AGENDA

MEETING OF THE
BOARD OF COMMISSIONERS
Chair: Holly J. Mitchell

Thursday, September 14, 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. **ACTION**
   Consent

A.	Approve Special Commission Meeting Summary Action Minutes and Transcript - July 13, 2023	3
B.	Contract: Approve Two (2) New Agreements and Authorize Staff to Complete Final Execution of the Agreements Upon Approval from the Board	129
C.	Receive and file the Investment Portfolio Progress Report	132

4. **INFORMATION**
   Remarks by the Commission Chair of the Board

5. **INFORMATION** **138**
   Executive Director's Report

6. **INFORMATION**
   Strategic Plan
   A. Proposed Goals, Indicators, Objectives and Strategies 149

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Presenters: Chrissie M. Castro, Chrissie M. Castro & Associates and Rigoberto Rodriguez, Chrissie M. Castro & Associates

B. Sustainability Framework 176

Presenters: Raoul Ortega, Director of Finance and JR Nino, Chief Operating Officer

Note: There will be a break halfway through this item.

7. **INFORMATION**
   Public Comment (for items not on the agenda)
8. **ACTION**
   Adjournment

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, July 13, 2023

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, July 13, 2023; Los Angeles, California

1:31 p.m.

-oOo-

SUPERVISOR MITCHELL: Good afternoon. I'm going to ask everybody to take their seats. Everyone is so happy to see each other. I've seen folks I haven't seen in years. New voices. CCRC.

Good afternoon, everyone. I'm going to go ahead and call the meeting to order and ask for roll call please.

MS. VO: Judy Abdo?

COMMISSIONER ABDO: Here.

MS. VO: Robert Byrd?

Yvette Martinez?

COMMISSIONER MARTINEZ: Here.

MS. VO: Summer McBride?

Brandon Nichols?

COMMISSIONER NICHOLS: Here.

MS. VO: Maricela Ramirez?

COMMISSIONER RAMIREZ: Here.

MS. VO: Wendy Wechsler?

COMMISSIONER WECHSLER: Here.

MS. VO: Deborah Allen?

COMMISSIONER ALLEN: Here.

MS. VO: Jacquelyn McCroskey?

COMMISSIONER McCROSKEY: Here.

MS. VO: Deanne Tilton?

COMMISSIONER TILTON: Here.

MS. VO: And Holly Mitchell?

SUPERVISOR MITCHELL: Here.

MS. VO: Quorum is present.

SUPERVISOR MITCHELL: And we've got a couple of board members who are in transit. There's a possibility of them joining us.

Good afternoons, Ms. Vo.

MS. VO: Good afternoon, Madam Chair.

SUPERVISOR MITCHELL: I see through the magic of technology that we've got a couple of commissioners who have apparently requested the Board's approval to remotely participate in today's meeting due to physical or family medical emergency that prevents them from being here. And would you acknowledge who those are for us?

MS. VO: Yes, Madam Chair. Commissioners Martinez and Abdo are joining us virtually due to the AB 2449.

COMMISSIONER MITCHELL: Thank you. And have either of those commissioners participated remotely in the commission's regular meetings under AB 2449 for either just cause or because of emergency circumstances at least twice this calendar year?

MS. VO: Confirming no for both commissioners.

SUPERVISOR MITCHELL: Excellent. So we're glad that we have that option available to them and to us.

Welcome to you both. It's good to see you.

I'm going to ask for a motion to approve Martinez and Abdo's request to participate remotely in today's regular meeting? Is there a motion?

COMMISSIONER NICHOLS: I'll move --

ATTORNEY YOUNG: Chairman, if I could just clarify that they're participating for just cause purposes. And I believe for Commissioner Martinez, the just cause rationale is a need to take care of childcare. And then for Commissioner Abdo, I believe it's with respect to an illness that she is participating remotely.

SUPERVISOR MITCHELL: Okay. And the bill requires that we specify the just cause on record?

ATTORNEY YOUNG: Yes. So we have to specify the rationale for the just cause. And we also have to distinguish between whether it's just cause or emergency circumstances.

SUPERVISOR MITCHELL: Okay. So both of these are just cause?

ATTORNEY YOUNG: Both of these are just cause, which does mean that the board does not have to approve their participation for just cause.

SUPERVISOR MITCHELL: Beautiful.

Man, I wasn't there to vote on AB 2449. I would have made a couple of changes to that. That seems a little intrusive to see. But I am no longer a member of the California legislature; so I'll just keep my opinion to myself.

Thank you very much, Counsel. I appreciate you.

We're going to proceed with public comment on the consent agenda, please.

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

SUPERVISOR MITCHELL: All right. Before we call for the role, any questions with regard to the consent agenda? No one wishes to pull anything off? Excellent.

If we could call the roll.

MS. VO: Judy Abdo?

Yvette Martinez?

COMMISSIONER MARTINEZ: Here.

MS. VO: Judy did you vote "Yes"?

COMMISSIONER ABDO: Yes.

MS. VO: Thank you.

Brandon Nichols?

COMMISSIONER NICHOLS: Yes.

MS. VO: Maricela Ramirez?

COMMISSIONER RAMIREZ: Yes.

MS. VO: Wendy Wechsler?

COMMISSIONER WECHSLER: Yes.

MS. VO: And Holly Mitchell?

SUPERVISOR MITCHELL: Yes.

MS. VO: Motion is passed.

SUPERVISOR MITCHELL: Thank you very much.

We're going to transition on to Agenda Item Number 4, which are remarks from me.

And I'd like to begin by thanking all of the First 5 staff and board as we got through another budget cycle and continue to work on our strategic plan reset.

As it relates to the reset, there's been a lot of work and an endless numbers of hours that are being put in as we continue to fine tune the reset. Which is really critically important because we acknowledge the world around us has changed since the plan was finalized.

I recognize this process can be tedious, as with all planning endeavors, and lengthy. But it's important, I believe, that we get it right because, as we all know, LA County's children and their families are counting on us to do so and they deserve it.

On today's agenda, we'll be presented with updates on the strategic reset and landscape analysis, as well as a presentation on Early Care and Education.

I have to share with you, the Power Point presentation we had last meeting I have distributed to any number of people, number of places. I've gone to former colleagues of the legislature, others just thought it was wonderful data, important data, timely data that represents all of LA County. So I, for one, appreciated the analysis and will continue to share that information.

So, Colleagues, you'll be asked about your vision and where you hope to see the organization in the years to come. As we prepare to provide that feedback, I ask commissioners to continue to bring your individual expertise to the table. But it's also important that we all keep First 5's collective mission top of mind and continue to use the North Star to guide our collective work.

When we talk about every child in LA County reaching their full developmental potential throughout the critical years of prenatal to five, we have to ask ourselves, what does that mean to us? And it's my expectation as your colleague and chair that, as we answer that question, we continue to keep our commitment to racial justice and equity in mind, because it's only then we can best serve the beautiful complexity and diversity of the children that comprise LA County.

So with that, is there any public comment? Oh, we did that at the beginning.

MS. VO: We did that for the previous item.

But confirming there are no public items for your comments.

SUPERVISOR MITCHELL: No public comments for the chair's report.

Colleagues, let's move on to Item 5, which is our Executive Director's report.

Thank you, Karla.

MS. PLEITEZ HOWELL: Thank you so much, Supervisor.

Welcome. It is really, really wonderful to see a lot of the First 5 LA colleagues in the audience, getting stuck in the elevators together because now there's rush hour to get on the elevators.

Commissioners, we actually brought back staff this week. This is the first week that we're implementing our new hybrid policy. And it's been really phenomenal to be in dialogue, in conversation, in community with many of you.

This month also marks the start of First 5 LA's fiscal year. And we are on the same fiscal year and time line as the State. And earlier this week, the Governor officially signed our new State budget $310 billion. Well, that sounds like a lot. The commission has heard that this year was a little bit more complicated with budget negotiations. We had a $30 billion deficit at the State, and we also pushed the time line to collect revenue or income tax returns to October. So that made negotiations a little complicated.

And what it meant is that we, especially our partners in the audience, and others working towards issues for children zero to five, that that message was continuously elevated.

And I've got to say that historically in such a time of volatility -- and our Chair would know this best -- children and families are not always prioritized and often are the first to be cut. And this budget is historic in that we were at the table. Children and families continued to be part of the conversations because of the work that's being done by our partners.

So we know that California has a long way to go to think about a children's budget and making sure that we continue to center children and families. But I do want to highlight some boosts in this budget and really show appreciation for our OGAP team that worked in partnership with many other folks. And really important wins in this budget for the children and families we serve.

One is family fees and making sure that those that cannot afford childcare -- yes. And the Chair worked -- has done a lot of extensive historic work on that. And the budget also authorized a $2.8 billion fund to continue to increase access for childcare and preschool.

In short, a healthy budget given the realities of what we faced this year. Still, First 5 really wants to work with you, the commission, in thinking about our strategic plan and then how do we continue to bolster this.

Proposition 10 makes our charter really, really clear. We are here for the population of prenatal through five. And that is the focus of our strategic plan and making sure that we continue to lift up the needs of this population. In the last few months the commission heard really important information about the change of circumstances and what our children are facing post pandemic. You heard Los Angeles County has over half a million children under the age of five. That's the population we serve. There are over 243,000 households with children under age six with insufficient means to basic needs. And we discussed some of the basic needs and you saw the access and lack of access to some of that.

And what we've discovered in our landscape is -- and what many of you knew in your gut and instinctively is that our children are coming into a really, really different world post pandemic. And what we hope to do -- and be in conversation -- partnership with all of you is what are we going to do differently to make sure that we're addressing those needs? And that's the conversation today.

And I'm really excited to welcome Chrissie Castro and Dr. Rigo Rodriguez. If you just waive to us. We will be meeting them officially. Many of you know them already, but they will help us go through the strategic reset plan and we'll need those conversations. And we're really lucky to have the two of you.

And lastly for some First 5 LA team updates, we have shared with many of you that today is Charna's last day. And I'm not sure if I see Charna in the audience.

But we wanted to congratulate Charna. She's had the great opportunity of joining First 5 Riverside. And in the interim, we are absolutely thrilled to have Ofelia Medina -- who's sitting all the way in the back -- will be serving an interim role on helping develop our policy agenda and working on the good work that we have with you all in the coming months.

And of course, I cannot conclude my comments without really saying thank you to the First 5 LA team. The last few months, the team has dedicated endless hours to think about our landscape, to think about community engagement, and to continue the really good work that they're already doing. This week is the first week here together we've shared doughnuts, coffee, lots of stories about what the summer looks like. And I'm really excited about that opportunity with our team to continue to build that community connection amongst us as we do that parallel with community folks that we will hear from today.

And with that, Madam Chair, turning it back to you.

SUPERVISOR MITCHELL: Excellent. Having transitioned into a new gig, if you will, in the middle of Covid, having had to hire staff and on-board staff and not be share -- not share -- not being able to share space for -- I think it was like three months for us, I can understand how important it is to have the opportunity for you to connect and for your team to connect with you in-person. So I'm glad that we as a County-State are able to make this transition. And congratulations on that.

Any questions board members have of our ED?

Public comment?

MS. VO: Confirming there are no public comments on the ED's comments. And if I may add, Madam Chair, before we move on to the next item, we have a request from our virtual board member attendees for all speakers to ensure that they are speaking into the mike to ensure that they can hear coherently during this meeting.

SUPERVISOR MITCHELL: Thank you so much. Point taken. Thank you.

Let's transition now to the meat of today's meeting -- our Strategic Plan Reset, Using Parent and Early Educators, Voices, and Data to Inform Our Systems Change Approach for Early Care and Education.

Happy to hand it over to staff to lead us through this exercise.

MR. WAGNER: Thank you, Madam Chair, and members of public. We're excited to be presenting the next item on the agenda which is focused on highlighting what we're hearing from parents and early educators to inform our own thinking and approach to systems change within the Early Care and Education System.

I'll make a few very brief contextual remarks and then turn it over to the panelists who will provide us greater detail on the topic and findings from two new reports or landscape analyses that focus on home-based childcare.

But first a bit of context. As you know, since February our -- of this year, staff have been engaged in the Strategic Reset process. Back in February, the board asked us to dig into our work and the larger ecosystem in which we do our work to inform our Strategic Reset. I think it was Commissioner McCroskey suggested we undertake some case studies of our work and what we're learning, which we did present as part of our landscape analysis.

We further heard from the board in March when we undertook the breakout sessions and focused on some questions related to the work systems that we're engaging and the roles that First 5 LA has taken. And you provided input on that. More recently, at our last board meeting in June, we brought forward highlights from our landscape analysis including data and demographics referenced by the Chair and our Executive Director, and measures of child and family well-being. Those data points were also further examined in June's PPC meeting.

This landscape also included an analysis of policy opportunities as well as an analysis of our seven programmatic investment areas that represented the vast majority of our annual expenditures, and in some cases over a decade of First 5 LA's contributions to those bodies of work.

In some ways, that conversation continues today and into today's panel, during which we will share highlights from our own landscape analysis focused more specifically on the Early Care and Education system here in Los Angeles County which began just over a year ago. And fortunately, is able to inform our strategic reset.

So just to explicitly connect the two, our specific landscape analysis on ECE started over a year ago, and we're bringing it to inform our broader strategic landscape analysis in forming Strategic Reset.

We also heard from the board a desire to bring forward the important voices of community and parents which will be highlighted as part of today's panel presentation. So -- and those findings and highlights will both be with the presentations that our own team will be providing -- our ECE Team as well as our partners at UC Berkeley Center for -- on childcare employment.

So with that, I'll turn it over to Gina who will launch us into our panel presentation. Gina Rodriguez is with our ECE team.

MS. RODRIGUEZ: Thank you, John. Good afternoon, Commissioners, First 5 colleagues, and the public listening in this afternoon. We're so very pleased to be here to continue to learn and understand about home-based childcare. As you can see, we're joined by a notable team of practitioners and researchers and advocates. And as you remember at the last PPC data on child and family well-being illuminated the lack of access to early care; so in our presentation today, we'll explore a part of the ECE system that if strengthened and supported can improve access to quality care, early care, and education for families and children.

So the agenda for today will include a deeper look into the landscape of home-based childcare in Los Angeles County. We'll hear from our colleagues at the CCRC researchers Susan Savage and Olivia Pillado, who will share findings from the report titled, "Essential for Families: Findings from a Landscape Analysis of LA's Home-Based Childcare." And we'll also learn in more detail about the Los Angeles context, demographics, and the experience for families who have their children in home-based settings and the early educators who provide care.

You'll also hear from Lea Austin and Anna Powell from the Center for the Study of Childcare Employment at UC Berkeley who will share statewide-level data about parents' reliance and preferences in family, friend, neighbor, and nanny care as we hear about this common choice and how parents deeply value home-based care. And in between these presentations, we'll hear and learn directly from early educators in a home-based setting, Jenny Liao and Justine Flores who own and run family childcare businesses. They are members of First 5 LA's ECE advisory committee, what was formally known as a Provider Advisory group.

And also our intention today is hearing from these -- our intention today in hearing from these speakers is to better understand the experience of family and early educators to use these narratives and data to inform our strategic plan reset.

So just want to provide a little history around our home-based childcare strategy. In September of 2021, the Board of Commissioners approved a strategic plan to move forward with the landscape analysis to understand the needs of family childcare and family, friend, and neighbor care in Los Angeles County, and the families who access them within the subsidy system.

The landscape launched in February of 2022. And in 2023 at the PPC, we presented an update on some of the landscape findings and a snapshot of the overall recommendations. We are currently in the dissemination phase and our contracted partners are the Childcare Alliance of Los Angeles and the Childcare Resource Center.

Let me also remind you of some of the additional context about providing care in a home-based setting. a key component of California's childcare landscape is home-based childcare, what we refer to as HBCC, which is childcare offered in a provider's home or a child's home. We have two broad categories: Family friend and neighbor care, FFN, also known as licensed exempt; and family childcare, FCCs.

FFN care can be paid or unpaid. If paid, they can be paid by a parent or through vouchers from the State via agencies like the R&Rs and the Alternative Payment Agencies. FCCs who are licensed provide care in their home and they are paid by parents or through vouchers from the State.

In addition to being the most common form of non-parental childcare for toddlers, HBCC is also used the most by historically marginalized families. They are more likely to encounter inequitable access to services and discrimination within the systems. Marginalized families include low-income families with parents working nontraditional hours, immigrant families, families living in rural areas -- communities, families of color, or families of children with disabilities. Also, many of these groups are more likely to live in licensed childcare deserts. There's also a greater concentration of dual-language learners in home-based childcare.

Home-based early educators are primarily women of color. Black and Latina women are overrepresented in the home-based care workforce. Most children receiving subsidized care are in home-based settlings; however, state-funded quality supports have been largely designed for center-based care like State preschools.

HBCC, early educators, and the children in their care do not have a equitable access to the resources necessary to provide and receive the highest quality of care. The EC system is already shaped by local State and Federal policies with deep roots in slavery, colonization, racism, and sexism.

The home-based childcare workforce and the children in their care are marginalized within this already oppressive system; so it's important to recognize how critical it is to address issues around home-based childcare in order to strive for greater equity and justice for children, families, and early educators.

So as you listen to the presentations today, please consider these questions: What are the opportunities for LA First 5 in home-based settings? What do early educators need? How can they be supported? And how can this presentation inform our thinking around the strategic plan reset?

