergarten Student Entrance Profile to incoming kindergarten students and results from the FY 2021–22 school year showed that 25 percent of students screened in the county were "Ready to Go" for school.

Help Me Grow Santa Barbara County: In July 2021, a four-year development plan for implementation of the National Help Me Grow model began in Santa Barbara County under the direction of Alpha Resource Center. Through Help Me Grow Santa Barbara County, children will benefit from an organized system of community resources to help them thrive, including early screenings to ensure early identification of developmental challenges, parent education and support, quality learning experiences and systems navigation. Families and providers will receive follow-up to ensure families access resources and support when and where they need it. The first pilot will begin in early 2023 in the Guadalupe community, followed by implementation in Lompoc.

Santa Clara

In March 2020, First 5 Santa Clara County launched a COVID-19 Relief effort leveraging existing funds and systems to support communities using their network of partners. First 5 Santa Clara has leveraged \$11,845,786 for COVID-19 relief efforts. The Family Strengthening and Support Initiative tracked their safety net support efforts using the Needs Tracker (<https://first5kids.org/safety-net-supports/>) across family resource centers. Over 16,200 total needs were recorded since March 2020 with the top needs mentioned by families being food (4,654), followed by diapers (3,438), activities for children (2,825), and toiletries (2,370).

First 5 Santa Clara organized curbside distributions at over 24 community sites where families could pick up food, calming kits, resource guides (provided in English, Spanish, and Vietnamese), diapers, formula, and personal protective equipment. A total of 4,656,960 diapers and 35,232 formula cans were distributed to families. Financial, housing, and child care were also commonly described needs.

To support the stabilization of child care for the community, the Early Learning Initiative launched the Family Child Care Stabilization program which awarded more than \$5.2 million to 528 Family Child Care Home projects. In addition, using these funds, full year scholarships were awarded to 40 families who were residing in the City of San Jose, and 17 subsidized classrooms expanded their care ultimately serving over 200 families. The Health and Wellness Initiative oversaw and distributed 659 calming kits to parents and providers to promote coping and calming. In addition, 21,497 personal protective equipment was provided, and 51,229 period products were distributed to families.

In conclusion, First 5 Santa Clara was able to respond quickly to support the needs of the children, families, and communities they serve and leveraged funds in order to provide a wide net of support. Findings of these efforts were

presented at the Santa Clara County Children's Summit as well as the 2021 American Public Health Association Conference.

Santa Cruz

The Baby Gateway Newborn Enrollment Program supports mothers and their newborns at all three Santa Cruz County hospitals by providing Medi-Cal enrollment assistance, linking newborns to a medical home, and offering First 5 California's *Kit for New Parents*, all during a visit from a Newborn Enrollment Coordinator before leaving the hospital. The program also expanded partnerships with key agencies to offer additional supports to families.

Connection to medical care: In FY 2021–22, 98 percent of all mothers had a newborn visit, and 97 percent received a *Kit for New Parents*. Of all mothers with Medi-Cal births, 98 percent were assisted with completing an application for their new baby, and 99 percent chose a primary care provider for their child.

County programs: First 5 continued assisting with two county programs, which the Newborn Enrollment Coordinators incorporated into their visits: the state-wide Student Identification number created for newborns by the County Office of Education, used to support the social, emotional, and academic development of children from birth through 12th grade; and Ventures' Semillitas savings account program for newborns, with incentives throughout childhood to save money to be used for college or vocational education after high school.

Access to food: The COVID-19 pandemic has many families in the community struggling with access to food. The Newborn Enrollment Coordinators provided families with resources to apply for the CalFresh and Women, Infants, and Children programs.

Lowered emergency department use: This program may have an effect on the use of the emergency department for very young infants, and particularly those covered by Medi-Cal. Since the launch of this program at Watsonville Community Hospital, the number of infants on Medi-Cal who visited the emergency department dropped 69 percent by 2021.

Summary: Through these efforts, the program is helping increase access to affordable quality health care for newborns and improve overall maternal, child, and infant health.

Shasta

First 5 Shasta County worked with partner organizations in the Network of Care around Adverse Childhood Experiences (ACEs) education, screening, and intervention.

Completed ACEs Aware Planning grant and expanded Pediatric ACEs and Related

Life-events Screener to over 300 parents and families.

Expanded ACEs screening to additional departments in Shasta Community Health Center and increased the number of referrals to support services to mitigate the effects of toxic stress.

Leveraged and expanded existing infrastructure within the Network of Care to serve more members of the community.

Families can work with a highly trained Parent Partner and engage in programs like Parent Cafes where they receive parenting education and are supported in building social connections with other families, which is critical to building resilience. Additionally, First 5 Shasta was able to identify children with developmental delays because they were referred to a Parent Partner and given the Ages & Stages Questionnaires®, Third Edition and/or Ages & Stages Questionnaires®: Social-Emotional through Help Me Grow Shasta. Help Me Grow Shasta completed 556 developmental screenings for children ages 0 to 5 and provided referrals and case coordination services to over 1,800 children and families. To date, Help Me Grow Shasta has served more than 2,800 children ages 0 to 8 and their families. The Help Me Grow collaborative organized and presented the Champions for Children event, reaching more than 1,000 parents/caregivers and children ages 0 to 8.

First 5 Institute presents the highest quality trainings and resources to providers of services to children ages 0 to 5 and their families. First 5 Institute also provides access to high-quality early literacy programs and material by funding community "Storytimes," which provide young children and their families access to high-quality early literacy material and an opportunity for social connections. First 5 Institute funded four Storytime sites which directly served 771 children ages 0 to 5. First 5 Institute presented six trainings, including a well-attended Implicit Bias training, and 12 Smart Starts & Smart Lunches.

Sierra

In 2021–22, the First 5 Sierra professional development program was a great success. There was 100 percent participation where all of Sierra county's early childhood educators took part in a minimum of 21 hours of continuing education and early childhood education courses, including Trauma Informed Care training. Participants reported improved professional skills, tools, and motivation which has positively impacted the quality of Sierra County's early education system. Because of the uniquely small population in Sierra County, there is no federally funded Head Start program or state-funded preschool. That is why the First 5 Sierra preschool tuition subsidy program continues to be the most successful

achievement. This program supports working families, most of whom would not be able to send their children to preschool without tuition assistance. Investing in a program where all children living in rural communities can attend preschool ensures that Sierra County children will start school with the best preparation and with the least disparity.

First 5 Sierra provided backpacks, schools supplies, and bilingual (Spanish/English) materials to all children in preschool and those entering Transitional Kindergarten or Kindergarten, which was highly appreciated by schools, parents, and children. The crisis brought by the pandemic affected the normal functioning of all caregivers and child care providers. First 5 Sierra was the first public agency in Sierra County that distributed COVID-19 rapid test to families when it was needed the most. Child care providers received additional funding to cover closures and lost wages for COVID-19 relief. As a result, all child care providers remained open for business. These efforts addressed the highest need of Sierra County's 0- to 5-year-old children and their families, which is accessible, consistent, high-quality child care/preschool.

Siskiyou

First 5 Siskiyou County is the fifth largest county in California, geographically. Families from remote areas have had limited internet access, and making trips out to town to access services on narrow roads can be daunting for those without reliable transportation, especially in the snowy and icy conditions of winter.

To bring services to families, First 5 Siskiyou adopted Ready4K, an evidence-based, trauma-informed parenting education program. This text-based program seeks to reduce disparities by promoting access to parenting information and connecting parents to local resources in their part of the county. The co-funded Mental Health Services Act Ready4K launch was a true cross-systems collaboration, with family resource centers, schools, libraries, health care providers, and county agencies helping promote enrollment, and create resource updates for families.

In FY 2021–22, Ready4K reached 458 parents representing 378 children ages 0 to 5. Families living in 19 ZIP Codes, including sparsely populated areas of Forks of Salmon, Somes Bar, and Scott Bar, received 29,719 texts with community resources. Families have given overwhelming positive feedback, with 90 percent of families surveyed (n=82) reporting they felt more connected to their communities and are grateful to be linked to concrete supports, such as food and emergency supplies. Ready4K has also met a community need for parenting resources. Families of children ages 4

and 5 (58 percent) and ages 2 and 3 (38 percent) received 22,503 Ready4K texts with parenting tips and activities. Over 90 percent of parents said they better understood their child's emotions and behavior, and 86 percent felt better equipped to help their children learn coping skills.

First 5 Siskiyou's Ready4K program braided with local family resource centers is based on principles of equity and systems change and bridging connections with extremely remote communities. In counties such as Siskiyou, with weaker technological and physical infrastructure, Ready4K has proven to be a success in helping reduce isolation and enhance parents' protective factors.

Solano

The new Fairfield First 5 Center, in partnership with the City of Fairfield and First 5 Solano County, is launching a second First 5 Center which is slated to open in July 2024. Based on the success of the Vallejo First 5 Center, Assemblymember Jim Frazier successfully advocated for \$2 million from FY 2021–22 California State Budget to support this project for First 5 Solano.

In May 2022, the City of Fairfield entered a Memorandum of Understanding with the First 5 Solano Children and Families Commission for the establishment of a Fairfield First 5 Center at the new Fairfield North Texas Recreation Facility. This facility is located adjacent to the census tracts in the City of Fairfield with the highest levels of child poverty. The facility will include a full-service park, sports fields, open spaces, and an inclusive playground for the community. First 5 Solano provided the \$2 million dollar allotment that was received from the state budget to go towards this building project. These funds will offset the costs of building a new community center which will be provided for use by First 5 Solano as the Fairfield First 5 Center. First 5 Solano will lease the property for no greater than the cost of operating the building (e.g. utilities, maintenance, etc.).