So with these questions in mind, I will hand it off to Susan Savage and Olivia Pillado, researchers from the CCRC to discuss the findings from the LA County HBCC landscape analysis.

DR. SAVAGE: Thank you, Gina, for that thorough and thoughtful review of this important work. And this work could not have been accomplished without the Childcare Alliance of Los Angeles and the associated R&R and alternative payment organizations throughout LA

County.

Just a bit of an overview of this project. Data collection occurred with the community; so we ensured that the language groups were represented in tool design, methodology, and review of the analysis to ensure that the recommendations coming forward really truly represent the lived experience of the community as opposed to, as Gina was talking about before, reverting back into the classist, racist, sexist systems built on colonization and slavery. So hearing from the community and having them drive this research was really key to ensuring that what we come out of will benefit the community.

We were able to survey over 400 family friend and neighbor providers, over 700 licensed family childcare providers, and over 700 parents who use home-based care across LA County. And, again, because of the reach of the Childcare Alliance of Los Angeles, we were able to represent all eight SPAS and we were able to ensure that the language and ethnicity representation across the eight SPAS really drove this research.

And we also conducted 30 interviews with family friend and neighbor providers to dig into the stories and elaborate on the quantitative data from the surveys. 12 focus groups with FCCs and parents, and 12 community convenings, again, to bring the results back to the community and have them help us understand the results and drive the recommendations.

What you can see in this chart -- and the first column is data from the Berkeley Center so that we can have a bit of a comparison from their LA County data to see if maybe we were reflecting some of their results. And it is fairly similar. We were -- we pulled in our surveys fewer white Caucasian providers, little more of the Hispanic Latino provider.

You might notice also there isn't really a comparison for the FFN provider or the parents, but we intentionally did additional outreach to the African American community. And we were able to increase the percentage of the FFN side and the parent side to represent that community.

The important aspect of this slide is to show that these two communities -- the FCC and FFN -- are distinct. Many programs come to the FFN and FCC community treating them the same. And we can see from some of this background data, they're distinct populations. And so when we design programs we cannot create a one-size-fits-all system.

You can see that nobody in this chart is well resourced; so I'm going to put that out there first. But the FFN group is even more disenfranchised and less resourced than even some of our subsidized childcare parents that use that type of care. You can see that they're less likely than the FCCs to be living with a partner. And we all know that if you are living with a partner, then your income in the household is going to increase.

Lower levels of education, lower levels of income, lower levels of home ownership. And so again, we need to really think about these two populations in very distinct, different ways when we turn to serve them.

And now I'll turn it over to Olivia to really dig into some of the data.

MS. PILLADO: Thank you, Susan. Yes. So in order to -- so one of things that you'll see come up again and again is how different the population of the FFN and FCCs are.

So one item that we wanted to look at because it's important to understand in order to be able to provide support is their motivation for providing care. And what you see here are what the providers told us their motivation was for doing the work that they do. So if you look at that first bar at the top, 75 percent of the FFNs say they were in this work to help the parents of the children they care for, their own families, their friends. As opposed to the FCC group in this sec -- second bar that you see, the 49 percent, the dark bar. That's the FCC group. So for them, the greatest motivation for doing this work was because it's a personal calling, not a career.

So as you can imagine, this may be beneficial to know in terms of the supports that we're providing, the model of care. Where, for FFN, a family support model of care might be more appropriate than a business model of care, which may be more appropriate for the FCC.

When we -- just to give you a little bit of context on who the FFNs were in this group, 92 percent of the FFNs are related to the child they care for.

We also wanted to get an idea on who are the children and -- that they're serving. And so this really shows or illustrates one of the strengths of both FFN and FCC providers in that if you look at all of the different age groups -- so this is the age groups that the providers serve, you can see that both FCC and FFN serve children of different age groups from infants and toddlers to preschoolers, school age.

But what I would like to draw your attention to is the last two bars at the bottom that illustrate how or what percentage of the providers serve more than one age group. And this really illustrates the strength of the FCC group, where 89 percent indicated that they serve more than one age group. So they're serving multiple age groups.

We suspect that the 47 percent or the less percent of FFN serving multiple age groups has do with the fact that FFNs are typically only serving children from one family. So the range of children that they're serving is less. And we saw this when we looked at the ethnic groups of the children that the provider served, where 77 percent of FCC say they serve children of multiple ethnic groups. 46 percent of FFNs indicated the same.

In trying to learn a little bit more about their participation and support, we asked about professional development participation in the prior 12 months. And what's important to illustrate here -- and here we broke this down by not only FCC and FFN, but by FCCs who have a small license, FCCs who have a large license, and then the FFN group. So that first column is the FCC group. And then followed by the small license and large license groups, and then the FFN group.

So overall, FCCs participated -- indicated greater participation in professional development than the FFN group, but what's interesting is that when we also looked at license type, those with the small license have less participation than those with the large license. And what's particularly striking here is if you look at the bottom row, the percent that indicated they have not participated in professional development activities of the prior 12 months was really high for FFN, with 72 percent indicating this, as opposed to 23 percent of the whole FCC group. Again, possibly sending us in the direction of perhaps the current support models that are out there for this are not the most appropriate for the FFN group.

We also wanted to understand who providers go to for information. Who are their trusted source of information? So when they are looking for information related to childcare work, no surprise because they're so connected to the family, for the FFN groups they were likely to reach out to a family member, whereas the FCC group were more likely to reach out to another childcare provider.

We also asked -- we wanted to hear from the providers, from their voice, what was -- or what is the greatest challenge as an Early Care educator. And the top three -- the top one is not a surprise. So the top three challenges were not getting paid enough, worries about being exposed to or infected by the Covid-19 virus, and lack of health, dental, and/or other benefits.

I would like to remind you that the median household income for this group of providers for FCC was 50- to 65,000 k -- thousand. And for FFNs, it was 15- to

25,000. So not surprising that this was the top challenge. This is one that is rooted in a history of systemic racism and inequities in a workforce comprised predominantly of women of color, and it is severely underpaid and undervalued, despite the critical role that they play in children's and families lives.

To learn a little bit about the future, we asked about how long they estimate -- they estimate to stay in the field in their current position taking care of children. So for 29 percent of the FCC, they don't see themselves doing this past five years, and 49 percent of the FFNs indicated this.

For the FFNs, a theme that we heard over and over and over again is that they do this for the families. And many of them were not able to give us a specified amount of time. They were really -- their motivation was really driven by as long as the family needs me, I will do this. Or I will do this, because, you know, the next child is going to school, and that's when I'll stop doing this. So it was really rooted in what the family needed.

Out of those that are not -- do not see themselves doing this past five years, for the FCC, 60 percent of those said that they plan on retiring and a quarter of the FFNs -- and here's a silver lining in this -- said they would like to be licensed. However, another

24 percent said I can't do this anymore because of the lack of compensation and that is something that I am not satisfied with.

So I'm going to pass it back to Susan.

DR. SAVAGE: Thank you, Olivia.

So the recommendations that came from the data and the voice of the providers and the parents are six-fold.

The first one is to involve the providers in the planning and development of implementation of new policies and programs. And, again, this will help us get out of the systemic barriers that we have already created -- is to follow the lead of the parents and the providers. And First 5 LA has already started to move in that direction with the Provider Advisory Committee.

We also need to ensure that we look at distinct systems of support for FFN and FCC providers, and understand the needs and assets that each group brings differently to the table, and offer a menu of options to support them in their assets and their needs as opposed to, again, a one-size-fits-all.

We also need to really develop and implement new ways of outreaching and connecting with providers. You heard about the fact that FFN providers aren't deeply connected with their families. If we're coming to them from organizations they're not familiar with, they're not going to jump on board.

FCCs are well connected both with their community providers as well as R&R organizations and other institutions; so we can connect with these two provider groups very differently. We need to really think about how to go about that practice and not to do the same old same old.

Outreach is really expensive. This project was well funded, and the outreach was many fold, many hands on deck. That needs to be funded in order to ensure that we're reaching all people and not just those who have a computer, are in the right area of the community, etcetera, speak English as a first language. That takes money.

We need to ensure seamless, responsive, and holistic providers. You've seen the many needs and assets of these providers. How do we put together -- cobble together multiple systems to be able to ensure that we're supporting each level of their assets and their needs.

You heard Olivia talk about the fact that we might need to be considering a family support model for FFNs, because in our study and other studies, 92, some research shows 75 percent of providers who are in the FFN group are related to the child. So when we support the

FFN, we're supporting that family system, which is a very different model from what we typically think of with the FCC providers who are businesses. These are typically women who own their own business in their home. And their motivation, as you saw from the research, was personal calling, career, want to work from home. Very different from the FFN calling of I'm here for the family and the children.

Supporting a mixed delivery model and a livable wage, the State is moving towards supporting TK. And that is incredible. We need that in our communities. We also need to figure out how we're going to support those that are outside of the school district and the school systems and ensure that we're supporting both. Both and.

Ensuring a livable wage, as Karla mentioned, we are moving in the right direction with rates in the State. I hate to say it, but in 2005, I paid a 14-year-old babysitter better than our State pays today. My cup of coffee costs more than what we pay hourly to a provider. Not okay. We need to develop strategic partnerships that involve many entities at the table. We need government, local and State. We need CBOs on the ground connecting. We need philanthropy to come to the table. We need the providers and the parents. It's going to be an all hands on deck.

And I'm going Oh turn it back to Gina to introduce our -- the voice of who we really should be listening to, and that's the providers.

MS. RODRIGUEZ: Thank you so much for this deeper look at provider and parent data on home-based childcare in LA County. Now we're going to hear from our practitioners and their lived experience of home-based early education and their experience as they open their homes up to children and families.

I'd like to invite to the podium Jenny Liao and Justine Flores, please.

MS. LIAO: Dear commission members. Thank you for having me here today. My name is Jenny Liao, and I graduated from (non-English language) University in China with a Bachelor Degree in Preschool Education.

And presently, I manage a large home-based daycare in Diamond Bar, LA County, supported by a team of three staff members in catering exclusively to 12 young children from Chinese families.

Through my work, I have become aware that many families are in search of quality childcare, but the number of available options force (unintelligible) of the parents' needs.

At the same time, I have encountered difficulties in operating my home-based daycare. Personally, the daycare operates for extensive hours, from 7:00 a.m. to 7:00 p.m. Besides, I have to spend an additional two to four hours on various tedious tasks such as purchasing food supplies, preparing meals, cleaning and disinfecting materials, preparing for teaching and parents communication. These responsibilities demand a considerable amount of time, attention, and energy from caregivers like myself.

And secondly, there is insufficient funding for improving the daycare environment and operating the quality of services. Periodic remodeling of the home environment is necessary to comply with the home-based daycare standards and provide a secure and safe space for children's indoor and outdoor activities.

And thirdly, as a nonnative English speaker, I face challenges in understanding the administrative policies. Often, essential resources lack Chinese translations. And there is a scarcity of Chinese-speaking specialists available for consultation. And this makes the job even more challenging for me as a provider whose native language is Chinese.

And often, continuing education costs and training programs tailored for Chinese daycare service providers are significantly limited, hindering my ability to achieve further professional growth in this field.

Lastly, family childcare providers face difficulties in accessing benefits such as health insurance, pensions, dental and vision coverage. Providers do not have the ability for paid vacation, sick leave, or personal leave. And these challenges resound with myself and 82 other childcare providers within the Chinese community.

However, I'm very proud and happy to be a member of the ECE Advisory Committee. Throughout this year, I have received a lot of help, support, and fresh insights on behalf of childcare providers in the Chinese community. And I actually enjoy working with peers from different culture, backgrounds in the Early Childhood Education industry. Through this advisory group, all of this has made me feel more confident and determined in my career development.

I sincerely thank First 5 LA for giving me this opportunity to speak on behalf of Chinese childcare providers who are seeking better understanding of the essential work we do as well as increase fundings to support training and language localization efforts. Thank you very much.

MS. FLORES: My name is Justine Flores. I was a licensed-exempt provider in LA County. I decided it would be important and valuable for me to become a high quality location, and proceeded to open up a home-based small family childcare.

As of today, I have expanded to a large family childcare where I serve up to 14 children from a variety of cultures, religions, and exceptional needs.

I have been actively involved in First 5 ECE Advisory Committee, Childcare Providers United, Community Voices, Parent Voices, and many more organizations throughout my community. The family childcare sector throughout California and in Los Angeles in particular needs help with ending the systemic injustice that has plagued our industry for far too long.

Licensed family childcare is a career to many of us, not a job. We deserve to receive support with our college accredited education, right to select paid time off at our own discretion without an agency or a State funded program selecting for us. In addition, we deserve health, dental, and other benefits when caring for children of State-funded subsidies.

I am a proud member of the ECE Advisory Committee and I urge you to come to speak and listen to the voices directly so you can hear about the milestones we have accomplished and the trials and tribulations our children face and future generations will face if a long-term investment is not created.

Thank you very much. Have a wonderful day.

MS. RODRIGUEZ: Thank you, Jenny and Justine, for sharing your stories with us this afternoon. Not only about your passion and commitment to children, but also about some of the day in and day out realities you encounter in your family childcare at home.

So with that, we will then hand it over to Lea and Anna from the Center for the Study of Childcare Employment at UC Berkeley.

MS. AUSTIN: Thank you.

MS. RODRIGUEZ: One moment, please. And I just want to remind commissioners that we want to understand how these narratives and data on home-based care can continue to inform our strategic plan; so as you're listening, focus on that, please.

MS. AUSTIN: Okay. Thank you so much. And thank you, Karla and John and the team, for inviting us to present today.

I do regret that we can't be there in person as planned. I appreciate the accommodation for us to join virtually.

Before we get into the presentation of our data, I did just want to take a moment and just, I think, appreciate the attention that the situation and your local partners are giving to home-based providers inclusive of the LA Friend and Neighbor providers.

There are costs. And we're hearing many of these and you've sounds like heard them last month, and I'm sure, many other times, that there are costs to the severe underresourcing of Early Care and Education. You know, and this is not -- this is all across California of course. But many of those costs are born uniquely by the Early Care and Education workforce.

As you've heard, and we see all the time in our research and in people's lived experience, economic insecurity is rampant amongst the workforce. And the consequences we see are especially harsh for Black and Latin women and immigrant women who are more likely to be home-based providers in California, and who we know from our research are also more likely to be paid less and experience more economic insecurity than their peers.

You know, I've been in this sector myself now for 20 years. I actually started at First 5 Alameda County, and it was actually my first job in ECE. But what I see today, what I feel like we're witnessing is simultaneously the most challenging conditions for Early Educators and caregivers as they work amongst shortages and continue to recover from the many impacts of the pandemic -- economical, mental, physical, and otherwise. But also some of the most encouraging signs of change.

As a member myself of the State's rate and Quality Reform Work Group last year, I can say I think it's no small feat that we were able to create a guiding policy document for the State that opens with an acknowledgement of historical racism and harm that undergirds current policies and funding strategies, but also offers us a roadmap for change.

And I think a really key reason is that this was an open and public process, that providers were part of the stakeholder group, and also very active in contributing to meetings. And voices were heard and really taken seriously.

And we also see that the State, I think, is catching up on its attention to the ECE workforce. And at least -- or especially when it comes to home-based providers. And it's -- you know, the work that they're doing overall on rate reform and acknowledging the need to fund at the actual cost of the care and education.

I think the work that's been undertaken locally and the opportunities ahead to uplift home-based childcare and education in LA County, you know as really critical components of the ECE system, are just well aligned with progress that's taking place in the State. In reality, I would say from my perspective and observations, it's the models and opportunities to innovate at the local level that actually can serve as proof points and leadership to the State as well. So just personally, I'm also very eager and curious to see how your work in this area unfolds going forward.

As for today, I'm really glad we have the opportunity to present data from our family friend and neighbor study in which we've surveyed parents and FFN providers. We're going to present parent data today.

The study is still underway; so we're presenting a phase of the data. We've gained some really valuable insights about how parents not only utilize different types of Early Care and Education, but what they say they need and what they say they want. So Anna Powell, who has been leading this project, is going to take you through some of our key findings.

So Anna, I will turn it over to you.

MS. POWELL: Thank you, Lea.

And if someone could help me advance the slide, that would be wonderful. Thank you so much.

So as Lea began to describe, what I'm sharing with you today are survey results from parents, though we were able to reach about 1,300 parents around the State, including 270 who live in LA County. Of course, this is not a random sample. We largely reached parents through R&R networks, parent voices, PIQE, and other parent-facing organizations.

But using our statistical magic, we have attempted to weight the sample to really align with the true population of California parents. But just always good to remember that, you know, no survey is perfect and ours is the same.

We've partnered with RAPID project at Stanford to implement the study, and we offered the survey to parents in both English and Spanish. And any parent with a child under age six could participate in the study living in California.

Next slide, please.

All right. So first chart I'm sharing with you today is where parents told us they are currently enrolling their child in care. The chart -- I'm going to orient you to it briefly. The top half is what parents of children under age three described as their care choices, followed by parents with children three to five below that. So infants and toddlers on the top half, preschool age children on the bottom half.

And these are what parents are currently using. I've highlighted in the red boxes the FFN piece, and the LA specific piece for you so you can get a better sense of how those are showing up in the data.

So statewide, we're seeing that about 26 percent of parents said they were using FFN care either alone or in combination for their infant toddler. And a similar share, 29 percent of parents with preschool-age children were also using FFN care. And I say alone or in combination because you'll notice that the numbers in the segments don't necessarily add up to 100 percent. That's because of course we know many parents have combinations; so they may have FFN as well as FCC or another arrangement.

Now in LA County, which, of course, is one of our five regions within the State that we examined, I want to draw your attention to the top half, the parents of children under three. And this increased usage of FFN care for that age group. We know that FFN for infants and toddlers are often paired up and we see that in particular in LA County.

I did also want to mention at the -- about what's not shown on this chart. We did in our report look at what we observed different parents of different backgrounds. So for example, we found that Black parents were particularly likely to be using FFN care, especially once again for this infant toddler category. So this is a certainly a care choice that we are observing in this population.

And similar to the landscape analysis that you have heard about just before, we asked about who is this FFN to you, are you related, and we similarly found that the vast majority of parents are turning to a relation, most often a grandparent. But we did find that in fact in LA County, there is a healthy smattering of aunties and uncles who are also in the mix, though grandparents continue to be the most common share.

About half of the FFNs that parents are relying upon were receiving some sort of compensation whether subsidized or otherwise.

Next slide, please.

Next we asked parents about the factors in their decision. And here I'm showing for those preschool aged families which factors they consider to be very important, which is the top of our scale.

And I broke it out into columns by the type of care that the parents were using. So the dark blue -- this is the FFN or the nanny, really licensed-exempt care group of families.

And as you see, there's some consensus. Health and safety practices are considered very important pretty much across the board, even among parents that are using parental care only.

But most important, I want to draw your attention to the red box -- personal connection, languages spoken, and cultural background. These are areas in which we see a greater percentage of parents that are in the blue, the family friend and neighbor or nanny care. These are parents who are more often to say this is very important to my decision and what I value about this care relative to licensed care.

So this really points to the strengths and some of the most important aspects that FFNs bring to the table. They have the clear path to providing this important value to parents.

Next slide, please.

After we discussed in our survey learning from parents what they're currently using and what they're factoring in, we then asked parents to really go along with us on an imaginary exercise of thinking through their idea. We said, you know, set aside the constraints you feel you have, set aside your concerns about Covid. And the limitations in your choice right now, and think about your ideal. And we're presenting here in the dark blue what the ideal would be for children under three and three to five.

And just looking across the chart, you'll notice there's not one option that parents all agree is ideal. But most of the options on this chart are a form of home-based care. Right? Really apart from center-based care, parental care only, and then "My arrangement is already my ideal," that's a mix. But these really tell us that there's no one right form of care for every family. And our system needs to be supportive and flexible to allow families to pursue the best arrangement for them.

And FFN care really holds its own among these other options, especially in the infant and toddler category. It is, in fact, about on par with the preference for center-based care that we see for this age group.

Now, this red box at the top -- my current arrangement is already my ideal, I wanted to go a bit deeper with this one; so next slide, please.

We're looking here at the share of parents who said yes, my current arrangement is already my ideal. We wondered which parents are telling us this. Is it overwhelmingly one care arrangement that is considered ideal? And, in fact, no. We find that especially for the infants and toddlers, parents who are using FFN were similarly likely as other categories to agree they already had their ideal.

Amongst the age three to five year old, there was a bit of a consensus or more likely to see that parents using licensed care felt that that was their ideal for their child. So we know that these group settings have various salient value for that age group. But very striking that for the under-three category, there's really just not a lot of difference between the options one-on-one.

Next slide, please.

I'm going to kind of bring us in through some, you know, voices and snippets brought directly from the parents. So our surveys included open-ended responses. Additionally, we discussed the findings with our Parent Advisory Group to really reinforce that we're lifting up the appropriate themes. So here's some comments that came from parents in our survey who use FFN care.

The first theme is about the best environment for the child. So a parent from Fresno County told us that: It seemed like the best option for my son. He may need more time for personal growth prior to entering kindergarten. Not all children are ready for kindergarten at age five.

What's striking to me about this quote, it's a parent talking about kindergarten readiness in context of FSN being ideal for that purpose. I think oftentimes, we hear this, you know, refrain that a school-like setting might be the best way to prepare for going into kindergarten. And we see that's not always true from the eyes of the families. FFN, too, can look like the ideal place for getting that readiness.

Then the next quote says: Only family can handle the care of my autistic son. The local daycare mistreated him when he previously attended.

So here we find another theme that does often come up in research: The trust and support that a family member, caregiver can provide is really unparalleled when it comes to supporting children with disabilities. And this is another strength that we know that FFN can offer.

Next slide, please.

Returning to this theme of culture and language, here's some parents that are talking about license-exempt care in this exact frame.

We first hear that a family from San Diego County has a bilingual nanny. And we come from a bilingual household. Exposure to cultures is important to our family, since we come from a multiple cultural background.

And so this is a choice where the license-exempt provider is amplifying and honoring that background, and it's absolutely central in the case of this family to the choice of care.

And then the final quote on here, a parent from Solano county who says: My mother raised five children including me. Her home is on the way to both my and my husband's job, and I feel absolutely safe with my daughter in her care. She is also the only child in her care, and we share the same culture. My daughter is biracial -- my husband is white and I am Black. And it was really important for me to make sure that she is cared for by someone who has a cultural connection to her.

So once again, a parent who's telling us that this is perhaps one of the most valuable assets that her care provider can provide.

And then next slide.

We're coming to an end here. Up here you will find a QR code that will take you to the full report, including some LA County specific tables, if you'd like to dive in deeper. And thank you very much for having us, commission members. And we look forward to being in touch in the future with any questions you may have.

Back to Gina.

MS. RODRIGUEZ: Thank you Lea and anna and your rich insight about parent preferences for HBCC.

So we've heard a lot of information this afternoon. And I just want to highlight some of what we heard across the presentation and the themes that emerged.

Families have a reliance on and preference for home-based care for their infants and toddlers. You heard this from the researches at UC Berkeley, families select home-based care for the personal connections, the relationship between the family and provider, and the relationship between the child and provider and the languages spoken, the cultural connections among families and early educators.

Parents felt that their children with disabilities receive better care and attention in home-based settings.

Early educators are not being paid for the true cost of care. We heard this from all presenters today.

Families want access to quality. Childcare and early educators want to provide quality childcare, and both are experiencing barriers within systems.

Children and early educators have inequitable experiences due to structural racism.

So this brings us to our discussion today. And we'd like to return to our guiding questions. Just as a reminder, what are the opportunities for First 5 LA and partners to better support children in home-based settings? What do early educators need? How can they be supported? How can this presentation inform our strategic plan reset?

And with that, I'll hand it over to Chair Mitchell for discussion. Thank you.

SUPERVISOR MITCHELL: Thank you very much.

And just to clarify how we envision this time, just going to go around and have commissioners raise questions and answer the questions? Tell me how you envision this.

MS. PLEITEZ HOWELL: Raise questions for this one. The second one with our consultants will be slightly different, but this one raise questions.

SUPERVISOR MITCHELL: Okay. So questions on both presentations, the Berkeley survey as well as ours?

Commissioners?

COMMISSIONER McCROSKEY: Wonderful report. Thank you all. And -- and I just feel so wonderful that we're really focusing on home-based care now for our younger children. And you came at it from a number of different perspectives, all of which were really enlightening.

And so my pressing question is are there really good models for the kind of support for FFN? You kind of mentioned family support, Susan. Are there models we can build on? This has been a challenge, I think, for a long time in LA. And I just wonder if -- I'm sure there are wonderful individual models here, but are there also across the country or elsewhere models for kind of more, like, public support for home-based childcare providers?

DR. SAVAGE: Yes. Thank you for that question.

There are successful models. And it's a diverse range of models; so there are some where it's a home visitation model, because, again, they're home-based providers.

And one quote that I heard from an FFN provider really drove it home. She said, I'm grandma. What do you mean you're going to train me to be grandma? And so, you know, that's bringing the very middle class lens to a provider as opposed to seeing her as an asset, which is grandma. And so bringing resources to a provider in his or her home is a very successful model in different states localities.

The Direct Cash Transfer has been tested and proven that providers will be able to raise their level of economic stability with the Direct Cash Transfer. Home Grown has shown some successful results with that, being able to have a one-on-one connection.

First 5 LA funded a trip of ours to New York to really learn about programs there. And some of those successful models were one-on-one case management navigation, whatever you want to call it, where you don't come in and say: I'm going to teach you how to do it. But just: Let's have a conversation.

And from those conversations, the provider will say: I don't want to learn what you're trying to teach me. I can't pay my rent. And so having that individualized coaching model transferred into more of a really one-on-one case management family-support model is really key.

Also play-and-learn groups. There are -- we learned from a number of the FFN providers that they actually go to the schools where they drop the child off and engage in a parent and me class -- class. But it really is a play-and-learn class.

And so these play-and-learn models, some funded by Packard here in California, are a lot more aligned with what they want to do and what they want to learn and how they want to learn and in the language that they speak.

Some don't have transportation; so yeah. Some aren't interested in something online. But not everybody. And so yes, there's different models from across the nation that have been proven to be successful and engaging and improving the quality of care.

SUPERVISOR MITCHELL: If I could follow up on that last question. Because, you know, I'll be the first to admit I've not been in the day-to-day operational game of ECE for 13, 14 years now. However, as I sat and listened to and looked at the data, I'm remembering things that we did at the agency I had the pleasure of working at for a number of years.

We had lending libraries where licensing providers who didn't have the resources to have a sand and water table or tricycle for a child who was differently abled could come. We did the play-and-learn groups.

You know, Karen Hill Scott brilliantly said one day, there is no grandmother who doesn't want to be the best she can be for her child, and wants to have the opportunity to have health and safety training and ECE training to improve the experience of her child.

And we had to think creatively and differently to provide that to that grandmother. And so, as I'm sitting here thinking, well, we were doing those things. I'm also thinking that, you know, many of them were pilots and could not be maintained when, you know, our cyclical funding experience from the State and feds, you know, would happen. We were probably covered from our admin cost, whatever the case. So making sure that there is -- it is valued and consistently funded. So R&Rs and pay system agencies can provide it.

But I think there were examples and models right here in LA County that may not continue to be -- be provided because, you know, we hit tough economic times as agencies.

I was struck by the -- couple things. The -- the lack of participation in professional development. And in who they reached out to for information. Because what I didn't see up there reflected at all was First 5 or R&Rs or AP agencies.

So then I thought, well, maybe, the FFNs who participated weren't providing care to children who receive a subsidy; therefore, they don't have a relationship with an AP agency.

But I was just struck that these institutions weren't reflected as someone they reach out to for information.

MS. PILLADO: I can answer that one.

So I think there may be a little bit of reflection in their responses for the FCC group. 34 percent of them said that they reached out to coaches specialists, or other agency's staff. So it's possible that they're -- they -- they -- that's n who they thought of. They're grouped in that category.

However, for the FFN group, that's 8 percent. So there's still a lot more outreach with FFN groups. And what we found interesting in the FFN group -- and we saw this even in our outreach for this and other programs -- is they need that more personal touch. So email's not going to work with them. Phone call to say did you get our email to participate in this is a lot more effective than just that electronic communication out there.

SUPERVISOR MITCHELL: I get that. What was your

FFN group? Did they all -- were they all subsidied providers or no?

MS. PILLADO: The majority of them were. They were recruited through the subsidy program, through the multiple R&Rs across the County. But we did have a subset that they may have heard about this through social media and were not receiving subsidies that did participate in this.

SUPERVISOR MITCHELL: Last question for me, then I'll open it up to others. The last line on your kind of summary slide, the home-based childcare context. It said HBCC early education don't have equitable access to the resources necessary to provide the highest quality of care.

Tell me what that means.

MS. RODRIGUEZ: I think the system has been created to serve more center-based care.

SUPERVISOR MITCHELL: They certainty historically have had higher reimbursement rates.

MS. RODRIGUEZ: Right. And I think home-based childcare providers have kind of been, like, on a periphery, especially FFN. So I wonder if there's another way to work with FFN and family childcare providers that is more, like Susan said, in the New York model, more one-on-one. And it's maybe more grassroots oriented than a family supports model, where they are -- and maybe we're talking about staff networks where there's actually staff working more intently with networks of FFN and SDCs to really facilitate getting resources and helping them through the system; so that the system is not so cumbersome. And ideally we'd love for them to be able to access resources at one entry point as opposed to having to get lost in all the bureaucracy and all the paperwork. So that's what is meant by that.

SUPERVISOR MITCHELL: Thank you.

COMMISSIONER TILTON: Thank you for this presentation. And it was so enlightening in so many ways.

I have a couple of questions. I note that the survey was done in Spanish and English, and I think a lot of the focus has been on making sure we have bilingual connections. And listening to the presentation by our Chinese caregiver, how many languages do we have? Isn't it over a hundred? And what a challenge that is.

I remember a tragic case that we had a few years ago. Chinese child caretaker who was with a child who became very ill, and she called for help, but she couldn't find an emergency care provider who spoke her language. And the child wasn't provided emergency care and died. And that's something you just don't forget.

And one of the things that we realized was there was a high demand for Chinese-speaking caretakers, and very little support for that Chinese caretaker within that culture.

So I just sometimes remember that there are people who don't speak English. And we often think it's Spanish that we need to -- as the language we need to communicate with. But the Armenian population, all the different Asian languages, just something to think about.

My other question is kind of a deep and broad profound one. These are kids in the brain-development age. And I'm wondering if we have been able to look at what brain-stimulating environment they are in. I don't get a feel from -- I see that we want them to be safe and healthy and nourished. Have we looked at all at what is the program that we recommend in order to promote the brain development of these kids in a healthy way?

DR. SAVAGE: Those are great questions. I'll address the language question with the survey first. The survey and interviews and focus groups funded by First 5 LA were done in four languages -- English, Spanish, Armenian, and Chinese. And we actually engaged providers and staff with the Armenian and Chinese languages to help us implement those so that we could get the voice of those communities.

And you're right. We still did not scratch all of the -- the threshold languages across. And resources do need to be in all of those languages. And that's going to be something that we need to consider in this strategic plan going forward, how to reach all of the providers and languages in LA County.

And in terms of brain-stimulating environments, there is some work going on actually with the FFN group out of the -- I think it's the Indigo Cultural Center building an FFN called Curriculum, specifically geared toward, you know, building brains and language development, etcetera. And by Curriculum, it's very loose way of describing curriculum.

And -- and you're right, we need to be thinking about how we're building the brains of these children zero to three. You know, First 5 California has your top three things.

And back in the -- not that we want to go back here. But back in the '50s and '60s, etcetera, where kids were at home, they were building their brains in a home-based environment. Granted, it was mom. I'm not sure why we discount grandma other than racism, because when I had my children with grandma, I was applauded. You have your child with grandma. That's so wonderful.

Yet some of our parents who choose intentionally family friend and neighbor, they're met with suspicion.

Why are you choosing family friend and neighbor when there's licensed care? Do you know they're not as good of quality? Whose version of quality are we talking about?

Obviously, you saw from Berkeley and our presentation, the parents' version of quality -- is that FFN care? Is that home-based environment? And any of these children may have experienced trauma from racism. Who's going to be best to nurture that and deal with that trauma, but grandma, who may have also experienced racism classism, sexism, and which builds the brain. Yeah.

SUPERVISOR MITCHELL: It's a great question. Let me go to Commissioner Abdo. I saw your hand.

And I'll come back.

COMMISSIONER ABDO: Thank you. I feel like a broken record here saying this, but I'm going to say it again. And that is that the complicated way that the State requires families to access both health and childcare kinds of things, I'm sure other things as well, it needs to change. And we've talked about this for years and years and years, but imagine being a family speaking some language that's not covered, trying to access programs that they are actually eligible for but they're not able to access them. And I don't think we're going to see change there until we see a great deal of change in thinking in Sacramento about what oversight of -- of programs that have to do with young children really are about. And, you know, I agree with everything about the brains -- the brain development and all of that that other people are saying.

But I just want to say that having -- having run some State programs in my life, they were absolutely crazy complicated to try to access. And for a family that's not a professional early childhood person, it's much more complicated. And I don't know how First 5 can make enough of a -- of a change happen in Sacramento, but I think we have to try.

SUPERVISOR MITCHELL: Okay. And -- and I agree with you. And I think it's almost a bigger question about -- and it's Federal and State. And it's this expectation that if public funds are used, then there's this higher responsibility to make sure they're used right or well. However you define that. And so it spans all of our support programs, our entitlement programs, make people jump through hoops to make sure that they are eligible and have maintained their eligibility.

And so I agree with you. It applies to Medi-Cal, and CalWorks and CalFresh, and any -- any -- any program where public resources are spent. There's this expectation that the recipients can't be trusted, frankly. And they have to prove ongoing value and worth. So I agree with you.

Commissioner Wechsler.

COMMISSIONER WECHSLER: I want to go with everyone else in complimenting everyone on their presentations for me. I think it's -- I got a lot out of it.

I'm trying to reconcile, though, everything that's been said with what I also read is an increase in the budget for Early Childhood Education in the Governor's budget. I don't know if that's true. I know thee were lots of changes. But has there been an increase in the amount devoted to both to either pay and/or the number of slots in this budget? And to what extent, if that is the case, are we addressing this? And does that change what LA County's priorities should be?

DR. SAVAGE: Yes, there has been an increase in funding for the ECE world in -- in this next budget. And it's sort of a down payment. The way I see it is the rate and quality work group has done a great deal of work and a number of advocates around the State have advocated for increased rates, increased slots.