Sonoma

FY 2021–22 included many great achievements for First 5 Sonoma County. The year started with the new strategic plan implementation period 2021–2025 and was filled with transitions and strong systems building efforts. Some funded programs were new and just beginning implementation, while other programs held a long-standing history in the community. A few notable highlights include hosting the Positive Parenting Program trainings in Spanish for the first time, convening a successful culturally responsive advisory group for the curriculum development of New Parent TLC (Talk, Link, Confirm), and significant planning in the Home Visiting Coordination grant from First 5 California.

Staff and partners initiated over 355 Child College Savings Accounts before the fiscal year ended. The team and funded partners supported extensive professional development opportunities for local child care providers, specifically in the area of dual language learner support, trauma informed care, and equity and inclusion. *Teachers Acquiring Language Learner Knowledge* project scaled its efforts to provide professional development in supporting dual language learners by working with their first cohort of ten coaches across six local agencies. The Dual Language pilot project was successfully completed. The project contained systems-level strategies, including a communications campaign and strategies to support early learning providers as well as professional development and coaching on evidence-informed strategies and the home language interview, and strategies to support families, including book campaigns, books at well-child visits, and the implementation of the Abriendo Puertas Program.

Partners navigated through the ongoing pandemic and worked to continue to offer high-quality impactful professional development opportunities. A total of 59 professional development opportunities were offered to 331 participants, totaling over 2,000 hours of professional development. Through the year, the majority of First 5 Sonoma partners were able to return to in-person services and meet the needs of the community.

Stanislaus

It is the mission of First 5 Stanislaus to be a catalyst to help give children and families the best start. This commitment remained ever important when met with the lingering impacts of the COVID-19 pandemic during this past year.

First 5 Stanislaus partner organizations reach thousands of the most vulnerable members of the community each year. In FY 2021–22, First 5 Stanislaus continued to work with its funded partners to ensure services would be delivered to the community in safe ways that allowed children and families to remain connected to their support systems and basic needs when they were most needed. Partners continued to offer services by phone, virtually, drive-through formats, and in-person when safe.

Through its partnership with a network of 12 local family resource centers, First 5 Stanislaus invested \$120,000 of emergency funding into the local community for basic human needs and support in response to the COVID-19 pandemic. Over 4,100 individuals impacted by the pandemic received assistance such as housing and utility payment relief, grocery assistance, cleaning supplies, or other basic needs. Even in the face of the persisting COVID-19 pandemic restrictions and resulting challenges, First 5 Stanislaus funded

partners were able to make a significant impact with the children and families they served. The parents of 6,846 children received family support services through countywide family resource centers or other programs. The caregivers of 1,051 children attended parenting classes and increased their parenting skills and knowledge. Seventy-seven percent of families of children ages 0 to 5 (1,155/1,507) increased the time spent reading with their children at home after receiving literacy services. Over 1,500 children ages 0 to 5 who received literacy services received a book to build upon the skills they and their families learned.

Sutter

Sutter County Children & Families Commission received Adverse Childhood Experiences (ACEs) Aware planning grant in 2020, used to build and strengthen a Network of Care to counter the effects of toxic stress on families and children. Following a needs assessments conducted in the prior year, the remaining funds were used to build a local FindHelp online platform to support countywide awareness to available resources and bidirectional hub for referrals to services. To continue the achievements gained in the prior year, First 5 Sutter also added ACEs screenings to events and initiated a community crisis response program—"Handle with Care." To increase ACEs education/resources, Peach Tree Health and Feather River Tribal Health facilitated access to provider training and trauma-informed care materials. An ACEs screening booth was added to Help Me Grow events. Families now complete ACEs and Pediatric ACEs and Related Life-events Screener (PEARLs) assessments and receive referrals online via a Peach Tree Health secure dashboard for therapists and clients.

First 5 Sutter also partnered with law enforcement, educators, and mental health providers to lay the groundwork for the trauma-informed community crisis response initiative, "Handle with Care." The program supports children exposed to traumatic events requiring police involvement. It aims to ensure cross-context continuity of care through real-time, police-school communication and staff training.

In sum, First 5 Sutter partnerships made substantial contributions toward community resilience, investing in systems of care for families and children.

Tehama

First 5 Tehama continued to expand services focusing on trauma-informed care, increasing resilience through protective factors, and early literacy. The most notable and impactful theme was connection. System wide efforts resulted in two new program pilots: early in the strategic planning process, a barrier in accessing parenting courses timely

and efficiently for families was noted; in response, First 5 Tehama secured external funding to launch Positive Parenting Program, an eight-week evidence-based parenting course. Historically, community members have reported "this is too expensive for us" or "Positive Parenting Program isn't made for small rural counties." Dismantling this narrative, First 5 Tehama successfully supported five Positive Parenting Program trainers (three bi-cultural, bilingual).

Tehama funds the School Readiness Home Visitation and Help Me Grow program to ensure that there is no barrier for entry point for any child. Notably, families have improved both family functioning and child health, and increased social connections.

Regarding medical health, 98 percent of children participating in home visiting had medical services. To better understand the impact, the Parenting Interactions with Children Checklist of Observations Linked to Outcomes was adopted showing the positive impact on families. The difference between the pre- and post-tests were statistically significant for all domains, including Teaching, Responsiveness, Encouragement, Affection.

Through a partnership with the local department of education and cradle-to-career collaborative, First 5 Tehama facilitated eight Health and Wellness webinar series, attended by 183 community educators learning about timely topics, such as resilience, equity, social emotional wellbeing, and flow. Two of these eight webinars were offered in Spanish and focused on mind and body strategies for resilience. One participant shared, "As a home visitor, I have been to many amazing trainings, and this was the first time it felt like it was just for me. I almost cried when I realized it was in Spanish."

Trinity

The First 5 Trinity County Children and Families Commission invests in a variety of services aimed at supporting children prenatal through age five and their families. Primary investments include School Readiness Playgroups. The Trinity County Office of Education provides pre-Kindergarten programs at various locations throughout the county. The pre-Kindergarten school readiness program offers structured playgroups using a nationally recognized curriculum aimed at preparing children for the academic, social, and emotional rigors of kindergarten. The school readiness program also provides health-related supports to ensure that children are healthy upon kindergarten entry. Lastly, the program offers parenting and family literacy activities to support parents and caregivers as their child's first teacher.

Tulare

First 5 Tulare County's vision is that all Tulare County children will thrive in supportive, safe, loving homes and neighborhoods and will enter school healthy and ready to learn. In FY 2021–22, all funded programs served 23,954 parents and children. A highlight for First 5 Tulare was the Goshen Family Resource Center. Needs continue to grow in Tulare County. This year, First 5 Tulare was fortunate to add another family resource center in the community of Goshen via its partnership with Family Services of Tulare County. The community of Goshen is a hard-to-reach area due to proximity and lack of services. The Goshen Family Resource Center aims to help families build on their strengths and capacities, serve as a hub for the community, and offer help without stigma. The Goshen Family Resource Center has been successful in securing grant funding for diapers for families, and this has served as an anchor to enhance services they offer to their community. The diapers were also utilized to hold diaper drives for families and thus securing a robust engagement. First 5 Tulare County funds were utilized to expand services, and the Goshen Family Resource Center is now flourishing with partners ready to serve the community.

In FY 2021–22, the Goshen Family Resource Center served 98 families with case management services, exceeding their target goal for their first year of programming. In addition, they linked 587 families to food services, 43 to dental services, and 55 to medical services; and 43 families were screened using the Adverse Childhood Experiences screening. The Goshen Family Resource Center is now a staple in the community, and their energy for engaging families is contagious.

Tuolumne

First 5 Tuolumne County provides leadership and support for programs to achieve the vision that all children are healthy and ready to learn.

First 5 Tuolumne invested \$729,998 in the FY 2021–22, providing services to roughly 1,800 young children, parents, and providers. Although First 5 Tuolumne faced significant challenges due to COVID-19, programs and staff adapted and found creative and innovative ways to stay connected to local families, many of which have permanently improved the systems of delivery. First 5 Tuolumne's main focus areas are:

Improved Family Functioning: Staff at First 5 Tuolumne Family Learning Center responded to the needs of families by delivering a total of 106 cases of diapers and 33 cases of wipes to families in need.

Improved Child Health: First 5 Tuolumne's Smile Keepers Oral Health program provided oral health screening and education to 252 children and 353 parents. This year, First 5 Tuolumne offered the Ages & Stages Questionnaires® online

and made it available across the county.

Child Development: Tuolumne County invested \$258,000 to improve the quality of early care and education providers and sites. This was done by investing in professional development stipends for providers who participate in continuing education and/or coaching.

Improved Systems of Care: First 5 Tuolumne is excited to have built the foundation for starting Help Me Grow in Tuolumne. That program began in fall 2022.

This was the fourth year First 5 Tuolumne invested in the Imagination Library, and there are 700 children currently enrolled. Since 90 percent of a child's brain develops before the age of five, it is vital to invest in families and encourage them to talk, read, and sing to their children every day. We are confident the Imagination Library will help.

Ventura

First 5 Ventura County's FY 2021–22 investments continued to be directed towards designated direct services and systems integration, advocacy, and building organizational capacity in order to strengthen the overall early childhood system of care. The investments in direct services include the continuation of the Neighborhoods for Learning initiative and programs that provide linkage to resources and early intervention countywide. In FY 2021–22, the First 5 Ventura commission began in-house implementation of the Neighborhoods for Learning, rather than contracting out the services. The Neighborhoods for Learning is a place-based service model whereby service sites are located in high-need neighborhoods so that families can access services more easily. Services include:

Parent and Child Together programs, primarily for families with children ages prenatal to three.

Family support services targeting the broader group of ages prenatal to five. First 5 Ventura launched a Shared Services Alliance two-year pilot to strengthen the fragile business model of family child care providers through access to an online child care business management system "Wonderschool," enhanced business advisement, and technology stipends.

First 5 Ventura actively partnered with the Ventura County Human Services Agency, Children and Family Services on the development of the Ventura County Prevention Plan and, as a result, the Neighborhoods for Learning initiative has been identified as a building block for creating a countywide wellness system for children and their families. First 5 Ventura continued to refine the in-house implementation of Help Me Grow and launched a new www.HelpMeGrow.org website, making it easier to navigate, allowing parents, providers, and the community to access relevant information, including online developmental screenings.