And what we're needing to do at this point in time -- and, again, it's a down payment, is get away from keeping people in poverty by basing their reimbursement rates on the market. In other words, what we've been doing historically is we're going to survey what the market pays. The parents can pay. Well, who are we serving? We're serving poor parents. So if we survey poor parents, then we set the reimbursement rates at such ridiculously low levels that it doesn't cover the cost of care at all.

And so in this next few years, this is the window we have to be able to actually begin to price out the cost of quality care as opposed to reimbursing the providers at what poor parents could have paid already.

And so in these next few years, yes, we're going to see shifts. There's -- and Mike Olenik back there can probably cite the exact percentage off the top of his head. The increase this year, I believe it's 10 or 12 percent in the rates this year. But then again, we're going to be moving towards that true cost of quality care.

But -- big but here. That's only for those priors who get reimbursed through the subsidy system. That's not the private pay providers. Granted, a provider might have some subsidy parents and some private pay parents, and so the providers that have both in their business can benefit. But providers who predominantly have private pay parents, it's not going to benefit them.

I'm not sure if I'm really answering your question.

COMMISSIONER WECHSLER: Well, it helps. I guess my question is though then, you know, to what extent should -- so you're arguing, then, that it should continue be the focus. Despite the increase in the Governor's budget, there's likely still to be an inadequate amount of money to pay providers -- both FFN and FCC -- at a fair rate to cover their cost

DR. SAVAGE: The true cost of care. Exactly.

COMMISSIONER WECHSLER: So it's an ongoing --

DR. SAVAGE: It is an ongoing -- and there is a statewide work group working to design what that's going to look like -- the cost of care model for reimbursement for those who are subsidized by the State.

COMMISSIONER WECHSLER: Okay. Thank you. Thanks.

COMMISSIONER NICHOLS: We're going to have Commissioner Allen and then Commissioner Ramirez. But first, I saw Dr. Lea put her hand up. I don't know if she wanted to speak to respond to one of the questions?

MS. AUSTIN: Thank you. And Anna might as well. She co-authored a blog related to some of the increases for the State. But one thing, I wanted to just go back to Commissioner Abdo's point about systems and some of the complexity, and just offer that in San Francisco -- which, of course, I know is a much smaller place than LA -- but

San Francisco had been experimenting over the last several years -- and -- and I don't honestly know where they are now. But it may be a model worth looking at on trying to help centralize some of that complexity at the local level.

So that they also have -- you know, they have some local dollars going with the State subsidies and things like that. But really trying to create these interfaces so that families essentially would have one place to go to help determine eligibility for different types of childcare programs, helping them piece things together so that they weren't doing all the things that you were describing.

It wasn't always easing things for the programs to administer, but it was helping to facilitate that for families. So just full disclosure, I don't know exactly the status of it. But it may be a model worth looking at it and seeing what, at least, maybe they learned from that.

And then just to the question of the State budget, it is correct that the resources that are going in are important but not enough; right? So in addition to the subsidies being limited -- right? So there's many people that qualify that don't have access to it, is kind of one piece. And then you have other families that don't meet the income eligibility limits but still would qualify as needing -- most families would qualify as needing support, because you just can't afford the full cost of care even on a middle class income.

But the reimbursement rates have also been set at levels that go back to 2016; so it's not even looking at a current market. It's looking at what was the -- what were rates, at this point, closer to a decade ago than anything else.

So the -- the ways in which we're funding as a State are really based on a depressed market for many different reasons. And so the funding just doesn't quite get us there. And when we look at the, you know, level of resources and we're -- we're talking about a workforce who, you know, that's the biggest expense in a program. And right now, our Early Care and Education workforce, you know, ranks among the lowest paid, you know, across all communities.

So there really is a huge gap that has to be closed. And the resources are significant. But quite honestly, they -- they're putting a tiny dent in what actually is the true -- the true cost of care.

And there are some estimates out there in California -- there was a cost of quality study that has been done. There are numbers. And I believe they look at that on a regional level in the report. That I think could help locally look at, like, where are the gaps; right? What is the subsidy? How much are the estimates based on the age of child and type of care. FFN is included in that report as well as home-based childcare and center-based as well.

So I just wanted to offer that up. And Anna, you may have some more specificity on the most recent investment.

MS. POWELL: Certainly. I think it's really critical to recognize that the percent increase is against that 2016 baseline and would actually fall short of inflation between 2016 and today. So we're not even treading water with 2016 levels with this increase. But obviously, the increase is important nonetheless.

The budget also -- let's bear in mind the CCP also concluded their negotiations, which includes money for retirement and healthcare benefits which will be fantastic for, you know, the subsidy-facing portion. But as other folks have mentioned, the vast majority of providers who may be serving people of all income, including many low-income families, but are not a part of the subsidy family, they would not be necessarily benefiting from these changes. So there's always this big piece of the system that needs that support.

I wanted to callout one thing related to FFN that's in motion that's very exciting. So California is going through this cost modeling process to figure out what this reimbursement rate should be. And rethinking even how to estimate the FFN one, it's a really exciting part of that work. So in addition to, you know, surveying providers, both FFN and FCC to learn about what are the costs they're incurring and maybe make visible some of the ways in which FFN are first unpaid and then giving of themselves; right? Spending on supplies, spending on food.

They're also going to be then rethinking what would be the path to a living wage for FFN. And the Department of Social Services, which has the task of trying to help connect some of the dots here, they're going to be doing a lot of forming interviews and workgroups that are going to be FFN-specific perhaps this fall, where they're really trying to come up with a framework on how to talk about the true cost of FFN care. Which is really kind of -- yeah. Like different than you would think for center where you can look at rent very clearly, the rent associated with the facility, whereas with FFN, adding of these different pieces and how they show up.

But that's going to be very important to keep an eye on and potentially try to be engaging with this conversations around tallying that up and knowing what that will do, and will it feed into the new rate system that we'll have.

But also, keep your eye on the ball with the rate system. Even know we have the stated goal and plan to work towards it, it's by no means a done deal. The State could get distracted or drop the ball or kick the can down the road and fail to follow through on those promises. So that's also a super important piece for all of us maintain.

SUPERVISOR MITCHELL: Thank you. We're going to hear from Commissioners Allen, Ramirez, and McBride. And in that order. Then we'll open it up for public comment and then take our break.

Commissioner Allen?

COMMISSIONER ALLEN: Well, it's such a rich discussion. It's hard to know where to start. A couple things, and one that strikes me, is that part of the discussion seems to be about scarcity. It's one of the consequences of under payment of the workforce is people don't want to go into that workforce. And -- and it's -- it seems to me that's a very important thing to take into account while considering how to support the existing workforce, is that the advocacy for payment is a really critical benefit to families, because the underpayment creates an under supply, which leads me to the first question I have which is, it looks like a relatively small percent of families say they're getting their ideal form of care, particularly for younger kids. I think it's the highest group is LatinX families -- Latino families that say they're -- about 20 percent are able to find the kind of care they want.

And I wondered if you -- what -- you talk about the families who are choosing what's ideal to them. What's the basis for their choices? But what is the choice being driven by among the families who are not getting what they really want?

MS. POWELL: Thank you. That's a very important question in the open-ended responses that parents gave in accompanying these survey results. We heard a number of different themes, and one of them was really around what I have. There's elements of it that I like, but my ideal would be this care if it truly met my full needs -- right? -- in some cases.

So if they're using FFN, if they're -- you know, if grandma was available all day and all evening, that would be ideal. Or if they could have a home-based provider that, you know, could meet the needs of both children, if they were available. Something along those likes.

So it's not always the case that they would -- they would ideally have something radically different. So we do know that that's sometimes the case. But we find that, you know, some arrangements just sort of can't quite deliver on the full scope of what a family would need.

Lea, did you want to add something?

MS. AUSTIN: So I just assume you'll say some of the rationale on what people -- what their motivating factors --

MS. POWELL: Go right ahead. Yeah.

MS. AUSTIN: Well, just to speak to, you know, why people aren't accessing their ideal. Right? So cost, of course, is up there as one of the reasons that -- you know, that drives people decisions. That's one of the main factors. I think when, Anna, you were just speaking to which was just the availability. So people have to choose based on the hours. And, you know, their ideal may not be available all the hours that they need something available. Location, those are things that, you know, really are factoring in.

But cost is a through-line. You know, that really was across family type. Not limited to one income bracket or another. We see variation in where people land. But that is a common -- common denominator in people's choices.

COMMISSIONER ALLEN: It seems like it's critical to think, then -- I'm struck by other countries and how they handle this. It's an assumed entitlement, and that you don't have to prove your deficit to be subsidized for this -- this -- this sort of social good. And that in addressing the failure of our thinking that it is that way in the United States, we have to think both of the cost to the family and the need of the providers simultaneously. And -- and, you know, that whatever advocacy we're engaged in needs to take both into account.

MS. AUSTIN: There's a saying from the Worthy Wage campaign that was very active in the '90s. Parents can't afford to pay; providers can't afford to stay. We need a better way.

COMMISSIONER ALLEN: That sort of sums it up.

SUPERVISOR MITCHELL: Commissioner Ramirez?

COMMISSIONER RAMIREZ: Thank you. My question is specific to the parent report highlights. I'm just curious when you disaggregate by ethnicity or race, did you find any significant differences or trends in the data?

MS. POWELL: Certainly. On the current usage of care, we did find that, for example, Black parents were most likely to be using FFN care. So this was something that stood out to us. As well as just increased, you know, desire to be using home-based care, especially for Black families, FDC also had a higher level of presence in the ideal category for those families.

SUPERVISOR MITCHELL: Commissioner McBride.

COMMISSIONER McBRIDE: Thank you for this presentation. As (unintelligible) I did review the reports that were provided beforehand. It actually helped me understand some of the experiences that I had growing up. I was in -- my grandmother took care of me and about 14 other kids in Watts. And she did know best. You could not tell her different. Until we found Crystal Stairs. I'm a product of Crystal Stairs. And my mother was able to get me into that program. And having had family members take care of my children as well as a home-based daycare, and then I have five. And so they've kind of all been in different environments.

And having a deeper understanding as a parent now -- and I think sometimes as parents when you're in it you're not even really thinking about what all of your options are. You're just going whatever is closest, whatever is easiest. And -- yeah. And the time that you need it. And the data reflects that.

And so it's obvious that in order to support both the providers by increasing their -- their income that they're able to make, we do need to address the income inequalities that these families are facing.

And thinking more long term, it's not a short term solution. And I appreciate all the recommendations that you and your team are all coming up with. One of the questions I have is about tapping into resources related to CTE Pathways.

So Career Technical Education in public education. There's more founding for it and we don't often have a lot of programs that are funding or encouraging young people to pursue early childhood education as a viable career path, whether it's through an FFN or FCC or a childcare facility. But it is something that young people may be interested in if they see that it is a legitimate career pathway, and they can serve their communities.

And we can start, you know, as early as high school students doing internships with, you know, partner agencies within their school district so that they're graduating with some early childhood credits.

And just looking at the age range of the providers being around 49, 50, 54 years old, it makes sense that they're ready to maybe leave the profession after a few years. Because by that point, you know, you're following around two- and three-years-olds who have a lot of energy. And, you know, who better to match that energy than young people who are coming out of high school or coming out of college. But I think as a country we really haven't really, like, legitimized early childhood education the way -- we barely have legitimized K-12 educators.

But early childhood educators lay that foundation and so I think there's an opportunity there to -- and in one of the -- one of the slides, one of the data points was that a lot of these providers are doing it out of the goodness of their heart. And also maybe because they're an entrepreneur and low on that scale was to earn more money or to start, you know, on to another career pathway.

But I think we could bring that up to the higher levels where they can see -- actually see an opportunity to earn more money. And to maybe go into a different career pathway if they start in early childhood education.

So that was just one thing that came to mind, tapping into young people who are leaving high school without a career pathway and may already have neighborhood siblings or cousins or friends that they are babysitting and taking care of and can actually see this as an opportunity. And there are CTE funds and more of them are, you know, being invested as high schools and public education agencies see that not everyone is headed to college.

The other thing that I thought about was the outreach for the providers. Like, obviously yes. If you came to my grandmother and said we're going to teach you, she would have, God rest her soul, slammed the door in your face. But I think if it had come through my mother or any of my other relatives, and said, hey, there's some incentives for both of us. Maybe we can incentivize the professional development by reaching out to the families who are relying on the FFNs and saying, you know, we can benefit from this if you're willing to go to this playgroup. Or if you're willing to sit and share with someone what you've learned about childcare.

I think there's an opportunity there where I've -- we all know that people are more willing to share what they know rather than have you tell them what you think you know. And so maybe we can make it more of a reaching out like we'd like you to be a mentor, or we'd like to learn what you're doing in your home to help others. And then in the process, provide them with more resources or allow them to see some incentives there.

And the only other question I have, actually, Dr. Allen tapped into with wanting to know the 81 percent and the 76 percent who did not find it ideal, and you addressed that; so thank you.

MS. RODRIGUEZ: Well, thank you.

SUPERVISOR MITCHELL: Thank you, Commissioner McBride. All -- everyone for your active listening and your thoughtful questions. And I just keep going back to the three discussion prompts on the screen. You know, how can this presentation inform our strategic plan reset? So I would just ask us all to really keep that in mind as we continue to digest this rich data.

Public comment on Agenda Item 6?

MS. VO: Confirming there are no public comments on Item 6.

SUPERVISOR MITCHELL: Thank you. We're going to take a five-minute break. Staff said they were cool with that. And so we'll be back at 3:25. And we'll move into the Agenda Item 8, the SWOT analysis.

(A brief break.)

SUPERVISOR MITCHELL: All right. Thank you everyone for coming back. Let's go on to Agenda Item 8, which is your Strategic Plan Reset SWOT analysis. You've got white boards here; so it looks like you're about to put us to work.

MS. ANDREWS BUSH: Yes. Good afternoon. Really great to see everyone today, and to the public and those on Zoom. Really appreciate your time and attention today.

Since the beginning of the strategic plan reset, we've been exploring how to increase commissioner engagement within board meetings. So in March, we facilitated small group discussion. And today, it's going to be a different format, as you can see, we have two white boards here. When you walked into the room, you may have wondered why the chairs were set up in a very different way.

So we want to kind of maximize viewing by having most folks sit on this side of the room. But we do have additional cameras so that viewers in the audience and the overflow rooms and on Zoom are able to actually see what's being written on the white board.

So as Karla mentioned, we do have our strategic plan consultants, Chrissie Castro and Rigoberto Rodriguez here today, who are going to facilitate our time together. And they're going to introduce themselves during the presentation. You also noticed that we're not seated; so you'll see a lot of interaction today.

So before I hand it over to Chrissie and Rigo, I'm just going to take a few moments to orient us to where we've been.

So since March, we've been conducting a landscape analysis, exploring the internal and external context in which First 5 LA does it's work. We've reviewed data to help us understand the conditions of children and families. We looked at local State and Federal public policy opportunities which have a direct impact on children and families. But we looked inward, focused on what we learned from our experience in implementing First 5 LA initiatives. Okay.

So we're looking at First 5 LA initiatives and what we've learned there as well as what we've learned from how we operate as an organization.

We also looked to the broader field, looking at reports from other public agencies, from philanthropy, from nonprofit organizations and researchers to gather insights in their learning. And during last month's Board of Commissioners, and Program and Planning committee meetings, we shared what we've learned through this exploration. And commissioners were invited to share your perspectives on the landscape analysis. And our staff were invited to do the same. And a synthesis of those observations and insights is included in the board materials for your review.

In addition, today, Commissioners had an opportunity to learn more about parent and provider perspectives and childcare home -- home-based childcare.

So for today's presentation, we're really thinking about all of this information that we have been receiving and digesting over the past several weeks, and using that to inform our thinking about First 5 LA's strengths, weaknesses, opportunities, and threats.

So today's presentations, Chrissie and Rigo, our strategic plan consultants will engage commissioners in the O of SWOT, the opportunities that First 5 LA is uniquely positioned to seize. We'll also provide an overview of the framework for the strategic plan reset process and the planning calendar through November. Then we'll close with reflections and next steps and answer any commissioner questions.

So we're very eager to get started. So at this time, I'm going to turn it over to Chrissie who will begin. Thank you.

MS. CASTRO: Thank you so much, Antoinette. I also wanted to really thank Jenny Liao and Justine Flores and the little ones who are also were so patiently waiting in the room. Much love to them. Thank you for being in these conversations with us.

(Non-English language spoken.)

I am Chrissie Castro. I greet you in my Navajo language to share who I am as a Navaho woman. I also want to open by acknowledging that we're on the traditional territories of the Tongva, Tataviam, and Chumash peoples, and I want to take a moment to uplift and to honor their peoples' past, present, and future.

I'm a social justice consultant working at the intersections of systems, policy, and community change. And, in fact, my first job out of grad school was at the LA County Children's Planning Council -- some of you may have heard of that before -- which was an initiative heavily supported through partnership of First 5 LA and the County of Los Angeles. And that's actually where I met my colleague Rigo and many others in the room.

And although I've been in the realm of Early Care and Education for quite some time, I recently have moved from theory to practice in that I have an 11-month-old baby boy. His name is Jason Natani (phonetic) and yesterday we celebrated a milestone in that he took his very first step.

So all of these issues are very near and dear to my heart and also very humbling now, as an actual parent. And with that, I want to invite my colleague Rigo to also introduce himself.