Significant strides were also made with the Commission's parent engagement strategy, which is built upon a national model, in collaboration with the Center for the Study of Social Policy's Early Childhood Learning and Innovation Network for Communities.

Yolo

In FY 2021–22, First 5 Yolo expanded its focus on prevention and more complex systems transformation to address COVID-19 impacts. Achievements included improving maternal and child health, helping families avoid the need to enter Child Welfare Services, building family resiliency, screening and support for early childhood mental health, stabilizing underserved child care providers, and continuing public health support with vaccine education and clinics, and concrete supports to families and providers.

Together with direct service providers and funding partnerships, First 5 Yolo expanded its largest systems initiative. The CHILD Project: Road to Resilience focused on high-risk perinatal families and inclusive of behavioral health and parenting supports. Road to Resilience fuses medical and social services with in-clinic/in-home navigation and, at a time when local and statewide data indicated significant pandemic-related backslides in maternal and child health, supported critical health markers (child immunizations, pre/postnatal and well child visits) at rates greater than 30 percent higher than those not served by the program.

Building on the infrastructure of Road to Resilience, First 5 Yolo received American Rescue Plan funding to add

Welcome Baby, an effort opening access to postpartum nurse and Community Health Worker visits to all MediCal families and expanding intensive Road to Resilience home visiting. Welcome Baby launched in March 2021 and quickly reached an 85 percent enrollment rate, with families themselves identifying services as needed and wanted. Welcome Baby is planned for three years of American Rescue Plan funding, while First 5 Yolo seeks sustainability with new Community Health Worker MediCal benefits and CalWORKS Home Visiting, among other sources. Welcome Baby and Road to Resilience connects all families to First 5 Yolo's Help Me Grow program, a key component of Adverse Childhood Experiences Aware work in Yolo County. In FY 2022–23, First 5 Yolo will implement a Childcare Recovery Package with American Rescue Plan funding, leveraged with First 5 Yolo's Improve and Maximize Programs so All Children Thrive work to provide infrastructure and support grants to child care providers.

Yuba

In FY 2021–22, First 5 Yuba County invested in local family serving agencies to strategically build agency capacity and grow infrastructures to create a more sustainable workforce. Braiding resources, First 5 Yuba spearheaded several professional growth opportunities that center learning, engagement, staff wellness, equity, and a trauma-informed approach. Key to this work was ensuring participants benefiting from these opportunities were those directly

working with families (i.e., home visitors, child care providers, early educators, and counselors). In depth learning experiences were provided both in person and virtually and included professional learning communities, workshops, group coaching, and conference sessions.

Learning communities provided brief education for front-line staff on a variety of topics, including motivational interviewing, home visiting safety, self-care, and substance abuse, in addition to a space for connection and comradery among other professionals. Coaching sessions provided more detailed practices centered on child development, wellness, and trauma-centered approaches. Full day, in-person conferences brought subject matter experts from across the nation to discuss neuroscience and human development. Cross-sector partners (i.e., social services, home visitors, education, probation, and behavioral health) were brought together and engaged to better understand neuro plasticity, co-regulation, and specific tools to support families and rewire their nervous system for safety and connection. Testimonials from participants, leaders, and staff confirmed that these capacity-building opportunities were highly valued, effective, and essential to growing the next generation of early educators and those serving families with young children. First 5 Yuba is devoted to ongoing investments in the wellness and professional advancement of staff to continue growing and retaining a productive and diverse workforce and build sustainable systems that ensure young children thrive.



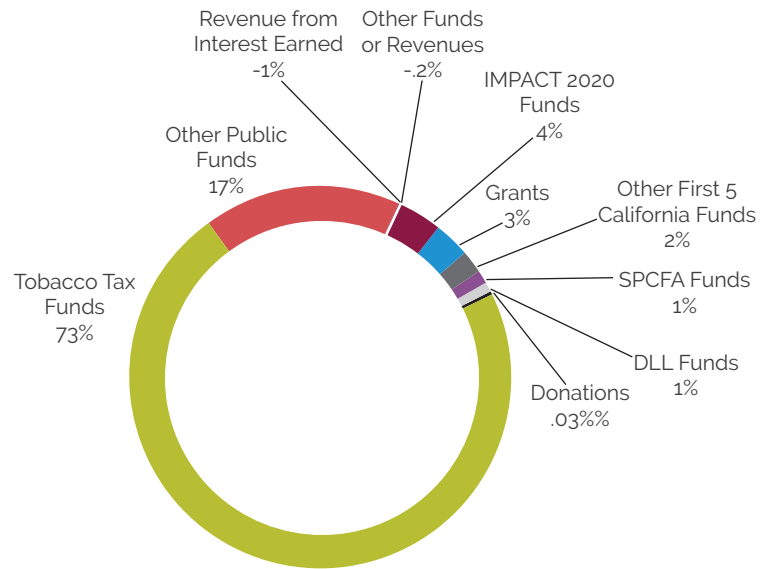
APPENDIX A: NUMBER OF SERVICES AND EXPENDITURES BY RESULT AREA AND SERVICE TYPE, FY 2021–22

IMPROVED FAMILY FUNCTIONING										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Family Literacy and Book Programs	164,545	246,375	1,194	247,569	412,114	49%	29%	\$4,122,638	4%	1%
General Family Support	109,759	248,402	39,140	287,542	397,301	47%	28%	\$64,810,161	68%	18%
Intensive Family Support	11,202	14,916	1,956	16,872	28,074	3%	2%	\$26,366,654	28%	7%
Total Improved Family Functioning	285,506	509,693	42,290	551,983	837,489	100%	60%	\$95,299,453	100%	26%
IMPROVED CHILD DEVELOPMENT										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Early Learning Program Direct Costs	26,084	4,461	3,704	8,165	34,249	20%	2%	\$17,028,637	23%	5%
Quality Early Learning Supports	73,890	21,235	46,019	67,254	141,144	80%	10%	\$56,688,100	77%	15%
Total Improved Child Development	99,974	25,696	49,723	75,419	175,393	100%	13%	\$73,716,737	100%	20%
IMPROVED CHILD HEALTH										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Early Intervention	104,404	37,761	7,318	45,079	149,483	39%	11%	\$30,603,221	28%	8%
General Health Education and Promotion	19,717	50,495	4,713	55,208	74,925	19%	5%	\$5,374,510	5%	1%
Oral Health Education and Treatment	36,672	15,243	393	15,636	52,308	14%	4%	\$3,055,190	3%	1%
Perinatal and Early Childhood Home Visiting	37,334	54,457	161	54,618	91,952	24%	7%	\$64,870,191	60%	18%
Prenatal and Infant/Toddler Pediatric Support	10,790	4,988	124	5,112	15,902	4%	1%	\$3,989,301	4%	1%
Total Improved Child Health	208,917	162,944	12,709	175,653	384,570	100%	28%	\$107,892,413	100%	29%
Total Client Service Counts	594,397	698,333	104,722	803,055	1,397,452					
IMPROVED SYSTEMS OF CARE										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Emergency and Disaster Relief								\$3,981,537	4%	1%
Policy and Public Advocacy								\$34,947,075	37%	9%
Systems Building								\$54,472,437	58%	15%
Total Improved Systems of Care								\$93,401,049	100%	25%
Grand Total								\$370,309,652		

2 Totals may not equal 100 percent due to rounding.

APPENDIX A1: REVENUES BY SOURCE, FY 2021-22

Tobacco Tax Funds ⁽¹⁾	\$304,486,852
IMPACT 2020 Funds ⁽²⁾	\$17,257,060
SPCFA Funds ⁽³⁾	\$4,328,837
DLL Pilot Funds ⁽⁴⁾	\$3,849,849
Other First 5 California Funds ⁽⁵⁾	\$8,974,524
Other Public Funds ⁽⁶⁾	\$70,530,072
Donations ⁽⁷⁾	\$114,219
Revenue From Interest Earned ⁽⁸⁾⁽¹¹⁾	\$(5,656,612)
Grants ⁽⁹⁾	\$14,557,872
Other Funds or Revenues ⁽¹⁰⁾⁽¹²⁾	\$(840,090)
Total Revenue	\$417,602,583



This table represents revenue for all county commissions, with the exception of Mendocino.

⁽¹⁾ Total Proposition 10 and Proposition 56 tobacco tax revenue

⁽²⁾ Improve and Maximize Programs so All Children Thrive (IMPACT 2020) consortia or regional hub funds received from First 5 California

⁽³⁾ Small Population County Funding Augmentation (SPCFA) funds received from First 5 California

⁽⁴⁾ Dual Language Learner (DLL) Pilot funds received from First 5 California

⁽⁵⁾ Other funds received from First 5 California

⁽⁶⁾ Other federal, state or public funds received

⁽⁷⁾ Donations received by the county commission

⁽⁸⁾ Interest earned in all Children and Families Trust Fund revenue accounts by the county commission

⁽⁹⁾ Grants received by the county commission

⁽¹⁰⁾ Other funds or revenues received, may include rental income or revenue from services provided. FY 2021-22 statewide totals reflect a negative value due to investment losses and uncollectable account receivable circumstances.

⁽¹¹⁾ FY 2021-22 statewide totals reflect a negative value due to investment losses and updates to GASB reporting standards around leased property.

⁽¹²⁾ FY 2021-22 statewide totals reflect a negative value due to investment losses and uncollectable account receivable circumstances.

APPENDIX A2: NUMBER OF SERVICES AND EXPENDITURES BY RESULT AREA AND SERVICE TYPE, FY 2021–22 (2)

IMPROVED FAMILY FUNCTIONING										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Family Literacy and Book Programs	164,545	246,375	1,194	247,569	412,114	49%	29%	\$4,122,638	4%	1%
General Family Support	109,759	248,402	39,140	287,542	397,301	47%	28%	\$64,810,161	68%	18%
Intensive Family Support	11,202	14,916	1,956	16,872	28,074	3%	2%	\$26,366,654	28%	7%
Total Improved Family Functioning	285,506	509,693	42,290	551,983	837,489	100%	60%	\$95,299,453	100%	26%
IMPROVED CHILD DEVELOPMENT										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Early Learning Program Direct Costs	26,084	4,461	3,704	8,165	34,249	20%	2%	\$17,028,637	23%	5%
Quality Early Learning Supports	73,890	21,235	46,019	67,254	141,144	80%	10%	\$56,688,100	77%	15%
Total Improved Child Development	99,974	25,696	49,723	75,419	175,393	100%	13%	\$73,716,737	100%	20%
IMPROVED CHILD HEALTH										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Early Intervention	104,404	37,761	7,318	45,079	149,483	39%	11%	\$30,603,221	28%	8%
General Health Education and Promotion	19,717	50,495	4,713	55,208	74,925	19%	5%	\$5,374,510	5%	1%
Oral Health Education and Treatment	36,672	15,243	393	15,636	52,308	14%	4%	\$3,055,190	3%	1%
Perinatal and Early Childhood Home Visiting	37,334	54,457	161	54,618	91,952	24%	7%	\$64,870,191	60%	18%
Prenatal and Infant/Toddler Pediatric Support	10,790	4,988	124	5,112	15,902	4%	1%	\$3,989,301	4%	1%
Total Improved Child Health	208,917	162,944	12,709	175,653	384,570	100%	28%	\$107,892,413	100%	29%
Total Client Service Counts	594,397	698,333	104,722	803,055	1,397,452					
IMPROVED SYSTEMS OF CARE										
Result Area and Service Type	Children	Primary Caregivers	Providers	Total Primary Caregivers and Providers	Total Number of Services	Percent of Services in Result Area (1)	Percent of Total Number of Services (1)	Total Expenditures for Services	Percent of Service Expenditures in Result Area (1)	Percent of Total Expenditures (1)
Emergency and Disaster Relief								\$3,981,537	4%	1%
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Systems Building								\$54,472,437	58%	15%
Total Improved Systems of Care								\$93,401,049	100%	25%
Grand Total								\$370,309,652		

(1) Totals may not equal 100 percent due to rounding.

(2) Data includes all county commissions, with the exception of Mendocino.

APPENDIX B: RESULT AREA AND SERVICE TYPE DEFINITIONS

Result Area: Improved Family Functioning

Providing parents, families, and communities with relevant, timely, and culturally appropriate information, education, services, and support.

Family Literacy and Book Programs

Programs promoting family literacy, parent-child book sharing, or book ownership for families with children ages birth to 5. The *Kit for New Parents* and *Talk. Read. Sing.*® may be included if these statewide efforts are locally modified to promote literacy, for example, by adding a children's book to the *Kit*, or using *Talk. Read. Sing.*® as a message for distributing books. Program models or initiatives include Bookmobile, Dolly Parton's Imagination Library, Habla Conmigo, *Kit for New Parents*, Little by Little, Potter the Otter, Raising a Reader, Reach Out and Read, Story Cycles, *Talk. Read. Sing.*® and other Local Models.

General Family Support

Programs providing short-term, non-intensive instruction on general parenting topics, and/or support for basic family needs and related case management, including meals, groceries, clothing, and temporary or permanent housing acquisition assistance. General family support may include general playgroup programs that provide parents/caregivers with opportunities to engage, learn, and play with their children. Playgroups are structured, intentional opportunities for parents and/or caregivers and their young children to support the optimal development of the child, the social-emotional needs of the family, and increase social connectedness. General family support may also include referrals to family services such as Family Resource Centers (FRCs) and other community resources. Core Operating Support includes staff, facilities, materials, and other general operating costs associated with an organization's day-to-day functioning. Fatherhood

programs and other operational and support for family support agencies and/or networks are included.

In general, these programs are designed to provide less intense and shorter term ("lighter touch") support services and classes for families by paraprofessional staff (e.g., FRCs). Program models or initiatives include Abriendo Puertas, Avance, Core Operating Support, Playgroups, Triple P Levels 2-3, and Five Protective Factors.

Intensive Family Support

Programs providing intensive and/or clinical services by a paraprofessional and/or professional, as well as one-to-one services in family support settings. Programs are generally evidence-based and designed to support at risk parents and families prenatally or with young children to increase knowledge and skills related to parenting and improved family functioning (e.g., counseling, family therapy, parent-child interaction approaches, and long-term classes or groups). This also is the category for comprehensive and/or intensive services for special populations (i.e., homeless, teen parents, foster children, special needs). Program models or initiatives include Incredible Years, Nurturing Parenting Program, and Triple P Levels 4-5.

Result Area: Improved Child Development

Increasing the quality of and access to early learning and education for young children.

Early Learning Program Direct Costs

Early learning programs for children ages 0 to 5 years old may include preschool programs, kindergarten transition services, and early learning programs for all ages. Programs may include child related early literacy and Science, Technology, Engineering, and Math programs; programs for homeless children; migrant programs; and similar investments. Extra supports in early learning settings for homeless children, Federal

Migrant or Tribal Child Care programs, and children receiving Alternative Payment vouchers for childcare should be included here. Program models or initiatives include Facility Grants, First 5-funded Preschool/Childcare Reimbursement, and Summer Bridge Programs.

Quality Early Learning Supports

Programs designed to enhance early learning programs such as professional development for early educators, or implementation and integration of services. This service category may include quality rating and improvement system investments as part of Improve and Maximize Programs so All Children Thrive 2020 and Quality Counts California. This service category covers early learning and care (ELC) settings work, most commonly by licensed care providers, but is also inclusive of alternative settings such as FRCs; Family, Friend, and Neighbor Care; Boys and Girls Clubs; and libraries. This service category may include interagency collaboration, quality improvement supports, support services to diverse populations, and database management and development. Program models or initiatives include Quality Counts California.

Result Area: Improved Child Health

Promoting optimal health through identification, treatment, and elimination of the risks that threaten children's health and lead to developmental delays and disabilities in young children.

Early Intervention

Programs providing screening, assessment, and diagnostic services, including referrals or follow-up to needed services. Programs including early intervention or intensive services to children with disabilities and other special needs, or at-risk for special needs, should be included here. May include strategies targeting language and communication skills, social and emotional development,

developmental delays, and related parent education. Developmental playgroups are specifically intended for children who have been identified as at-risk for developmental delays. Additionally, the playgroup staff are trained to support each child's specific early intervention goals. Mental Health Consultations in early learning and care (ELC) settings are included here. Program models or initiatives include Care Coordination and Linkage, Developmental Playgroups and Mild-to-Moderate Supports.

General Health Education and Promotion

Programs promoting children's healthy development, including nutrition, fitness, access to insurance (health, dental, vision) and health services. Programs also may focus on increased awareness of information about child safety seats, fire, safe sleep, and substances education (drugs, alcohol, tobacco). Program models or initiatives include Nutrition/Breastfeeding, Safety Education, and Smoking or Tobacco Cessation.

Oral Health Education and Treatment

Programs providing an array of services including dental screening, assessment, cleaning and preventive care, treatment, fluoride varnish, and parent education on the importance of oral health care. Category may include provider training and care coordination of services. Program models or initiatives are Local Models.

Perinatal and Early Childhood Home Visiting

Home visiting is the primary service delivery strategy for inter-generational family-centered supports. Home visiting services are provided in the home by qualified professionals with parents, prenatally and/or with children birth to age three. These voluntary programs tailor services to meet the needs of individual families and offer information, guidance, and support directly in the home environment. While home visiting programs vary in goals and content of services, in general, they combine parenting and health care education, early intervention, and early learning supports for young children and their families. Their visits focus on

linking pregnant women with prenatal care, promoting strong parent-child attachment, and coaching parents on learning activities that foster their child's development and supporting families during the pivotal window of pregnancy through early childhood. Program models or initiatives include Early Head Start, Healthy Families America, Healthy Steps, Home Instruction for Parents of Preschool Youngsters, Nurse Family Partnership, Parents as Teachers, Other Maternal, Infant, and Early Childhood Home Visiting Approved, Welcome Baby, and other Local Models.

Prenatal and Infant/Toddler Pediatric Support

Out-of-home programs include prenatal care and follow-up for healthy development-related services during the first three years of a child's life. These programs are designed to improve the health and well-being of women during and after pregnancy, and the infant or young child by a paraprofessional and/or professional outside of the family home, including, but not limited, to pediatric or clinical environments. Programs may provide comprehensive support, including parenting education, health information, developmental assessments, providing referrals, and promoting early learning. Program models or initiatives include Developmental Understanding and Legal Collaboration for Everyone, Healthy Steps, and other Local Models.

Result Area: Improved Systems of Care

Implementing integrated, comprehensive, inclusive, and culturally and linguistically appropriate services to achieve improvements in one or more of the other Result Areas.

Emergency and Disaster Relief

Unplanned expenditures made in response to a community disruption resulting from local, regional, or statewide events such as fires, earthquakes, floods, widespread illness (epidemic, pandemic), or riots. Direct materials or support may include addressing immediate needs

of individuals or communities for items such as diapers, clothing, food, shelter, transportation, childcare, and lost wages. Also includes coalition building funding used in concert with other philanthropic, government, and business partners to support broader emergency response systems efforts. Program models or initiatives include Direct Material Support and Coalition Building.

Policy and Public Advocacy

Services include community awareness, public outreach and education on issues related to children ages 0 to 5 years old and their families. This also includes work focused on policy change, work with local and statewide stakeholders, Town Halls, policy development, and related efforts. Program models or initiatives include Resilient Families and Communities, Child Health, Early Learning, and Revenue Sustainability.