MR. RODRIGUEZ: And I'll do it from over here. Good afternoon, everyone. I want to say that I'm so honored that Chrissie invited me to be a coconsultant with her on this project. And I was also saying that there's a double-edged notice to her son taking his first step. Right? It means that now the whole house has to be baby proofed.

So I want to say that this last conversation made me realize that I really do need to share with you that I'm the youngest of 13 of a Mexican immigrant family. And I remember during the summers having my older sisters and brothers drop off everyone at my mom's house -- the grandmother. And so she was operating fully unlicensed day care. Exempt? I don't know. But there was Ilda, Nina, (unintelligible), Hector, and myself, and then the nephews, Rafa, Chava, Jeannie, Cynthia, Junior. I think we passed the 14 limit; so it had to have been center-based care.

That's where I learned facilitation. I was told by my mom (unintelligible) just listen. And, also, I'm taking it out on the world now, I'm a professor at Cal State Long Beach. I'm the chair of the Department of Chicano Latino studies where I am focusing on LatinX and ChicanX public policy, and where students have to hear me for an hour and 15 minutes every day.

And lastly, I'm also a school board member in Santa Ana where I have really been trying to apply a lot of the theory and frameworks in actual practice around results-based accountability. So it's a pleasure to be here with you all.

MS. CASTRO: Thank you, Rigo.

So just a little bit of framing before we jump into our major exercise in what we're doing here today, we are very much focused on the O part of a SWOT analysis. And that is because you all have, you know, received so much information around the landscape analyses. And so we are wanting to really drill into the opportunities --

Would you rather that I use this? All right. So we're going to be -- can you hear me? Yes. Okay.

So we're going to be dropping into the opportunities portion of the SWOT analysis to get to the real core of the strategic reset framework, which is about goals, objectives, and strategies in order to reach First 5's North Star.

Now, I think Antoinette did a really wonderful job summarizing where we've been. But just to touch on a few notes, you know, the strategic reset was really -- was determined that that was necessary because of changing conditions in the environmental landscape due to Proposition 31, due to the lingering impacts of Covid-19 on families with young children; so this reset was really initiated and led by staff who have conducted the landscape analyses all of which you have heard, have been digesting for the last several board meetings including the Program and Planning meeting.

And today there's three core content pieces that we're looking to -- to get into. One is that we want to provide an overview of the philosophy and approach that we're taking to strategic reset. Two, we're wanting to make sure that you're, you know, understanding is steeped in the planning calendar; so how we're going to get from July to November for a final strategic reset plan. And lastly, again, that SWOT analysis.

So we'll structure time in having three major agenda items. The first more of in, you know, introduction context setting. We'll share a little bit more about who we are and our approach to the work. The majority of our time will be spent on the SWOT exercise. And then we'll move to closing and reflections.

So just a little bit more about who we are as the strategic reset consultants. We are practitioners of results-based leadership. So within that, there's two pieces. One is results-based accountability, which Rigo will go over in just a moment, and there's also results-based facilitation. We're also the facilitators of systems change processes; so Rigo and I have worked in LA County systems-change efforts and child welfare and mental health in school systems. And we're also social change agents. So we see ourselves as instruments of change. We have a point of view and a perspective on social change.

MR. RODRIGUEZ: And that is anchored in our approach and commitment to -- and our life's work, really, around racial justice, community organizing, and power building. So Chrissie mentioned, she started at the Children Planning Council right after grad school or during grad school.

I started organizing Mexican immigrant communities in the deep south -- or what we call Orange County. This is around Proposition 187, 1994. And so since then, I've also been involved in a lot of systems change. I -- I don't know if Commissioner Nichols will remember the KDA Strategic Planning process back in the day, and also a lot of the work with the Mental Health Services Act. I know Dr. Byrd is involved in the Department of Mental Health. Chair Mitchell, I was also the facilitator for the Alternatives to Incarceration, along with for Diana Zuniga (phonetic), Dr. Ross, and so forth. And also the report for the closure of the Men's Central Jail. So a lot of the work is really oriented towards power building policy change.

And, by the way, my work at pales in comparison to Chrissie, but I just wanted to drop that.

MS. CASTRO: Not true, Rigo.

He just wants to embarrass me.

The other point that we wanted to make is we're very passionate about early childhood work. In a former role, I was part of the National Strengthening Families Team, with the Center for the Study of Social Policy, which is deeply invested in the prevention and of ECE work. And Rigo, as he shared, as a school board member in Santa Ana is really -- has been committed to leveraging his role in leadership to make sure that those systems are more deeply invested in early childhood as well.

MR. RODRIGUEZ: So Chrissie and I started to collaborate together about 20-plus years ago around the Children's Planning Council. And so a lot of our work is really, really -- and has been anchored around families with young children. Because the focus on racial justice and racial equity can focus on many, many things. But over the years, Chrissie and I have kept that as a very consistent anchor in our work.

And one of the things that we always emphasize and have seen is that the systems level transformation is so, so critical to achieve better results. And so we are, I think, very aligned to what we've heard from this board around the importance of focusing on systems, transforming systems for better results at a larger scale than what individual programs can achieve that focus on individual level change.

Right?

And a lot of that -- Commissioner McCroskey, I remember hearing from you many years ago when we talked about also the setting up of the service planning areas, the data systems, and all that system-level work that needs to happen in order for policy makers and change agents to be able to track changes over time.

Good to see you again.

All right. So what we'd like to do now is provide you with a very, very high level definition of results-based accountability just so that we demystify that term a little bit. Because results-based accountability is not a magic wand. Like, you use the word and all of a sudden things transform. Right?

It's more like an orientation to the work. And it comes from a lot of work that Mark Friedman has done connected to the Center for the Study of Social Policy. And it's basically a disciplined and common-sense way of both thinking about the outcomes we want and taking action. Right?

Disciplined in that there is a methodology, but also common sense because boards like this -- and I sit also on a board for a school district -- we have to figure out how to make sure that we explain and -- and define and describe our work to a broader public. Right? So that could be the basis for a lot of the accountability; right?

And this work operates both at the large scale for quality of life for communities, but also can be used to gauge and focus performance of systems, organizations, and service systems.

Commissioner Nichols, I remember the days when in the KDA strategic plan, we had to go through each one of those measures to be able to get out of the lawsuits; right? The settlement.

And so it -- this is another way of -- this is another -- this is the broader framework that we used for that.

I sort of also want to apologize for making those time frames really short. But anyway.

Results-based accountability, basically -- it basically starts as a discipline -- it starts with the end in mind first, and then we work backwards to the means -- in other words, the strategies. And sometimes we focus first on the strategies and try to figure out what the end is. Here, the ends can refer -- the ends refer to conditions of well-being. In other words, a result or an outcome is a condition of well-being that we want, either for a population within a geography -- so in this case your North Star is an example of a population-level result, because you don't want one child or certain children. You want every child -- right? -- to reach their developmental potential throughout their critical years of zero to five -- or prenatal to five; right? So this is a population-level result.

But it can also work to articulate the ends if you're looking at program participants. So you can also scale it down to something like 80 percent of job training participants obtain a well paying job within 12 months. Right? That's a condition of well-being or an outcome that we want. Right?

So the -- the way that we want to apply results-based accountability is by using this approach to help you articulate your goals, objectives, and strategies. And so let me just walk through this mapping.

So from a results-based accountability standpoint, what we want to do is make sure we're clear along with you -- actually, that you're clear -- and I think you are -- about the ends and then the means. Right?

In terms of your ends, the North Star is your population-level result. It's that big vision; right? But we also know that it's pretty big; so we want to break it into specific domains. So here you are, of course, First 5 LA, driving this change. We want to be able to break that vision into component parts. And that's what the strategic reset process is going to help us do.

And for each of those areas we want to articulate a goal statement; right? And for each of those goal statements, we want to have very clear objectives that are measurable; right?

So we're going to go through a process of making sure that we are very clear about your ends; right? Your North Star, your goals, and your objectives. So, for example, the objective would be something like over the next five years, decrease the number of X by this. So we're very clear about the way you're going to measure your change.

Is this making sense so far?

So that's going to take a while. We've been doing this with the Santa Ana Unified School District for a while, and across other organizations that I've worked with. But it's out of that that we want to crystallize what those ends are.

For each of those goals, we then want to make sure we're clear about the strategies. The strategies are always, always in relationship to your goals and your objectives. And, of course, the strategies are crafted around and take into consideration this external context. And today we're going to start mapping out the opportunities part of it; right?

So in dialogue with your ends and the context, then we want to be able to be very clear about the strategies. We've heard loud and clear through documents that we've read, interviews that we've done, that this group is very strongly committed to policy-change level strategies, to systems-change strategies, and also to community-driven strategies. Right? Not one or the other but interconnected and co-generated. Right?

And then your tactics really are the ones that are linked to these strategies. How you power them. Right? And those tactics can be -- are more dynamic. They change based on changing circumstances, whereas your strategies shouldn't be changing much; right? Unless you have proof that it's not working. And the way you find the proof is by having something measurable that you can look at so that if it's not working, you can re-strategize; right?

Any questions so far? We're good so far?

I hesitated to ask that question given how many questions you had in the last round. But I took a risk. That's the first risk I just took. All right?

So the point here, as you see in the title, it's what enables as collective efforts to build very powerful strategies that can stand a chance at achieving the results that you want.

What I'd like to do now is just -- and then for the benefit of those who didn't -- for whom I went too fast, too quickly, and all that stuff, the slides contain all the details that I just shared; so that's where -- there was a benefit.

So okay. Let me touch upon the planning calendar, and then I'll open it up for questions, again, before we go into the exercise.

And, also, by the way, Chrissie, did you want to add anything? No? Okay. All right.

So for the planning calendar, the very top row, really, it represents the future meetings of this board. With clarity that by November -- by the November meeting, we want to make sure that you are in a position to approve -- review and approve the plan. But it won't be the first time that you see something, because as you can see, there's little arrows for feedback loops every month so you're on top of the information that's emerging.

That middle arrow represents all the internal engagement work that we've already planned out. Everything from the strategic reset team to the senior leadership teamwork groups, the leadership team and others. The point I want to make is that there's a lot of feedback that's going to be happening internally.

And then lastly, we also want to underscore our commitment throughout the process, figure out how to honorably engage communities in this. We, as folks who have been community organizers, this is a tight time frame for deep community engagement. So we really want to build upon all the work that the organization has already done. All the tables that you sit at and all the wonderful resources and assets and strength and knowledge and wisdom that the staff have from all those years of engaging community; so we want to leverage and harness that.

Chrissie, did you want to add anything else?

Any questions on the planning calendar, the RBA? This is, like, the fastest presentation I've ever done on RBA. So any questions? I'm going to wait a little bit longer. All right. Okay.

So if there are no others, let me go ahead and set that time, because when I start facilitating, I lose sense of time and I know that your time is precious.

So can we get -- we were supposed to end this part by 4:00. 4:25 is our limit; right? So if we do 25 minutes. All right. So 20 minutes will take us up to 4:11. All right? That will give me -- you're listening to the internal dialogue of the facilitator. I should have turned off the mike.

Okay. So as Chrissie mentioned today, we're focusing on the opportunities part of the SWOT. And the task again is this: We'd like to tap into your expertise, your experience, particularly from your vantage point to share what major opportunities you see in the external environment, and then some potential pathways that we can all start -- we can already start articulating for First 5 LA. And, again, all in relationship to the North Star which I think you're all really familiar with.

Okay. So here's the table. So we -- when we think environment, it's really broadly speaking social environment, environmental, technological -- any kind of changes that you see happening. For example, I heard earlier in the presentation that there is an increase in the -- potentially an increase in the Governor's budget. Right? Those would be examples.

But what I'd really love for you to do is to first think about your opportunities from your vantage point. So, Dr. Byrd, since I know you're involved in the Department of Mental Health, what might be some opportunities there?

Commissioner Nichols, from your perspective? Right? So I happen to know both of you, but I don't know other. But from your vantage point, what might be opportunities?

What will happen is that Chrissie is going to start mapping those out as we speak. We'll spend about 20 or so minutes on this, and then once we have a mind map, we're going to ask you to identify some connections;

right? What patterns do you see?

And then from those patterns, let's see if we can provide some kind of idea on a pathway that might help the -- the First 5 LA. Yeah? Okay.

So whenever anyone is ready to share one or two things, just let me know. And then we'll -- we're going to use peer pressure.

Commissioner Allen?

COMMISSIONER ALLEN: Hi. I'm from DPH.

MR. RODRIGUEZ: DPH? Dr. Ferrer -- I had a chance to work with her a lot during the alternatives to incarceration.

COMMISSIONER ALLEN: Well, there are a number of funding streams that present opportunities to think about so -- approaches to families based on changing social determinants. So that includes funding streams available for Medi-Cal, these are national and FPSA coming through DCFS.

MR. RODRIGUEZ: So an increase in funding that can support a social determinants of health --

COMMISSIONER ALLEN: Approach.

MR. RODRIGUEZ: -- approach.

COMMISSIONER ALLEN: Very focused on supplementing the medical model or the social service model with Family Supports.

MR. RODRIGUEZ: And so with the social determinants -- and is this -- are these funds coming through public health?

COMMISSIONER ALLEN: No. No. They're -- we hope to take advantage of them in every possible way. No. But they're Federal money that the State has applied for, and then be made -- and then are coming to Counties.

MR. RODRIGUEZ: Okay. So increase in the Federal funds that would come to States, then local, that you can leverage through social determinants of health, which then allows you -- you can leverage it and then help families in different domains.

COMMISSIONER ALLEN: That's right. So, I mean, the Medicaid one is CalAIM in California. And the social service -- the child protective service one is the Families First Preventative Services Act.

MR. RODRIGUEZ: Okay. So Child Protective -- so if we can just put cps.

And the other one was linked to CalAIM?

COMMISSIONER ALLEN: Yes.

MR. RODRIGUEZ: Then we'll just put -- at any point, Chrissie, just ask me what --

MS. CASTRO: Cal what?

MR. RODRIGUEZ: CalAIM. C-a-l dash -A-I-M.

I don't want to use the pressure of just staring at Commissioner Byrd, but whoever wants to go next.

SUPERVISOR MITCHELL: Can I just piggy back?

MR. RODRIGUEZ: Go ahead.

SUPERVISOR MITCHELL: I'm going to say there is also a new way of -- innovative way of how mental health funding will roll down to the local level. So --

COMMISSIONER BYRD: I'm trying to read your mind, but I don't think we're there yet.

SUPERVISOR MITCHELL: Well --

MR RODRIGUEZ: Why don't you -- what comes to mind when you think about that?

SUPERVISOR MITCHELL: Well, just on the heels of what Commissioner Allen said, you know, we are in a place where innovations happening in government, which in my history has been rare. And so with CalAIM we have new ways in which federal --

(Overlapping voices)

MR. RODRIGUEZ: At the State level.

SUPERVISOR MITCHELL: -- Federal and State funding can be used.

MR. RODRIGUEZ: Okay.

COMMISSIONER BYRD: Yeah.

SUPERVISOR MITCHELL: And it's my sense that the mental health realm is a similar process. Either through the State given its greater effect and flexibility on MHSA dollars. But I also thought at the State level -- I can really be making it up. Looking at your face, perhaps I am.

COMMISSIONER BYRD: No. No.

SUPERVISOR MITCHELL: I thought there was a new way in which, much like CalAIM, the County would be reimbursed from the State level around mental health.

COMMISSIONER BYRD: So the Youth Behavioral Health Initiative.

SUPERVISOR MITCHELL: What was that?

COMMISSIONER BYRD: The Youth Behavioral Health Initiative. So tied to that is some creative ways to fund services, not specialty mental health services, but mental health services in schools. So using behavioral health coaches, but there's also the community health worker and peer specialist help funding that's coming.

MR. RODRIGUEZ: So can I add then, it's not just new funding at all levels, but also there's greater flexibility for innovation in the use of those dollars. Is that -- can we say that?

COMMISSIONER BYRD: I think there's been greater innovation at the State level for pushing forward a platform for greater flexibility in how those funds are used.

MR. RODRIGUEZ: So then, Chrissie, what we would do is just create a link to that to so it would be new and then flexible and then just a link on top of that for State level.

And you might want to use a different marker.

MS. CASTRO: Got it.

MR. RODRIGUEZ: You all heard that?

So you're pointing that at the State level you're seeing more of that?

COMMISSIONER BYRD: Yeah.

MR. RODRIGUEZ: In the -- in the making more flexible the use of those dollars? Or how --

COMMISSIONER BYRD: Yeah. So I would say we're going to go -- we're going to approach CMS -- Center for Medicaid Services -- to get some flexibility around how Medicaid funding is used here in California.

MR. RODRIGUEZ: So I would just abbreviate -- can we get another -- so just next to State level put CMS, slash flex, and then we'll -- that will be our code for that.

COMMISSIONER BYRD: And I think a lot of the Cal AIM -- I won't say a lot. So there's also through the California Youth Behavioral Health Initiative more attention to services being delivered in school-based settings.

MR. RODRIGUEZ: Is that a new -- can we put that as a new trend?

COMMISSIONER BYRD: Yeah.

MR. RODRIGUEZ: So that would be the Youth Development or --

COMMISSIONER BYRD: Youth Behavioral Health Initiative.

MR. RODRIGUEZ: Youth Behavioral Health Initiative.

And?

COMMISSIONER BYRD: So greater flexibility there, and I think an increased effort for managed care plans to provide services on campuses where there are students. So it speaks to the need for greater partnerships with managed care plans.