Systems Building

Efforts to improve service quality, connections between programs, infrastructure support, and professional development. This category includes activities such as strategic planning, business planning, grant writing workshops, sustainability workshops, and assistance in planning and promoting large community conferences or forums. These improvement efforts should result in improved outcomes for children ages 0 to 5 years old. Improvements could be geared toward creating a well-trained workforce with shared professional standards and competencies, creating strong and effective linkages across system components, or leveraging funding to sustain the system of care. Database management and other cross-agency systems evaluation are also reported here. Program models or initiatives include Early Identification and Intervention (e.g., Help Me Grow), Family Resiliency, Health Systems, Place-Based, and Trauma Informed Care/Adverse Childhood Experiences.

APPENDIX C: DEMOGRAPHICS OF POPULATIONS SERVED FY 2021-22

AGE CATEGORY	INDIVIDUALS SERVED
Children Less than 3 Years Old	179,364
Children from 3rd to 6th Birthday	182,633
Children—Ages Unknown (birth to 6th birthday)	213,819
Primary Caregivers	683,069
Providers	100,117
Total Children 0-5	575,816
Total Primary Caregivers	683,069
Total Children, Caregivers, and Providers	1,359,002

RACE/ETHNICITY CATEGORY	CHILDREN 0-5	PRIMARY CAREGIVERS	TOTAL (1)
Alaska Native/American Indian	2,856	1,722	4,578
Asian	34,810	53,361	88,171
Black/African-American	23,771	17,162	40,933
Hispanic/Latino	218,003	196,921	414,924
Native Hawaiian or Other Pacific Islander	1,695	1,641	3,336
Other	20,634	28,837	49,471
Two or more races	14,145	20,422	34,567
White	62,842	38,141	100,983
Unknown	199,080	325,124	524,204
Total	577,836	683,331	1,261,167

LANGUAGE CATEGORY	CHILDREN 0-5	PRIMARY CAREGIVERS	TOTAL (1)
English	229,211	184,839	414,050
Spanish	122,700	127,971	250,671
Vietnamese	10,743	35,675	46,418
Other	10,632	14,145	24,777
Cantonese	1,932	1,370	3,302
Mandarin	721	749	1,470
Korean	162	212	374
Unknown	199,715	318,108	517,823
Total	575,816	683,069	1,258,885

Demographic counts represent all county commissions, with the exception of Mendocino.

(1) Column does not include provider counts for race/ethnicity and language. This data is not collected for the provider population.

REFERENCES

¹World Health Organization (2021). Tobacco control to improve child health and development: Thematic Brief. <https://www.who.int/publications/i/item/9789240022218/>. Accessed October 25, 2022.

²UCLA Center for Health Policy Research. Ask CHIS 2003–2021. Current Smoking Status—Adults. <https://ask.chis.ucla.edu/>. Accessed October 25, 2022.

³Marbin, Jyothi, et al. "Health disparities in tobacco use and exposure: a structural competency approach." *Pediatrics* 147.1 (2021).



First 5 LA

SUBJECT:

Strategic Plan Reset: Landscape Findings

BACKGROUND:

During the March 2023 Board of Commissioners meeting, staff facilitated small group discussions to gather Commissioner input on the Strategic Plan Reset. Staff indicated that a landscape analysis of First 5 LA's internal and external context would be conducted and wanted Commissioner input on what data and analysis would be most helpful. Commissioners suggested that the landscape analysis include existing data on the current conditions of children and families, information on childcare, and family and community perspectives on needs and priorities. During the June Board of Commissioners meeting, staff will share findings from the landscape analysis and invite Commissioner insights on the implications for First 5 LA moving forward.

DISCUSSION:

Since the end of March 2023, staff has been collecting existing data, analyzing public policy opportunities, assessing First 5 LA initiatives and operations, and reviewing a variety of reports that have been produced by researchers, philanthropy, and other public agencies. We sought to understand how the landscape has shifted since the pandemic.

During the Board of Commissioners meeting, staff will share results from the landscape analysis in five areas:

- Conditions of Young Children and Their Families
- Public Policy Opportunities
- Analysis of First 5 LA Initiatives
- Analysis of First 5 LA Operations
- Insights and Lessons from the Field

NEXT STEPS:

The landscape findings are inputs to subsequent discussions on First 5 LA's strengths, weaknesses, opportunities, and threats (SWOT), with Board engagement anticipated in July 2023. Both the landscape and SWOT will be used to inform goals, objectives, and strategies developed as part of the Strategic Plan Reset over the Summer/Fall 2023.

Strategic Plan Reset: Landscape Findings

Presentation By:

Antoinette Andrews-Bush, Office of Equity, Strategy,
& Learning

Agnieszka Rykaczewska, Office of Data for Action

John Wagner, Center for Child & Family Impact

Charna Widby, Office of Government Affairs & Public
Policy

JR Nino, Center for Operational Excellence

Board of Commissioners Meeting
June 8, 2023



Purpose of Today's Session

- Share data and analysis to understand the current internal and external landscape
- Get Commissioners perspectives on what is emerging from the landscape

Understanding our Internal and External Context

Landscape Analysis presented in five sections:

- **Section 1:** Conditions of Young Children and Their Families
- **Section 2:** Public Policy Opportunities
- **Section 3:** Analysis of First 5 LA Initiatives
- **Section 4:** Analysis of First 5 LA Operations
- **Section 5:** Insights & Lessons from the Field

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Section 1: Conditions of Young Children and Their Families

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Guiding Questions

1. Where are children 0 to 5 residing in L.A. County?
2. What do we know about children prenatal to 5 and their families since the pandemic?
3. What do we want to know about children prenatal to 5 and their families but don't have data for?

Conditions of Young Children and Their Families

Demographics

- Population Size
- Race/Ethnicity
- Language
- Poverty

Health & Safety

- Prenatal Care
- Infant Mortality Rate
- Low Birth Weight
- Risk for Negative Outcomes
- Child Protective Services Involvement

Basic Needs

- Food Insecurity
- Rent Burden
- Difficulty Paying For Housing
- Difficulty Finding Housing

Family Supports

- Safety Net Program Enrollment
- Home Visiting Participation
- Subsidized ECE Enrollment
- Social Support

Appendices

- Best Start Geographies
- Supervisorial Districts
- ECE System

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Demographics

- Population Size
- Race/Ethnicity
- Language
- Poverty

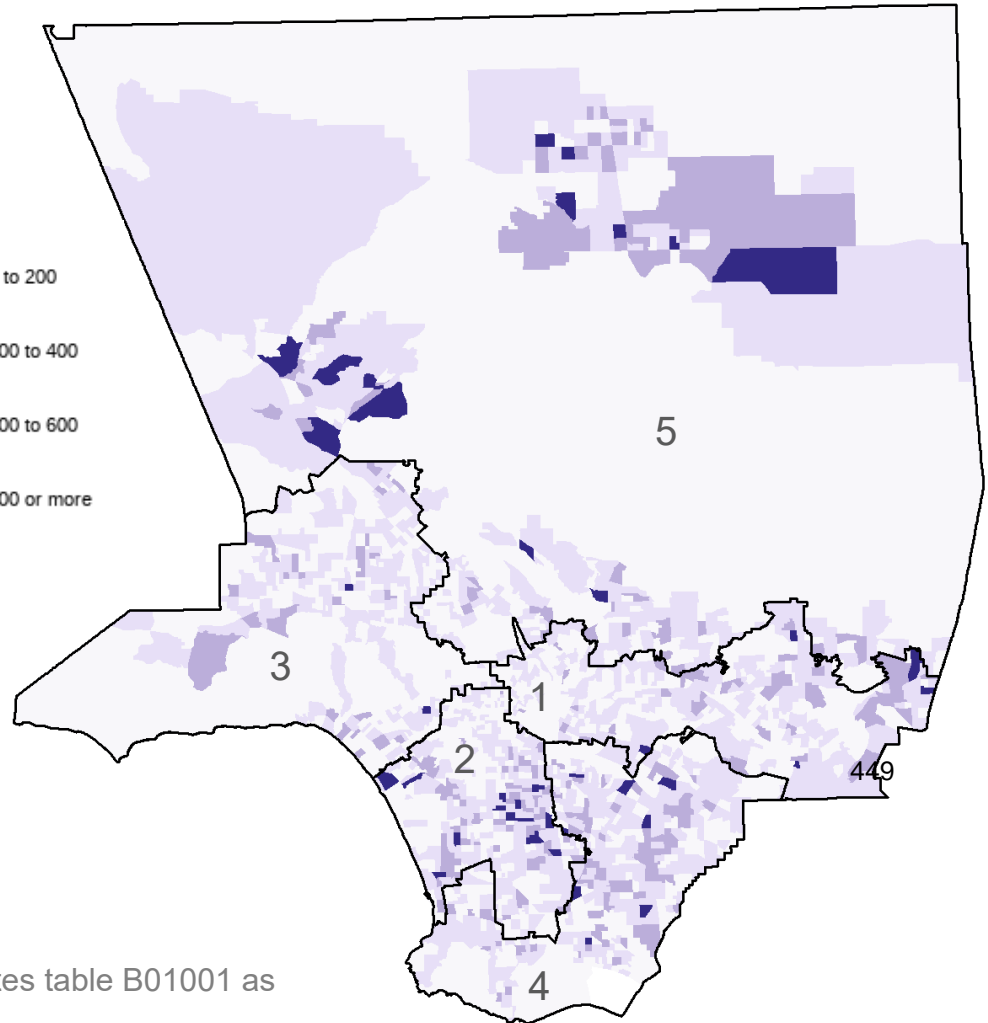
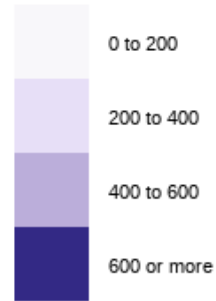


Key Findings: Demographics

- There are just over half a million children under five in L.A. County; they are relatively evenly distributed across ages.
- 3 out of 4 children under 5 in L.A. County are children of color, and more than half are Latino.
- Nearly 3 out of 4 L.A. County households with children under 5 speak a primary language other than English, with over half speaking Spanish.
- Poverty rates in Native Hawaiian/Pacific Islander, Black and Latino households with children under 5 are three times the rates of White and Asian households.

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Number of L.A. County children birth through age 5 by Census Tract & County Supervisor Districts



Source: American Community Survey (ACS) 5-yr estimates table B01001 as analyzed by Catalyst California

Health and Safety

- Prenatal Care
- Infant Mortality Rate
- Low Birth Weight
- Risk for Negative Outcomes
- Child Protective Services Involvement

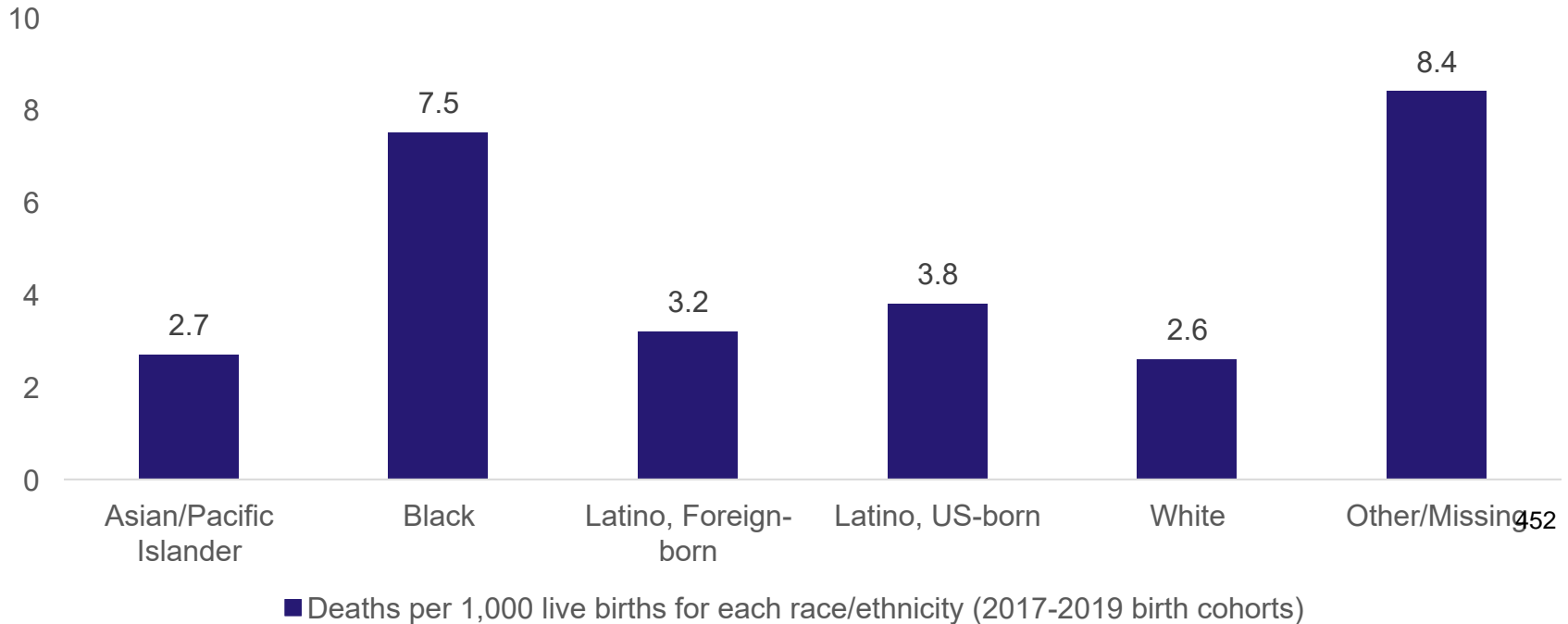


Key Findings: Healthy & Safety

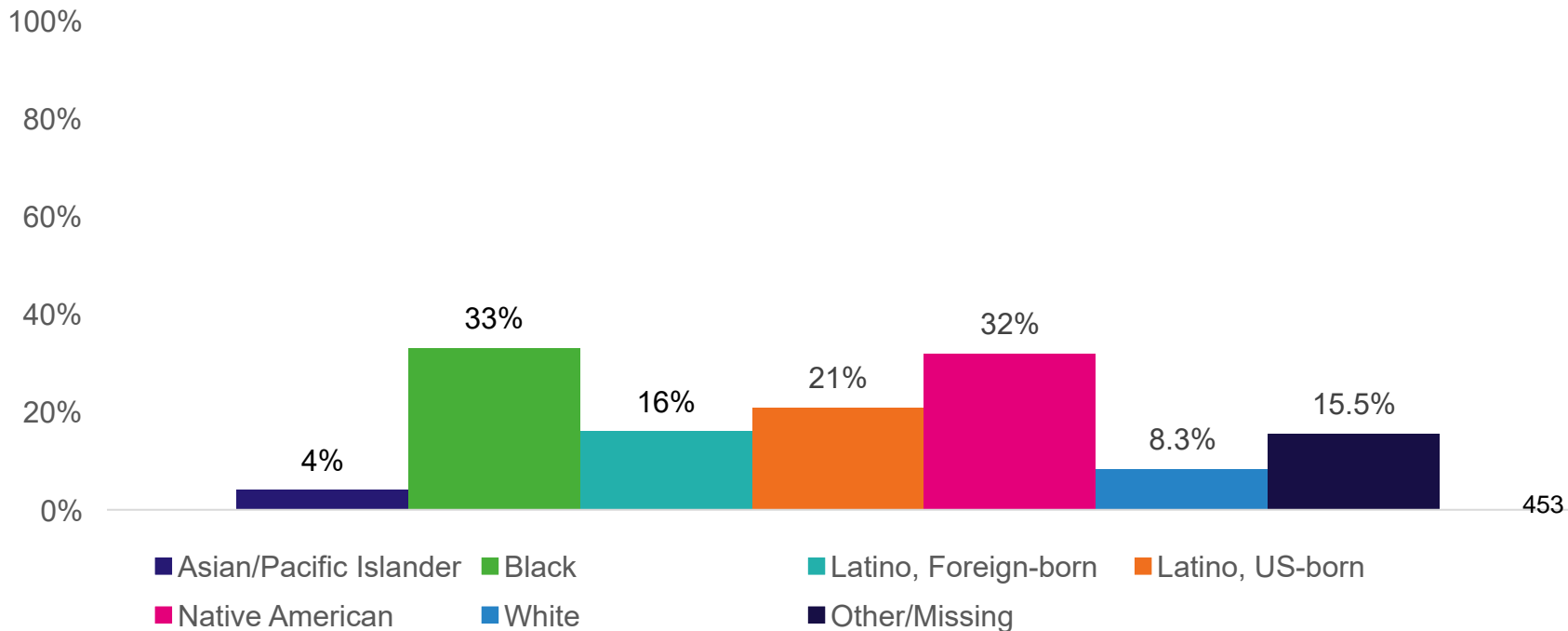
- Low-birth weight, risk for negative outcomes, and involvement with CPS have been relatively consistent in recent years.
- Black children and families experienced the greatest disparities in health and safety conditions.
- There have been modest improvements in prenatal care and infant mortality rate.

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Black infants born in L.A. County had a substantially higher infant mortality rate than those of other races/ethnicities



1 out of 3 Black and Native American children who turned 5 in 2020 in L.A. County were Referred to CPS at least once during their first 5 years of life



% of children who turned 5 in 2020 who were **Referred to CPS** at least once for each race/ethnicity

Basic Needs

- Food Insecurity
- Rent Burden
- Difficulty Paying For Housing
- Difficulty Finding Housing