MR. RODRIGUEZ: And so what I'm tracking is that that Youth Behavioral Health work is happening in tandem with greater efforts for managed care plans to be offered at the school level? At the site level?

COMMISSIONER BYRD: Yes.

MR. RODRIGUEZ: At the school level. So the opportunity there is to be able to leverage it at the school site level -- deliver it there.

COMMISSIONER BYRD: Right. So through PreK all the way through publicly funded colleges and universities.

MR. RODRIGUEZ: All the way there? So K-16?

PreK to 16?

COMMISSIONER BYRD: Which is a big extension.

MR. RODRIGUEZ: I have Commissioner McCroskey and then we will come back to Commissioner Allen.

COMMISSIONER McCROSKEY: So as our chair just said, all of these changes don't usually happen at the same time, and they're pretty big ones. Each one of them is a very significant set of providers and agencies and communities and so forth. And to me, there's a really important opportunity. There are two really important opportunities. One is at the County level to get out ahead of trying to align with these changes maybe. And I know that departments are working on that.

But the second opportunity feels like to me is to very purposefully engage community voices in thinking that through.

MR. RODRIGUEZ: So can we put those as two other streams --

COMMISSIONER McCROSKEY: Wherever you want.

MR. RODRIGUEZ: Let's keep them distinct. Because I'm hearing it as they're all interconnected but one is you underscored that, there's an opportunity for the County to get ahead of all of these innovations so you can leverage them -- harness them.

COMMISSIONER McCROSKEY: Right. There are already, I think, some potential gaps we're seeing that, given how each of these play out, we may not have the opportunity, you know, for some of the kinds of supports to children and families that have previously been available unless we're purposeful about it.

MR. RODRIGUEZ: And so being purposeful, getting ahead head of it now that we're seeing it.

And then the second one, also a new one, is to engage community on the front end for that.

Yeah. Commissioner Allen?

COMMISSIONER ALLEN: I think sort of piggybacking on the point about the greater availability of mental health services is because of the pervasiveness of Covid's impact and other social forces -- social media and so on, impacting the mental health of youth, I think on the one hand the need is dramatically increased. On the other hand, I think there's somewhat less stigma about implementing sort of primary and preventative mental health services that have very strong components of social engagement, positive youth development. So it's really getting away from a mental illness mind set exclusively. I mean that clearly is not a problem, but into a mental wellness mindset that I think creates a lot of opportunity to have a vision of how we want children to grow up.

MR. RODRIGUEZ: So that the opportunity is for us to really use and advance the mental wellness framework.

COMMISSIONER ALLEN: And the destigmatization.

MR. RODRIGUEZ: Because it's destigmatized. Right? So continue to destigmatize mental health or mental illness or mental challenges through a mental wellness approach that can address the increased need particularly among youth.

COMMISSIONER ALLEN: Yeah.

MR. RODRIGUEZ: Okay.

Commissioner McBride, and then Commissioner Ramirez, and then we'll come back to Commissioner Byrd.

So Commissioner McBride?

COMMISSIONER McBRIDE: I think another opportunity is the -- is the doula coverage, because that's a touch point, especially for families who are just starting to grow their families and having children and not realizing that it's never too early to think about your child's development and growth beyond just, you know, during your pregnancy or the first few months or adjusting to a new child.

So I think having that has an opportunity to --

MR. RODRIGUEZ: Do you want to connect it to one that's up there or a new one?

COMMISSIONER McBRIDE: I would say new.

COMMISSIONER BYRD: Yeah.

MR. RODRIGUEZ: Let's do a new -- it's --

COMMISSIONER McBRIDE: It's a new Medi-Cal benefit.

MR. RODRIGUEZ: -- basically a doula supported services are going to be funded or already funded?

COMMISSIONER McBRIDE: Through Medi-Cal.

MR. RODRIGUEZ: Through Medi-Cal; so that fact creates an opportunity for --

COMMISSIONER McBRIDE: That touch point with families so we can start informing them of opportunities so they are prepared either even before their child are born to know what services are available, especially when it comes to early detection -- identification. And children who are born and may not have the assessments that they are, you know -- that they need early on. Families can be made aware of that.

MR. RODRIGUEZ: So these early touch points where we can already start providing support and information and connections.

MR. RODRIGUEZ: Okay. Got it. So Commissioner Ramirez, we'll come back to Commissioner Allen, and then Commissioner Wechsler.

COMMISSIONER RAMIREZ: Thank you. So I have two opportunities I'd like to discuss. And one is building a little bit on what Commissioner Byrd said about schools as the hubs for communities.

So the Community Schools Initiative is very well resourced in California, can be new in some places, and that can be an opportunity.

And second, of course, the UPK and the mixed delivery services has also been a change in law and resourced -- right? -- to provide education, you know, at the K12 to the younger populations.

MR. RODRIGUEZ: So Commissioner Ramirez, let me stay with you for a second. So one of them is the community schools model that's being well resourced from the State? So let's put that one as community schools -- do you want it as a new one?

COMMISSIONER RAMIREZ: I think so.

MR. RODRIGUEZ: So let's call it the Community Schools model. And what can that Community Schools model and the resourcing of that -- how is that an opportunity?

COMMISSIONER RAMIREZ: It's an opportunity because resources are brought into communities. And there's greater access for, you know, people who need it.

MR. RODRIGUEZ: So it can increase -- by bringing resources to the community schools that are anchored in the neighborhoods and communities, that can provide greater access sooner?

COMMISSIONER RAMIREZ: Correct. And then it engages the community as Commissioner McCroskey had mentioned.

MR. RODRIGUEZ: And it's links to community engagement. So it can also increase the capacity for community engagement because that's one of the four -- one of the pillars for community schools. The community engagement.

COMMISSIONER RAMIREZ: Correct.

MR. RODRIGUEZ: And then you mentioned also the mixed delivery model?

COMMISSIONER RAMIREZ: Yes. UPK is the mixed delivery model. Head Start, Early Head Start, childcare as well. All of those different programs working together differently, you know, large initiative, large push in California.

MR. RODRIGUEZ: And how is that an opportunity?

COMMISSIONER RAMIREZ: Well --

MR. RODRIGUEZ: And I know that this might be obvious to everyone, but I want to call it out.

COMMISSIONER RAMIREZ: It's an opportunity because there's funding to do that; so school districts have to do that. And there's a lot of support and technical assistance for people to do that. So again broadening the access for people.

MR. RODRIGUEZ: So again, it's an example of

State level funding and opportunities that the County at local level can get ahead and have leverage.

I know I had Dr. Byrd, yes. Dr. Byrd and then yourself.

COMMISSIONER BYRD: So I thank you so much for bringing up community school initiative. Because we are using MHSA to fund a lot of those partnerships and bringing resources onto campuses. And in some of the sites we've visited, it has actually addressed the stigma issue. Because we're -- we're providing resources not only to students but their family members, who are also then better understanding of what those services look like, what those needs may be. And so its breaking down walls of stigma intergenerationally.

And then to go back to your question about MHSA flexibility, I think there is some flexibility coming in the Governor's proposed behavioral health redesign. It would carve out a large chunk of MHSA dollars for housing; so it would increase at higher end services. But it could have a less flexible approach for other services.

MR. RODRIGUEZ: So how is that an opportunity or is that more of a clarification?

COMMISSIONER BYRD: I think it's an opportunity, going back to the director's talk -- message this morning around homelessness. Because I do think we are experiencing a tremendous amount of homelessness in LA County, especially among children and children of this age range. So I think it's an opportunity for those people who are experiencing homelessness, but it could affect other --

MR. RODRIGUEZ: So for families experiencing houselessness, the shift potentially in MHSA could be bring greater family around the housing component, especially for the very young.

COMMISSIONER BYRD: Yes.

MR. RODRIGUEZ: Commissioner Wechsler and then the Chair.

COMMISSIONER WECHSLER: Yes. This may be repetitive, but I just hear all the ideas together to me capture the overall strategic focus of the board on prevention. And just to have that word up on the board because it just feels like that's sort of the umbrella strategy for the County right now, to be focusing on children as young as possible. And to be intervening younger and, you know, with their parents before they have children. I mean, everything is just based on research and all of our practice. We need to be focusing on prevention -- we are focusing more and more on prevention. We have the prevention task force and so many other initiatives, and so many funding initiatives with MHSA.

Our Families First are focused on prevention and mandated supporting. And new DCFS initiative (unintelligible) all of this, how can we be present preventing kids from entering our systems.

MR. RODRIGUEZ: Commissioner Wechsler, I heard two things. The theme you're already reading across, but I also heard that there are already multiple efforts going on around prevention?

COMMISSIONER WECHSLER: Yes. So --

R. RODRIGUEZ: In other words, the opportunity here is we already have an infrastructure meeting -- doing work around prevention as well.

COMMISSIONER WECHSLER: And First 5 is part of that solution.

MR. RODRIGUEZ: With First 5.

So I have commissioner -- I have Chair Mitchell and then Commissioner Allen.

SUPERVISOR MITCHELL: So I've gone way out of the box. Just thought I'd put that out there. But I thought about housing dollars and I just say housing dollars across the board in recognizing the growing number of houseless families as well as those who are housing vulnerable.

MR. RODRIGUEZ: So the expansion in resources?

SUPERVISOR MITCHELL: For production.

MR. RODRIGUEZ: For production.

SUPERVISOR MITCHELL: Preservation.

MR. RODRIGUEZ: For both housed families and housing vulnerable.

SUPERVISOR MITCHELL: Yes.

R. RODRIGUEZ: So to be able to cover a greater spectrum of families experiencing houselessness. So also that kind of prevention work as vulnerable.

SUPERVISOR MITCHELL: Critical prevention work.

MR. RODRIGUEZ: Okay.

SUPERVISOR MITCHELL: Secondly, the work that the County is doing around poverty alleviation, and the effect that that will have on families. Everything from our guaranteed income pilot, to our entire new initiative titled Poverty Alleviation.

MR. RODRIGUEZ: So the Poverty Alleviation initiative, that has different strands to be something else that could be harnessed --

SUPERVISOR MITCHELL: Absolutely.

MR. RODRIGUEZ: And I heard also in the presentation earlier around the income issue -- right? -- and so that could also be connected.

SUPERVISOR MITCHELL: Uh-huh.

MR. RODRIGUEZ: Anything else?

SUPERVISOR MITCHELL: Last piece I'd add -- this is way outside the box, but it's an opportunity. Recognizing what potential leave behind for children zero to five, we could expect or request, given the fact that LA County is going to host FIFA, the Olympics, and Paralympics. And all the planning and resources when they talk about play and spaces for play and greening LA County. All of the realities that those major events coming to LA from the impact that it's going to have on our public transit system, but the leave-behinds that could benefit --

MR. RODRIGUEZ: So the major events that are happening in LA County over the next number of years that we can harness those to -- to institute -- to ensure that we have some leave behind. And what I hear with leave behind is some kind of infrastructure, whether that's transportation infrastructure, open space, etcetera, so we can actually see if we can mold systems by leveraging the investments that are coming in?

SUPERVISOR MITCHELL: Because when you think about the role LA 84 has played since the '84 Olympics in paying for play --

MR. RODRIGUEZ: Particularly around play.

SUPERVISOR MITCHELL: Yes. That's what made me connect those dots.

MR. RODRIGUEZ: So it is 4:14. I have

Commissioner Allen, and I also want it to make sure that the commissioners that are on -- online also get a chance to say something.

So let's go with Commissioner Allen and then we'll open up the space for our online commissioners to see if they want to add anything else.

COMMISSIONER ALLEN: If I were talking to any other part of the country, I would say we have a very progressive board, and I think very supportive of a lot of initiatives around early -- around pregnancy, around early childhood, family support, and it's a time-limited opportunity.

SUPERVISOR MITCHELL: Got that right.

COMMISSIONER ALLEN: And so I think keep thinking very hard about, you know, what we can do that really says this is what the County stands for. It's time to do that.

MR. RODRIGUEZ: So the kind of progressive nature of the board can give its stamp, you have a window of opportunity.

COMMISSIONER ALLEN: That's right.

MR. RODRIGUEZ: All right.

So can commissioners who are online, then we'll circle back to Commissioner Nichols. Any other opportunity that you see? And then we'll get -- we're going to create the links and themes and harness that.

COMMISSIONER MARTINEZ: I think you covered a lot. I have no additional comments.

COMMISSIONER ABDO: Hi. I have the same. I'm just blown away by the smart comments that have been made already.

MR. RODRIGUEZ: Okay.

Vice Chair Nichols?

COMMISSIONER NICHOLS: Going again, people kind of read my notes already, but if I may restate some of them in a slightly different way. And I broke them into categories when I wrote them down. In terms of funding CalAIM and FFPSA, but I also think the change in our revenue stream is an opportunity. We will have less money, but I think there's a chance to be leaner and meaner, to be more focused in order to be more impactful, as we cutoff some of the things that weren't having the impact that we were expecting.

And it's funny to say, but I think it is an opportunity for us a little bit.

In terms of CalAIM, it is more than just a funding change. I'm not a health expert on this board or in the County, but it is going to bring an accountability to managed care plans that has not been there before.

R. RODRIGUEZ: Greater accountability?

COMMISSIONER NICHOLS: It is. So in the past, people were sort of on their own to seek out the care they needed. Now the managed care plans themselves have measures to engage and connect their clients to -- to services. And so it's going to change the dynamic a little bit. And in addition to that, it requires them to collect and publish data about the times they are engaging in their success in connecting them to services. And then beyond that, the State will hold the managed care plans accountable to certain goals in certain areas, and that includes maternal health and infant health in a way that hasn't been done before. There are benefits under CalAIM in addition to just the money that comes once enhanced case management. If you are a CalAIM participant, as I understand it, you have an enhanced case management benefit. You have a case manager ultimately assigned to you to navigate health systems that you're entitled to.

Then, in terms of politics, we've covered a lot of it, but this is a moment of opportunity that California's being significantly restructured in major ways around health and social services. These programs are some, but I think there's more coming. We do have a progressive governor, progressive legislature, and progressive board. And I think not only are some things on the table now but some things will continue to be put on the table in a way that's never been done before.

Within the County, the things I'm most familiar with, a couple of them have been touched. We have a Prevention Task Force, we have Poverty Alleviation Group. We also have an ARDI Initiative to address racial disproportionality.

And that gets to my next bucket, which was sort of social issues. I think there is a recognition and a conversation going on right now about racial disproportionality and equity that hasn't happened may ever before, which presents us with opportunities to push into areas and root causes where in the past I don't think we've been able to go.

Additionally to that, I think the community through Covid and through the Floyd, George, issues organized in a way that will be beneficial to us. I think we have partners out there that have stronger voices, better resources, know how to engage in a way that they haven't been able to engage before.

And then last thing just about our community, particularly LA County is rich in terms of the partners we have. We have -- you touched on a couple of them. We have sports teams, we have entertainment, we have Disney and Universal Studios -- are both within the County. And we have a huge engagement with philanthropic partners that just have, frankly, tons of money and an interest in helping people. And I think that's an untapped resource to some degree and a great opportunity for us.

MR. RODRIGUEZ: Thank you for outlining all that.

I know, Commissioner McBride, I just want to say I wish we had the ability to add more time to our time.

So Commissioner McBride if you can --

(Overlapping voices.)

COMMISSIONER McBRIDE: -- and maybe you can help bring all of this together artificial intelligence is a --

(Overlapping voices.)

MR. RODRIGUEZ: AI.

(Overlapping voices.)

COMMISSIONER McBRIDE: -- faster than many of us can keep up with. To leverage that for --

MR. RODRIGUEZ: So AI as well leveraging. All right.

So we only have, like, two or three minutes. And then we have to close, and the closing is going to be very quick. So just what are some connections that you see here? What's -- just what is the connection that you think -- go ahead.

COMMISSIONER TILTON: I think just an overriding opportunity is just communication and public information. So much information. I too am blown away by my fellow commissioners' comments. But everybody doesn't know this and certainly the communities and families don't know this. But there are -- there are campaigns and opportunities -- the No-Hit Campaign, the Safe Sleep Campaign, focusing on newborn health. There's so many opportunities where just having that information there for that family can make a difference, without any kind of direct intervention just in their heads being able to understand what's available and how they can best promote the development of their children.

MR. RODRIGUEZ: So one through-line here is -- that stands out to you is making sure on communication and public information and we -- that will be critical to leveraging all of this.

COMMISSIONER TILTON: Right.

MR. RODRIGUEZ: It already exists, but if we don't have a way to use our communication platform and public information, then it will stay hidden. Right?

All right. Anything else that stands out to you here as a pathway?

So one pathway would be that clear public information communication pathway. Anything else?

COMMISSIONER McBRIDE: Well, I appreciate being in a space where this commission is -- First 5 LA is undergoing a strategic reset. I don't know if other commissions are having these exact kinds of conversation where they're looking at opportunities. And so I think communication with other commissions and County departments is another through-line, because we can't accomplish really any of this without that.

MR. RODRIGUEZ: So another pathway is to make sure we have the active linkage to other commissions, other County departments, and other sectors, as Commissioner Nichols mentioned, the entertainment sector. We have to figure out how this linkage is going to happen.

Commissioner Wechsler?

COMMISSIONER WECHSLER: And along the lines of both of you have been saying and the AI point, you know, with all these changing systems and changing funding sources, it's all about navigation. And the role that First 5 plays is a navigator. We have all of those linkages with all that stuff. So the nav- -- the need and, you know, create bodies for is give them to identify resources for families for professionals in the field and for providers.