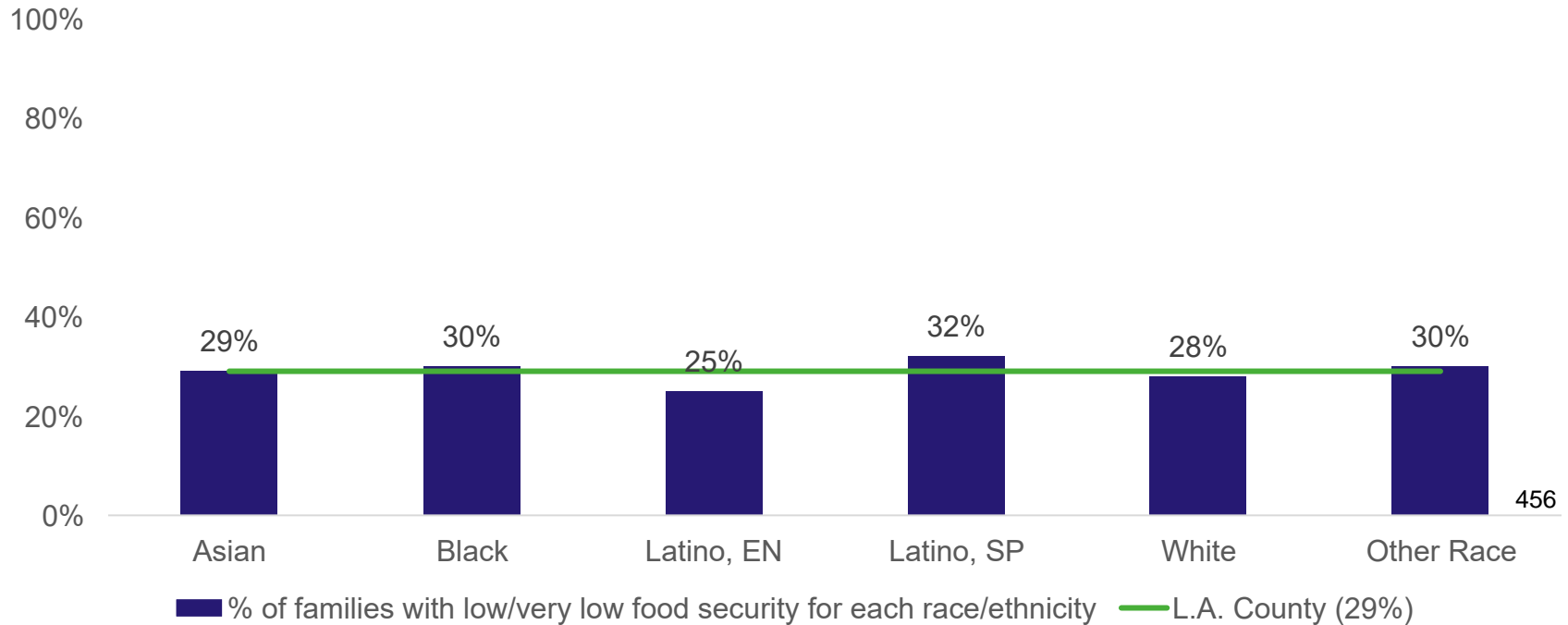


Key Findings: Basic Needs

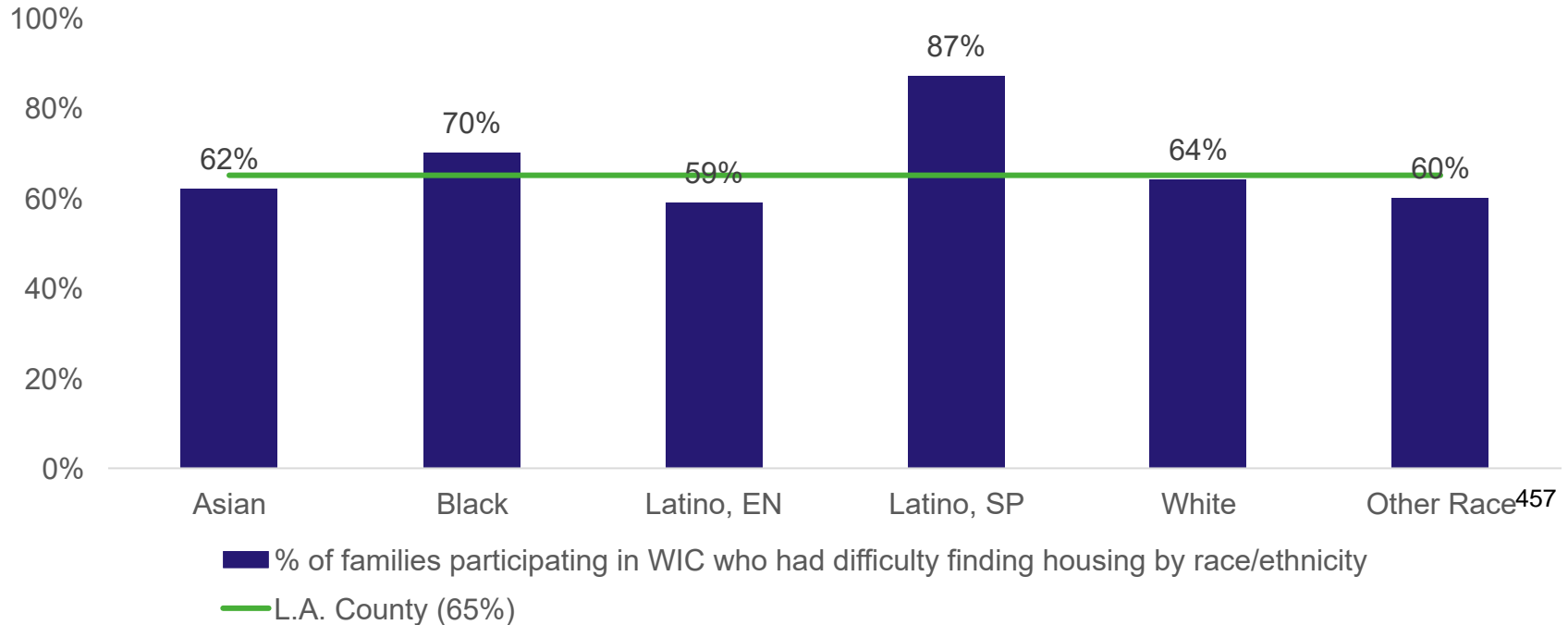
- Nearly 1 out of 3 L.A. County families with children under 5 experienced food insecurity in 2020, which was a modest increase from 2017.
- Nearly 2 out of 3 L.A. County families with children under 5 struggled to pay for and find housing in 2020.
- There were disparities in access to resources to meet basic needs for Spanish-speaking Latino families.

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English-speaking Latino families participating in WIC experienced the lowest levels of food insecurity while those who were Spanish-speaking experienced the highest levels



Spanish-speaking Latino families participating in WIC in L.A. County are substantially more likely to have difficulty finding housing



Overarching Themes

- Most children under 5 in L.A. County are children of color.
- Disparities by race and ethnicity, language, and perhaps immigration status exist across conditions related to health and safety, basic needs, and access to family supports.
- Black children and families experienced poor health and safety outcomes along with high rates of poverty and food insecurity, combined with significant disparities in their access to safety net programs and other family supports.
- While this data presented in this landscape sheds light on the conditions of young children and families in L.A. County there is so much we don't know due to data limitations.
 - There is limited data available on children under 5
 - There is limited data available on the post-pandemic period
 - There is limited data by racial/ethnic subgroups
 - There is limited data on root causes underlying these findings

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Section 2: **Public Policy Opportunities**

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Guiding Question

- What are the public policy opportunities with funding that can be leveraged to improve conditions of children and families?

Criteria for Identifying Opportunities

- Direct impact on children P-5 experiences in LA County
- Lifespan of opportunity
- Multiple systems working together
- Prioritizing planning and meaningful implementation focus
- Benefit from a combination of strategies and tactics F5LA can bring
- Policy Agenda and community identified priorities

Examples of Existing Opportunities

- Families First Prevention Services Act
- Child Care Rate Reform
- Universal Pre-K Implementation
- Cradle to Career Data System
- California Advancing and Innovating Medi-Cal (CalAIM)
- Behavioral Health System and Mental Health Reform



Section 3: Analysis of First 5 LA Initiatives

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Analysis of Seven First 5 LA Initiatives

- African American Infant and Maternal Mortality prevention work
- County Partnership Fund
- Best Start Communities
- Quality Start LA
- Home Based Child Care
- Help Me Grow
- Welcome Baby/Select Home Visiting

Areas of Analysis

- Programmatic Goals
- Learning
- Partners
- Role
- What's Working
- What's Challenging
- Family/Community Priorities

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Learning Themes

- Systems Are Disconnected
 - » Importance of Collaborative Tables
 - » Blending/Braiding of Funding
 - » Integration of Resources Across Systems
- F5LA Seen As Trusted Partner
- Community Voice Essential
- Family/Community Priorities

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County Partnerships

- Health System
 - » Department of Public Health
 - » Department of Mental Health
 - » Hospitals/Clinics/Managed Care Plans/Medi-Cal
- Department of Children and Family Services
- Los Angeles County Office of Education
- Department of Public Social Services
- Other County Entities: Office of Child Protection; Center for Strategic Partnerships; Anti-Racism, Diversity and Inclusion Initiative

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First 5 LA Roles (most frequently cited)

- Funder
- Relationship/Network Development
- Connector
- Advocate
- Subject Matter Expert/Thought Partner
- Fiscal Agent/Pass Through Entity

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See Appendix 1 for additional information on roles

What's Working

- Trusting Relationships
- Benefits with Early Engagement
- Complimentary Flexibility/ Responsiveness
- Bridging (Community, Cross Systems, Providers, etc.)
- Shared Priorities with System Leaders
- Positive Impact on Children/Families (e.g., enrollment in WB/SHV significantly increased post-partum visits, childhood immunizations, maternal depression and developmental delay screenings compared to non-enrolled populations).

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Challenges

- Priorities Aren't Aligned
- Length of Time for Relationship Building/Systems Change
- True Partnership = Loss of Control
- Difficult if Clarity/Focus on Work Unclear; Sustainability Unclear; Level of System Engagement Unclear
- Community Voice Not Disaggregated
- Often Not One System, Diffuse Accountability

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Family/Community Priorities (not in any specific order)

- Enhance Workforce
- Enhance Crisis Responsiveness
- Focus on Prevention
- Increase Sustainable Funding/Resources
- Modify Structures Supporting Community
- Acknowledge Systems Change AND Basic Needs
- Address Navigational Challenges

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Board Discussion

- What themes are emerging from the landscape analysis?
- Based on what's emerging from the landscape analysis, what roles best position First 5 LA for success now and in the years ahead?



Section 4: Analysis of First 5 LA Operations

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Guiding Questions

- What are the current risks for our organization (e.g., financial, organizational, reputation, security, etc.)?
- What are our top three current challenges and limitations from a people, process, and technology perspective?
- What are the current ways that we can be maximizing our assets and investments in programs (i.e., exit, sustainability strategies), people, fund balance, technology, and our building?

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Operations Analysis – Risks and Challenges

Risks:

- Decreasing impact and sustainability due to Proposition 31
- Not having the right match between roles and skills long term
- Outdated policies and procedures leading to inefficiencies and other risks

Challenges:

- Developing measurements of success and impact internally and externally
- Revalidating what must be done organizationally for more streamlined operations
- Keeping staff and external partners engaged in time of transition
- Maximizing First 5 LA assets in people, investments, and infrastructure (tech/bldg)

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Operations Analysis – Opportunities

People

Alignment of staff development with the evolving work

Plan, prioritize, and sequence the work, project, and activities

Investments (Program and Funds)

Consider diversified funding for sustainability (not only relying on tobacco tax)

Consistent exit and sustainability plans for programs

Reassessment of use of fund balance

Data driven decisions and cost optimizing techniques to reduce costs

Infrastructure (Tech/Bldg)

Identification, use, and optimization of the “right” technology for org-wide processes

Building use strategy in terms of leasing, community space, and improvements

Technology training to improve efficiency and ensure best tools for the best work

External Partners

Reimagining how to engage and set expectations with external partners

Integrating DEI into procurement practices and outreach strategies

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Section 5: Insights & Lessons from the Field

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Consistent Themes Emerging from the Field

Pandemic exacerbated pre-existing challenges facing young children and their families.

Importance of taking a multi-disciplinary approach, working with and connecting diverse stakeholders to achieve common goals.

Parents/communities are important partners in redesigning systems that work for families.

Take a long view, addressing both immediate needs and longer-term systemic issues.

Internal processes, practices, structure, staffing, and culture are foundational to an organization's effectiveness.

Focus on root causes, center equity, and address the impact of structural racism.

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Tying It All Together

- Cultivating **alignment with partners** early and often around a shared vision for children and families is vital.
- **Engaging communities as partners** is critical every step of the way – from inception of strategies to data and learning to evaluation of results.
- **Innovation, nimbleness, and adaptation** are key to meet the evolving needs of children and families in rapidly changing contexts.
- **Centering equity** and **addressing structural racism** requires long-term commitment to improve conditions for children and families.
- Take a **both/and approach**, acknowledging the interplay between **direct services and systems change**.
- Seize **windows of opportunity** to leverage and maximize resources beyond First 5 LA for the benefit of children and families in Los Angeles County.

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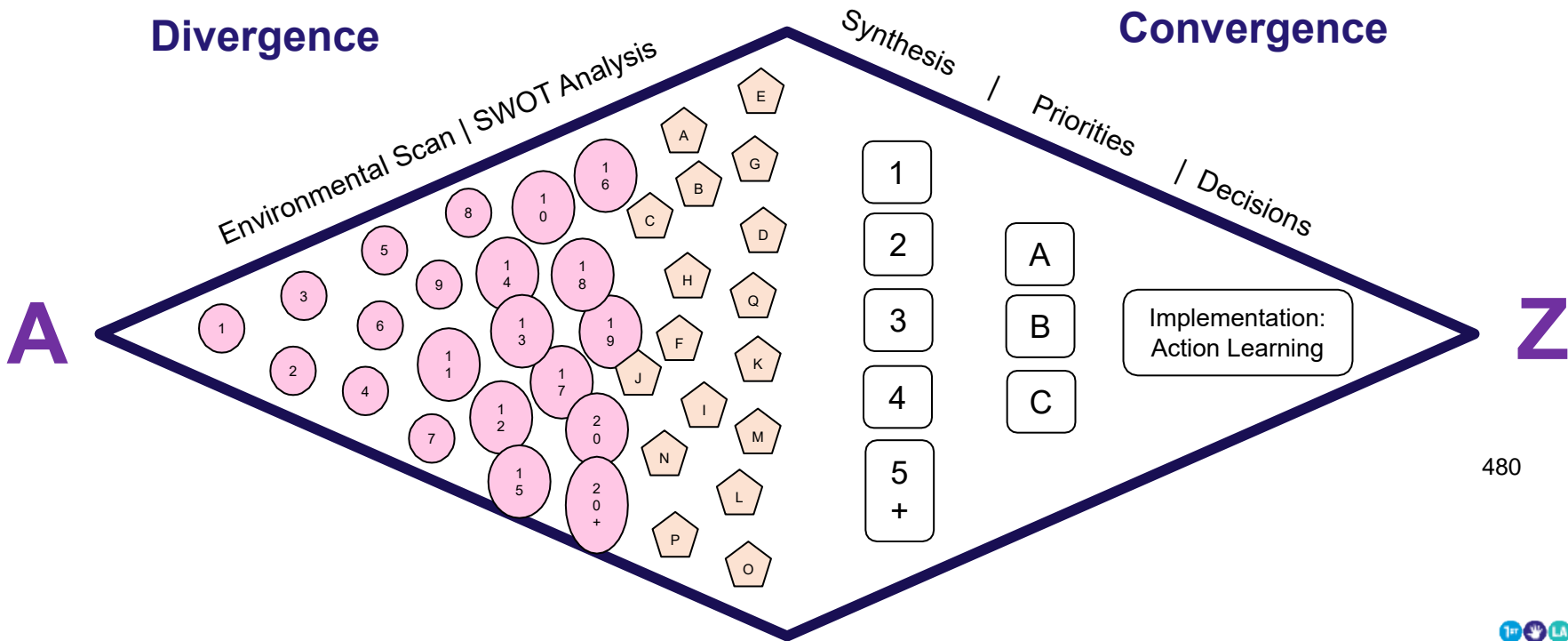
Board Discussion

- What themes are emerging from the landscape analysis?
- Based on what's emerging from the landscape analysis, what roles best position First 5 LA for success now and in the years ahead?

Strategic Planning Journey

**Phase 1:
Divergence**

**Phase 2:
Convergence**



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Next Steps

June/July 2023

Deeper dives into the landscape data during June 29th Program and Planning Committee Meeting and July 13th Board of Commissioners Meeting



Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis



July/August 2023

Draft Goals, Objectives, Strategies, Vision, Mission, Values



September 2023

Board Discussion on Draft Goals, Objectives, Strategies, Vision, Mission, Values

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Appendices

Appendix 1: Examples of Roles Shared with the Board and Elevated through the Landscape Analysis

Appendix 2: List of Reports Reviewed

Appendix 1: Examples of Roles Shared with the Board and Elevated through the Landscape Analysis

March BOC	May BOC	Landscape Assessment
<ul style="list-style-type: none"> • <u>Grantmaker</u>: Distribute money to other organizations and institutions to achieve a set of goals • <u>Convenor</u>: Bring together key stakeholders for information sharing • <u>Advocate</u>: Using our resources and voice for opportunities and solutions that improve conditions for children and families • <u>Capacity Builder</u>: Increasing the knowledge and skills of grantees and communities to work across sectors and strengthen their efforts to improve conditions for children and families • <u>System Builder</u>: Creating and funding infrastructure and programming to strengthen access to services and supports • <u>Connector</u>: Supporting relationship building between public agency partners and communities so that they work together to develop solutions to achieve equitable outcomes for children and families • <u>Researcher</u>: Conduct and/or fund research, data, and evaluation projects that support strategy development, continuous improvement, and progress towards outcomes • <u>Fiscal Intermediary or Operational Entity</u>: Administers and manages funding from external partner 	<ul style="list-style-type: none"> • Advocate • Partner/Collaborator • Architect/Builder 	<ul style="list-style-type: none"> • Funder • Relationship/Network Development • Connector • Advocate • Subject Matter Expert/Thought Partner • Fiscal Agent/Pass Thru <p style="text-align: right;">483</p>

Appendix 2: List of Reports Reviewed

1. A Lesson from COVID: Direct Relief and Systems Change Funding Are Inseparable (Inside Philanthropy, 2021)
2. Advancing a Whole Child and Whole Family Systems Approach for California's Youngest Children (First 5 Center for Children's Policy, 2020)
3. Best Start Data Narrative (Catalyst California, 2020 – 2023)
4. Collapse and Recovery: How the COVID-19 Pandemic Eroded Human Capital and What to Do about It (World Bank, 2023)
5. Contracting for Equity: Best Local Practices that Advance Racial Equity in Government Contracting and Procurement (Government Alliance for Racial Equity, 2015)
6. Cultivating a Healthier Policy Landscape: The Building Health Communities Initiative (Prevention Institute, 2022)
7. Descriptive Analysis of EDI Results for Participating Districts in Los Angeles County as of School Year 2020-2021 (UCLA Center for Healthier Children, Families, and Communities, 2022)
8. Embracing Complexity: Towards a shared understanding of funding systems change (Ashoka, 2020)
9. Family Experiences and Needs Survey (Viva Social Impact Partners, 2023)
10. Field Catalyst Origin Stories: Lessons for Systems Change Leaders (Bridgespan Group, 2023)
11. Follow Up: Children in Medi-Cal (California State Auditor, 2022) 484
12. Fresh Ideas for CalFresh (LA Food Policy Council, 2022)
13. Funding our Future: Generating State and Local Tax Revenue for Quality Early Care and Education (Alliance for Early Success, 2019)

Appendix 2: List of Reports Reviewed (cont.)

14. Get It Right: 5 Shifts Philanthropy Must Make Toward an Equitable Region (The David & Lucille Packard Foundation, 2020-2023)
15. Meeting Young Parents Where Dream (Ascend, Aspen Institute, 2022)
16. Home-Based Childcare Landscape Analysis (Child Care Alliance of Los Angeles, 2022)
17. Innovative Financing to Expand Services So Children Can Thrive (Alliance for Early Success, 2019)
18. Learning and Reflection for LA County Early Care and Education COVID-19 Response Team (Pauline E Brooks Consulting, LLC, 2022)
19. Material Hardship Persist for Families with Young Children (Stanford Center on Early Childhood, 2023)
20. Report Assessing the Department of Children and Family Services (DCFS, 2023)
21. Restorative Justice and Parent Organizing in the Eastern Coachella Valley: A Case Study of the Successes and Challenges of a Parent-Led, Systems-Change Effort (Catalyst California, 2020)
22. Shifting Philanthropic Practice in Times of Crisis: Funder Insights from COVID-19 Response Grantmaking (TCE, 2022)
23. State of Babies Yearbook 2022: Social Determinants of Health for Infants and Toddlers (Zero to Three, 2022)
24. State of Black Los Angeles (ARDI, 2023)
25. The Impacts of COVID-19 on the Social Development of Young Children (First Five Years Fund, 2022/23) 485
26. The Water of Systems Change (FSG, 2018)
27. Thriving Families Safer Children Community Report (Thriving Families Safer Children, 2022)
28. Uplifting Family Voices: Family Engagement in California's Rate Reform & Quality Initiative (Catalyst California, 2022)
29. Early Childhood Policy Brief Final Report and Recommendations (The Conrad N. Hilton Foundation, 2022)