MR. RODRIGUEZ: Yeah. So then the navigation capacity and --

SUPERVISOR MITCHELL: Responsibility.

COMMISSIONER BYRD: Yeah.

So I was also thinking of it from end to user navigation perspective. Like, how do we create this information that is accessible for the people who need it across different organizations, different agencies, because, like, I know of some websites -- County websites that are not the most easy to navigate.

SUPERVISOR MITCHELL: Can we say most?

COMMISSIONER BYRD: And I do think that we can. So I do think to the extent that we can make things app based -- because people are all about an app that will make things much more accessible and available. I think we should be considering that as well.

MR. RODRIGUEZ: Okay. So maybe time for two last comments.

And then did you have another?

COMMISSIONER ALLEN: I've spoken a lot.

MR. RODRIGUEZ: Then we'll end with Chair Mitchell.

COMMISSIONER ALLEN: Well, I think there is a lot of very important conversation in the County about Consumer Public Resident Engagement. I think we have to think about how do that in the most meaningful way. So it's very people being aware of it, but it's also a sense of agency, and how can some of the money that's flowing in these opportunities be directed towards autonomous community leadership.

MR. RODRIGUEZ: Yes.

COMMISSIONER ALLEN: That has a voice of its own. So when the board changes and isn't so progressive --

R. RODRIGUEZ: That's another leave behind.

And then Chair Mitchell.

SUPERVISOR MITCHELL: Thank you. Two quick things. As we talk about navigation, let's not forget what we learned during Covid that there are far too many Angelenos who don't have access to the Internet. So we've got websites that are difficult or even apps. We can't build anything that requires a speedy -- or a device that the people -- good number of the people we serve simply don't have. So it may be old school, community health focus in ways in which we gather, identifying trusted sources to push that information and share. I just -- we can't forget what we learned in terms of how people don't have access to what has become very natural to some of us.

And another, I guess, opportunity is recognizing -- I thought about it as we talked about, you know, the current kind of elected body. We're in the middle of a huge transformation in philanthropy. Three foundations will have new presidents in this year, if not more. You know, foundations that have long-term stable leadership, and what that could mean in terms of the priorities for giving in philanthropy across LA County, and where zero to five will fall in that.

MR. RODRIGUEZ: Okay. So I'm going to summarize the five interconnected pathways that you came up with and then close.

And so one is communication and public information is going to be critical. This linkages to the sector so we can leverage those resources -- philanthropy, those three sectors and so forth.

The third is this navigation. Making sure you and others can navigate existing systems.

The fourth is accessibility. And not just AI but old school. I used to facilitate 8-track tapes, but that's at different old school.

SUPERVISOR MITCHELL: That is old school.

MR. RODRIGUEZ: No one understood. And then lastly, the meaningful resident community engagement piece. If we focus on forming those pathways, I think it would take us on a good path.

The last thing, then, for today is next steps. There are consultants collaborating with us. We'll be interviewing you all individually; so you'll be hearing that. And then lastly, we begin our strategic reset team meeting tomorrow. And so we'll start working with the internal stuff.

Thank you so much for your time.

Chrissie, anything else?

MS. CASTRO: Thank you, everybody.

SUPERVISOR MITCHELL: Thank you.

In what order were you in the 14 children?

MR. RODRIGUEZ: I'm sorry?

COMMISSIONER TILTON: Where did you fall in the 14?

MR. RODRIGUEZ: There was 13, but we later found out there were 14. But anyway, that's totally a joke. I'm the last one. I'm the youngest.

COMMISSIONER TILTON: The very youngest?

SUPERVISOR MITCHELL: I wouldn't have believed that. I wouldn't have bet that he would be the youngest.

Thank you very much. Amazing experience.

You know, I'm -- I'm sorry that we're going to have the individual interviews because I feel better listening to other people and live riffing off what you say. So when I've got nothing during the individual interviews, you'll know why.

All right. Public comment on Agenda Item 18?

MS. VO: Confirming there is one public comment virtually. And Carlos Arceo (phonetic), the floor is yours. You have two minutes for your public comment.

Speaker: Thank you so much. Appreciate the time. Thank you, Commissioners.

My name is Carlos Arceo, and I work with Para Los

Ninos, one of First 5s investments (unintelligible).

And I really appreciated the conversation just happening, particularly with the framing around results-based accountability.

And given the fact that this is our wheel house, I really do believe in the points that folks shared about (unintelligible) and authentic partnership with folks that are most impacted.

So that we have a consistent finger on the pulse of what's happening in the communities we're surveying and quickly losing important data when that happens, I think someone brought up the idea of how do we partner better with residents and community members so that we're not trying to channel their instinct here, and that we actually hear directly from them.

We often hear from community members across our region that while they appreciate that there are capacities being built to navigate the mazes that lead to resources and services, they wonder why the maze needs to exist to begin with, and when that maze begins to be dismantled.

So I -- again, I think about that in the spirit of systems change and institutional change. And I fear, again, in the spirit of results-based accountability, that we'll attempt to respond to the adaptive problems with technical responses.

And Supervisor Mitchell, you brought up public community health workers, and they work with community members who become community health workers. And I'll share an example. Working with Children Hospital Los Angeles, when they believed that an application -- a phone application would resolve the issue of residents not getting to much needed services and resources, and that was scrapped pretty quickly when they realized -- and this is one of the things that I appreciate about the institution, that they were really, really willing to self interrogate and say where are we in the problem? How are we contributing to (unintelligible) not getting the much needed resources and opportunities. And I'm happy to say that it wasn't the app, but it was community health workers that raised the rate of folks accessing resources from 40 percent up to 82 percent.

So thank you so much.

SUPERVISOR MITCHELL: Thank you very much. Appreciate your comment.

Any more?

MS. VO: No other public comments for this item.

SUPERVISOR MITCHELL: Thank you. I'll open it up for general public comments for items not on today's agenda.

MS. VO: Madam Chair, there are no public comments on the items not on the agenda.

SUPERVISOR MITCHELL: Any business that we should consider before we adjourn today's meeting?

Beautiful. Seeing none, thank you so much for your active listening and your engagement. This was a wonderful session.

We are dark in August?

MS. PLEITEZ HOWELL: Yes. Dark in August. Yes. Dark in August and back in September.

SUPERVISOR MITCHELL: So everyone have a great balance of your summer, and we look forward to reconvening in September. We stand adjourned.

(At 4:31 p.m. The meeting was adjourned.)

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 27th day of July 2023.

DocuSigned by:
Heatherlynn Gonzalez
AE10E8980664405...
____

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

SUMMARY ACTION MINUTES

FIRST 5 LA
July 13, 2023
Meeting of the Board of Commissioners
Hybrid of In-Person and Virtual
1:30-4:30 pm

COMMISSIONER PRESENT
Commissioners:
Judy Abdo (VIRTUAL)
Robert Byrd
Yvette Martinez (VIRTUAL)
Summer McBride
Holly Mitchell (Chair)
Brandon Nichols (Vice Chair)
Maricela Ramirez
Winnie Wechsler (Alternate)

Ex-Officio Commissioners:
Deborah Allen (Alternate)
Jacquelyn McCroskey
Deanne Tilton

COMMISSIONERS ABSENT:
Barbara Ferrer [Excused]
Astrid Heger [Excused]
Carol Sigala [Excused]

STAFF PRESENT:
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:

1. Commission Chair Holly Mitchell called the meeting to order at 1:31 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

Commissioners Judy Abdo and Yvette Martinez joined the meeting virtually under AB 2449 under just cause; Commissioner Abdo due to an illness and Commissioner Martinez due to caring for a sick child. Legal Counsel made the clarification that the Board does not have to approve their remote participation for just cause.

3. CONSENT

A. Approve Special Commission Meeting Summary Action Minutes and Transcript – June 8, 2023
B. Approve the Monthly Financial Statements for the Month Ending May 31, 2023
C. Contract: Approve One (1) Amendment and Authorize Staff to Complete Final Execution of the Amendment Upon Approval from the Board

M/S (Brandon Nichols/Maricela Ramirez)

Roll Call:
Judy Abdo – Aye
Yvette Martinez – Aye
Holly Mitchell – Aye

Brandon Nichols – Aye
Maricela Ramirez – Aye
Winnie Wechsler - Aye

THE ITEMS WERE APPROVED

<u>COMMISSION</u>: (Items 4 – 10)

4. Remarks by the Commission Chair

Remarks were given by Supervisor Holly Mitchell.

5. Executive Director's Report

A report out was given by Karla Pleitez Howell.

6. Strategic Plan Reset: Using Parent and Early Educators Voices and Data to Inform Our Systems Change Approach for Early Care and Education

First 5 LA staff members John Wagner and Gina Rodriguez were joined by a panel of ECE educators and researchers who presented data on home based child care in Los Angeles County as well as data on parents who use Family, Friend, and Neighbor care in California.

Mr. Wagner provided additional context setting and reminded the Board that back in February 2023, we started our journey in the Strategic Reset process. At that time, the Board asked us to dig into our work, and the larger ecosystem in which we do our work, to inform the reset. Since then, we have brought forward highlights from our own landscape analysis that include policy opportunities and an analysis of our 7 programmatic investment areas. This presentation connects our specific landscape analysis on ECE that started over a year ago, to our broader analysis and strategic reset.

Research and narratives presented at the meeting included:

- <u>Essential for Families: Findings from a Landscape Analysis of L.A.'s Home-Based Child Care</u>. The landscape analysis includes data from parents, family child care (FCC) homes and license exempt family, friend and neighbor (FFN) care.
- <u>Early Educator perspectives and lived experience</u> on providing care for children in a home-based setting.
- <u>Parent Preferences in Family, Friend, Neighbor, and Nanny Care</u>. *A Study of Family, Friend, Neighbor (FFN), and Nanny Care in California - Part One.* Statewide data on parent care choices and the value family, friend and neighbor care holds for California parents.

Ms. Rodriguez further explained that Home Based Child Care (HBCC) is the most common form of nonparental child care for infants and toddlers; HBCC is also used the most by historically marginalized families, with Black and Latina women being overrepresented in the HBCC workforce. Ms. Rodriguez also pointed out that while 80% of children receiving subsidized care are in home based settings, majority of state funded quality supports have been designed for center-based care, such as state preschools. Coupled with local, State and Federal policies with deep roots in slavery, colonization, racism, and sexism, HBCC early educators and the families they support do not have equitable access to the resources necessary to provide and receive the highest quality of care.

Board members were asked to consider the following questions during the panel presentation:

1. What are the opportunities for First 5 LA and partners to better support children in home-based settings?
2. What do early educators need? How can they be supported?
3. How can this presentation inform our Strategic Plan reset?

Commissioners responded to these questions.

There was no further discussion.

7. Break

8. Strategic Plan Reset: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

This item was led by First 5 LA First 5 LA staff within the Office of Strategy and Learning and Strategic Planning consultants, Chrissie Castro and Rigo Rodriguez. The purpose of this item was to work with Commissioners to Identify major opportunities in the external environment and potential pathways to inform First 5 LA's Goals, Objectives, and Strategies (GOS), so that 'Every child in Los Angeles County reaches their full developmental potential throughout the critical years of prenatal to age 5.' This meeting was formatted to be a brainstorming session where Commissioner responses were analyzed to see what patterns existed, if any, and how First 5 LA would be able to leverage these opportunities. Commissioners were also asked to consider the First 5 LA's commitment to racial justice & equity and its interest in systems and policy change as they identified these opportunities.

Some Commissioner identified opportunities included, but not limited to:

- Increase in federal funds
- Using Behavioral health coaches/Community health workers to increase availability of mental health services
- Increased effort and flexibility for managed care plans. e.g provide services on campuses where students are
- Engage community voices

Next steps will include one-on-one interviews with Commissioners and Strategic reset team sessions with select key staff. Then in September, Commissioners will be provided an update on everything that has happened since the July Board meeting up until the September Board meeting.

There was no further discussion.

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

10. <u>ADJOURNMENT</u>:

The Commission adjourned at 4:31pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, September 14, 2023, at 1:30 pm.

Meeting details will be posted per Brown Act Requirements

Meeting minutes were recorded by Jaimie Knowles, Board Relations Associate

Agenda Item: 3B
Date: September 14, 2023

First 5 LA

SUBJECT:

Contracts for approval

RECOMMENDATION:
Approve two (2) new agreements and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:

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.

First 5 LA's programmatic budget for FY 2023-24 totals $78,370,282 and the approved operating budget totals $ 20,746,542 which was approved at the June 8, 2023, Board of Commissioners meeting.

Please see Attachment A for a description of the contractors' project scope of work and budget amount for FY 23-24. Upon approval of the agreements presented below, staff will complete the final execution of the agreements.

DISCUSSION:

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

Attachment A
September 2023

	NEW									
	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**
1	Early Care & Education Team	Early Care & Education /Qulaity Improvement System/QSLA Facilitation & Communications	**<u>LAURA VALLES & ASSOCIATES, INCORPORATED (10408)</u>** The Contractor will serve as a facilitator and consultant to Quality Start Los Angeles (QSLA). The Contractor will support QSLA in the achievement of three primary goals: support and improvement alignment and integration of QSLA with existing LA County early care and education quality support programs and systems; facilitate a human-centered design approach to creating a more sustainable and equitable system of supports that meets the needs of all QSLA providers; and strengthen QSLA partner dynamics, including their capacity to improve collective problem-solving approaches. Funding is included in the budget for FY 23-24, which was approved at the June 8, 2023, Board of Commissioners meeting.	RFP	4 years	$1,600,000	$310,000	10/1/2023	6/30/2024	6/30/2027

	NEW									
	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
2	Family Supports Team	Family Supports /Home Visiting/F5CA Home Visiting Coordination Project	<u>**DIGNITY COMMUNITY CARE (10410)**</u> The Contractor will oversee the development of the Data Lake Project in partnership with Los Angeles Best Babies Network with funding from First 5 California's Regional Technical Assistance for Home Visiting Coordination and Integration grant. The Data Lake Project will build a data lake as a repository of home visiting data across funding streams, databases, and multiple program models to facilitate the ability to compile and analyze data to inform countywide planning efforts. On May 4, 2023, the Board authorized First 5 LA to submit a grant application and approved Resolution No. 2023-01 to receive funds from First 5 California State Commission for the Home Visiting Regional Technical Assitance for Home Visiting Coordination and Integration Project. The funds to support the Data Lake Project were awarded to First 5 LA from First 5 California State Commission in the amount of $1,454,689, a part of which will be regranted to the Contractor. Funding is included in the budget for FY 23-24, which was approved at the June 8, 2023, Board of Commissioners meeting.	N/A: Procurement is not required according to the Procurement Policy because the Contractor was named in First 5 LA's application for the Home Visiting Regional Technical Assistance for Home Visiting Coordination and Integration Project.	1 year, 9 months	$834,026	$313,797	10/1/2023	06/30/2024	6/30/2025

Memo

To: Board of Commissioners

From: Raoul Ortega, Director of Finance

Date: September 14, 2023

Copies To: Karla Pleitéz Howell, Executive Director
JR Nino, Chief Operating Officer

Subject: **INVESTMENT PORTFOLIO REPORT – QUARTER ENDED JUNE 30, 2023**

RECOMMENDATION:
Receive and file the Investment Portfolio report as of June 30, 2023.

BACKGROUND:
First 5 LA has the ability to invest outside the Los Angeles County's Treasurer Surplus Investment Pool in Specifically Invested Portfolio per the adopted investment policy. A report on all investments including the Specifically Invested Portfolio must be presented to the Board quarterly.

During November 2022, First 5 LA, with approval from the Executive Committee, transferred $134 million from the County's Treasurer Surplus Investment Pool to a 3-year Specific Investment. This investment has a 3.80% rate of return and an annualized estimated amount of $5.4 million in interest over a 3-year period. This investment is reflected in our balance sheet effective November 2022.

DISCUSSION:
The earnings rate for the Treasurer Pooled Surplus Investment Portfolio for the month of June 2023 was 3.82% with an annualized rate from July 2022 to June 2023 of 2.89%. As of June 2023, First 5 LA had $166.4 million invested in the Treasurer Pooled Surplus Investment.

The 3-Year Specific Investment has been earning approximately $581,000 in monthly interest and a year-to-date interest totaling $3.5 million from January through May 2023. As of the June 2023 report from the Treasurer's office, this investment had a market value of $132.7 million.

PUBLIC ENTITY
0 N. Alameda Street, Los Angeles, CA 90012 Phone: 213.482.5920 Fax: 213.482.5903 First5LA.org

COUNTY OF LOS ANGELES
TREASURER AND TAX COLLECTOR

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 462, Los Angeles, California 90012
Telephone: (213) 974-3385 Fax: (213) 626-1701
ttc.lacounty.gov and propertytax.lacounty.gov

KEITH KNOX
TREASURER AND TAX COLLECTOR

July 11, 2023

Raoul Ortega, Director of Finance
First 5 LA
750 N. Alameda St., Suite 300
Los Angeles, CA 90012

Email: ROrtega@first5la.org

Dear Raoul Ortega:

FIRST 5 LA
MONTHLY INVESTMENT REPORTS

Enclosed are the First 5 LA Portfolio Income Report (Earnings Report), Custom Position Report and Purchase Detail Report for the month ended June 30, 2023, for your review and reference.

Should you have questions, you may contact Ms. Marivic Liwag, Assistant Operations Chief, of my staff at (213) 584-1252, or mliwag@ttc.lacounty.gov.

Very truly yours,

KEITH KNOX
Treasurer and Tax Collector

Jennifer Koai
Operations Chief

JK:ML:mp

Enclosures

CLEARWATER
ANALYTICS

Income Report - FIRST5LA

Specific Purpose Invest Agg (299402)

06/01/2023 - 06/30/2023

Dated: 07/01/2023

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	PAR Value	Interest/Dividend Received	Accretion Income	Amortization Expense	Interest Income	Net Gain/Loss	Net Income
932316983	FHLBANKS 5.200 11/03/25 '23	3130ATS81	5.200	34,000,000.00	0.00	0.00	0.00	147,333.33	0.00	147,333.33
932316984	FHLBANKS 5.200 11/03/25 '23	3130ATS81	5.200	50,000,000.00	0.00	0.00	0.00	216,666.67	0.00	216,666.67
941898663	FREDDIE MAC 5.210 11/14/25 '23 MTN	3134GX6S8	5.210	50,000,000.00	0.00	0.00	0.00	217,083.33	0.00	217,083.33
---	**---**	**---**	**5.204**	**134,000,000.00**	**0.00**	**0.00**	**0.00**	**581,083.33**	**0.00**	**581,083.33**

* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lots without MMF Collapse.

1

CLEARWATER
ANALYTICS

Custom Position Report - FIRST5LA

As of 06/30/2023

Specific Purpose Invest Agg (299402)

Dated: 07/01/2023

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	Final Maturity	Purchase Yield	PAR Value	Amortized Cost	Historical Cost	Net Accumulated Amortization/Accretion
932316984	FHLBANKS 5.200 11/03/25 '23	3130ATS81	5.200	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	0.00
932316983	FHLBANKS 5.200 11/03/25 '23	3130ATS81	5.200	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	0.00
941898663	FREDDIE MAC 5.210 11/14/25 '23 MTN	3134GX6S8	5.210	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	0.00
---	**---**	**---**	**5.204**	**11/07/2025**	**5.204**	**134,000,000.00**	**134,000,000.00**	**134,000,000.00**	**0.00**

* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: LA Fund Number = "FIRST5LA". * Weighted by: PAR Value. * Holdings Displayed by: Lots without MMF Collapse.

CLEARWATER ANALYTICS

Purchase Detail Report - First5LA

Specific Purpose Invest Agg (299402)

06/01/2023 - 06/30/2023

Dated: 07/01/2023

LA Fund Number	Original Lot ID	Description	Settle Date	Final Maturity	Coupon Rate	PAR Value	Principal	Purchased Accrued Income	Settlement Amount

* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: Settle Date ≥ 06/01/2023 and Settle Date ≤ 06/30/2023 and LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lot.
* Purchased Accrued Income = -[Purchased Accrued Income], Summary Calculation: Sum. * Settlement Amount = [Ending Original Cost]+(-[Purchased Accrued Income]), Summary Calculation: Sum.

LOS ANGELES COUNTY TREASURER
TREASURER PORTFOLIO COMPARED TO MARKET VALUE
FOR THE PERIOD: JUNE 1, 2023 TO JUNE 30, 2023
FUND: SPECIFIC PURPOSE INVESTMENTS
ATTACHMENT X

Security ID	CUSIP	Description	Maturity Date	Face Rate	PAR	Amortized Cost	Historical Cost	Market Value
AVCCD-ANTELOPE VALLEY CCD								
821801195	3130AJTQ2	FEDERAL HOME LOAN BANKS	07/27/2040	2.030	25,230,000.00	25,230,000.00	25,230,000.00	16,346,264.70
942605463	3130ATWD5	FEDERAL HOME LOAN BANKS	11/15/2023	4.625	1,200,000.00	1,200,000.00	1,200,000.00	1,196,196.00
FHLB TOTAL					26,430,000.00	26,430,000.00	26,430,000.00	17,542,460.70
AVCCD TOTAL					26,430,000.00	26,430,000.00	26,430,000.00	17,542,460.70
EL SEGUNDO UNIFIED SCHOOL DIST.								
821801197	3133EH4Z3	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/27/2039	3.250	9,000,000.00	9,000,000.00	9,000,000.00	7,705,440.00
821801199	3133EH5A7	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/26/2041	3.270	7,000,000.00	7,000,000.00	7,000,000.00	5,705,980.00
FFCB TOTAL					16,000,000.00	16,000,000.00	16,000,000.00	13,411,420.00
ESUSD TOTAL					16,000,000.00	16,000,000.00	16,000,000.00	13,411,420.00
FIRST5LA								
932316984	3130ATS81	FEDERAL HOME LOAN BANKS	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	49,553,500.00
932316983	3130ATS81	FEDERAL HOME LOAN BANKS	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	33,696,380.00
FHLB TOTAL					84,000,000.00	84,000,000.00	84,000,000.00	83,249,880.00
941898663	3134GX6S8	FEDERAL HOME LOAN MORTGAGE CORP	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	49,410,000.00
FHLMC TOTAL					50,000,000.00	50,000,000.00	50,000,000.00	49,410,000.00
FIRST5LA TOTAL					134,000,000.00	134,000,000.00	134,000,000.00	132,659,880.00
GF-GENERAL FUND								
821801187	35272RPVLAC	RPV TAX ALLOCATION BOND 1997	12/02/2027	5.000	2,475,000.00	2,475,000.00	2,475,000.00	2,475,000.00
LONG TERM BDS TOTAL					2,475,000.00	2,475,000.00	2,475,000.00	2,475,000.00
GF TOTAL					2,475,000.00	2,475,000.00	2,475,000.00	2,475,000.00
PHHPA-PH HABITAT PRESERVATION AU								
821801198	3133EMW65	FEDERAL FARM CREDIT BANKS FUNDING CORP	07/29/2041	2.500	22,675,000.00	22,675,000.00	22,675,000.00	15,948,234.50
FFCB TOTAL					22,675,000.00	22,675,000.00	22,675,000.00	15,948,234.50
1038232492	313384PG8	FEDERAL HOME LOAN BANKS	11/15/2023	5.000	4,000,000.00	3,923,888.89	3,900,000.00	3,925,240.00
FHLB TOTAL					4,000,000.00	3,923,888.89	3,900,000.00	3,925,240.00
821801196	3134GWSD9	FEDERAL HOME LOAN MORTGAGE CORP	08/27/2043	2.000	9,500,000.00	9,500,000.00	9,500,000.00	5,813,240.00
FHLMC TOTAL					9,500,000.00	9,500,000.00	9,500,000.00	5,813,240.00
PHHPA TOTAL					36,175,000.00	36,098,888.89	36,075,000.00	25,686,714.50
SCP61 - SCAQMD - GENERAL FUND								
951495021	3133EN3M0	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/05/2024	4.625	10,000,000.00	10,013,021.34	10,018,200.00	9,898,400.00
FFCB TOTAL					10,000,000.00	10,013,021.34	10,018,200.00	9,898,400.00
821692789	91282CEA5	UNITED STATES TREASURY	02/29/2024	1.500	10,000,000.00	9,985,172.59	9,956,250.00	9,744,100.00
UST NOTES TOTAL					10,000,000.00	9,985,172.59	9,956,250.00	9,744,100.00
SCP61 - SCAQMD TOTAL					20,000,000.00	19,998,193.93	19,974,450.00	19,642,500.00
SCP6G - SCAQMD - INVESTMENT								
821692793	91282CEA5	UNITED STATES TREASURY	02/29/2024	1.500	10,000,000.00	9,985,172.59	9,956,250.00	9,744,100.00
UST NOTES TOTAL					10,000,000.00	9,985,172.59	9,956,250.00	9,744,100.00
SCP6G - SCAQMD TOTAL					10,000,000.00	9,985,172.59	9,956,250.00	9,744,100.00
SCP9A - SCAQMD - FD 66 SPECIAL REVENUE FUND								
821692784	91282CEA5	UNITED STATES TREASURY	02/29/2024	1.500	20,000,000.00	19,970,345.19	19,912,500.00	19,488,200.00
UST NOTES TOTAL					20,000,000.00	19,970,345.19	19,912,500.00	19,488,200.00
SCP9A - SCAQMD TOTAL					20,000,000.00	19,970,345.19	19,912,500.00	19,488,200.00
SCAQMD-SOUTH COAST AIR QUALITY MG								
841762248	SOFCLAIFMMF	S OF C LAIF	12/31/2023		29,197.19	29,197.19	29,197.19	29,197.19
888240922	SOFCLAIFMMF	S OF C LAIF	12/31/2023		69,421.99	69,421.99	69,421.99	69,421.99
1019883116	SOFCLAIFMMF	S OF C LAIF	12/31/2023		252,547.20	252,547.20	252,547.20	252,547.20
821801181	SOFCLAIFMMF	S OF C LAIF	12/31/2023		37,051,054.03	37,051,054.03	37,051,054.03	37,051,054.03
928828366	SOFCLAIFMMF	S OF C LAIF	12/31/2023		126,406.68	126,406.68	126,406.68	126,406.68
974008792	SOFCLAIFMMF	S OF C LAIF	12/31/2023		194,729.00	194,729.00	194,729.00	194,729.00
MMFUND TOTAL					37,723,356.09	37,723,356.09	37,723,356.09	37,723,356.09
SCAQMD TOTAL					37,723,356.09	37,723,356.09	37,723,356.09	37,723,356.09
SLIM-SCHOOLS LINKED INSURANCE MG								
974008832	SOFCLAIFMMF	S OF C LAIF	12/31/2023		18,037.42	18,037.42	18,037.42	18,037.42
928828246	SOFCLAIFMMF	S OF C LAIF	12/31/2023		11,708.84	11,708.84	11,708.84	11,708.84
888240666	SOFCLAIFMMF	S OF C LAIF	12/31/2023		6,430.44	6,430.44	6,430.44	6,430.44
858252079	SOFCLAIFMMF	S OF C LAIF	12/31/2023		2,704.49	2,704.49	2,704.49	2,704.49
1019882651	SOFCLAIFMMF	S OF C LAIF	12/31/2023		23,393.02	23,393.02	23,393.02	23,393.02
821801178	SOFCLAIFMMF	S OF C LAIF	12/31/2023		3,431,976.40	3,431,976.40	3,431,976.40	3,431,976.40
MMFUND TOTAL					3,494,250.61	3,494,250.61	3,494,250.61	3,494,250.61
SLIM TOTAL					3,494,250.61	3,494,250.61	3,494,250.61	3,494,250.61
WASIA-WHITTIER AREA SCHOOLS INS								
821801182	SOFCLAIFMMF	S OF C LAIF	12/31/2023		41,459.88	41,459.88	41,459.88	41,459.88
888240807	SOFCLAIFMMF	S OF C LAIF	12/31/2023		77.68	77.68	77.68	77.68
928828020	SOFCLAIFMMF	S OF C LAIF	12/31/2023		141.45	141.45	141.45	141.45
841763124	SOFCLAIFMMF	S OF C LAIF	12/31/2023		32.67	32.67	32.67	32.67
974008805	SOFCLAIFMMF	S OF C LAIF	12/31/2023		217.90	217.90	217.90	217.90
1019883193	SOFCLAIFMMF	S OF C LAIF	12/31/2023		282.60	282.60	282.60	282.60
MMFUND TOTAL					42,212.18	42,212.18	42,212.18	42,212.18
WASIA TOTAL					42,212.18	42,212.18	42,212.18	42,212.18
			GRAND TOTAL		306,339,818.88	305,217,419.48	306,083,018.88	281,910,094.08

Memo

To: Board of Commissioners

From: Karla Pleitéz Howell, Executive Director

Date: September 14, 2023

Subject: **EXECUTIVE DIRECTOR'S REPORT**

I. EXECUTIVE DIRECTOR'S HIGHLIGHTS

Welcome back from summer hiatus to Commissioners, First 5 LA colleagues and community members. I'd like to take a moment to reflect on the events that have occurred since we last convened as a commission.

As Angelenos, we braved unprecedented heatwaves, came together as a community in sadness as we witnessed the heartbreaking devastation and life-altering impact caused by the fires on Maui, and locally, Southern California weathered its first tropical storm since 1939, leaving in its wake flooding and mudslides. These and other environmental events have raised questions about global climate change and its impact on young children. Research shows that in the face of climate change, focusing on our youngest children and families, and leveraging the transformational power of policies and programs that focus on the early years of a child's life, are important avenues for ensuring an equitable, sustainable future for all.

Our work to ensure every child in L.A. County reaches their full developmental potential continues to be urgent. First 5 LA remains steadfast throughout our Strategic Plan process, making significant progress in sharpening our focus on the critical priorities and needs of L.A. County's young children and their families.

Since we last convened in July, our work has not slowed down. Earlier this summer, the California State Budget for FY 23-24 was finalized by the legislature and Governor Newsom which provides critical support for several First 5 LA early childhood priorities including rate increases for the early learning workforce, CalWORKS grant increases for families, and increases in Medi-Cal provider rates (see Item 5, Attachment A, State Budget Summary).

During the summer, the First 5 LA team made considerable progress toward our Strategic Plan. Grounded in the results-based accountability framework (RBA) and informed by our discussion during the July Board of Commissioners meeting on the analysis of First 5 LA's strengths, weakness opportunities and threats (SWOT), today we will present draft goals, objectives and strategies.

The Board of Commissioners will also receive initial recommendations on a sustainability framework. The purpose of the sustainability framework is to ensure both First 5 LA as an organization and our work for children and families can achieve long-lasting impact, stability, and

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flexibility by maximizing our fiscal and physical assets, developing a diversified funding environment, and exploring alternative revenue strategies.

In September, we look forward to engaging with the Board of Commissioners and other partners in convenings that will create the space to receive community input and feedback to help further inform our Strategic Plan. These and future engagement sessions afford us the opportunities to listen and learn to strengthen our approaches to ongoing community engagement.

I look forward to today's discussion on the proposed strategic plan goals, objectives and strategies, the upcoming community engagement opportunities to help inform our future work and continue to be energized by the dedication of the First 5 LA team focused on creating meaningful change for Los Angeles County's youngest children and their families.

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

IMPACT Legacy funding from First 5 California awarded to support Quality Start Los Angeles (QSLA)
In June 2023, First 5 California's IMPACT Legacy funding, which supports the work of providing various quality improvement services across different early care and education settings, was sunset. First 5 LA worked with our Quality Start Los Angeles (QSLA) partners on submitting a funding application for First 5 California's next round of funding, IMPACT Legacy. Through IMPACT Legacy, First 5 LA was awarded a two-year grant in the amount of $6,301,179 grant to continue implementation of QSLA programs and services to early learning and care providers, as well as to support quality improvement initiatives that have not been identified and will be informed by First 5 LA's Strategic Plan reset.

California Early Care and Education (ECE) Workforce Registry Continued Funding Update
Since 2013, First 5 LA has invested in the California Early Care and Education (ECE) Workforce Registry (Registry), which is managed and operated by the Child Care Alliance of Los Angeles (CCALA), and generates, maintains and disseminates data and information on the professional development, educational accomplishments, and employment of the ECE workforce in California. While First 5 LA's investment in the Registry sunset June 2023, First 5 CA has committed to continuing to fund the Registry for the next two years, through June 2025.

AAIMM Completes Strategic and Structural Planning Process
In June 2023, African American Infant and Maternal Mortality Prevention Initiative (AAIMM) marked an important milestone through the completion of a year-long planning process resulting in a 3-year strategic framework and structural plan. Through the articulation of 5 strategic priorities and goals, the plan reflects continued focus on centering equity and community engagement while increasing emphasis on data, sustainability, and expansion to drive AAIMM's future to ensure the transformative change it envisions as it evolves into a more fully formed, intentional and unified multisectoral collaborative. First 5 LA is a part of the AAIMM network established in 2018 to reduce the unacceptably high rates of Black infant and maternal mortality in LA County and participated in the planning process while also co-funding the effort with Los Angeles County Department of Public Health.

"Two Languages, Twice the Opportunities," Dual Language Learning L.A. County Public Education Campaign
More than 100,000,000 Los Angeles County residents recently received the message that helping young children learn and speak more than one language can help them now and in the future. The 3-month "Two Languages, Twice the Opportunities," public education campaign, concluded in August, and was the result of a collaborative effort between the Office of Communication, the Early Care and Education Team, and external partners Quality Start Los Angeles, L.A. County Office of

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Education, UNITE LA and Early Edge California. Campaign messages and materials were translated in English, Spanish and Chinese, shared through social marketing strategies, and distributed to parents and caregivers by child care providers, home visitors and library partners. Although the campaign has concluded, First 5 LA and partners are exploring additional opportunities to scale campaign elements, potentially statewide. For more on the campaign, visit: https://www.first5la.org/article/campaign-launch-encourages-dual-language-learning-across-l-a-county/

Reflecting the Diversity of L.A. County's Children and Families, First 5 LA Photoshoots
The Office of Communications is building the organization's library of photographs to ensure that photos reflect the diverse L.A. County communities we serve, highlighting families with children 5 years of age and younger. Photos will be used on our website, social media and for various communications materials. The team has been and will continue throughout the year working with partners and providers to coordinate photoshoots with families in caregiving and heath care settings, including Welcome Baby/Home Visitation parent coaches at T.H.E. Health Center and most recently at St. Francis Medical Center.

Amplifying Priorities for Children and Families Through First 5 LA's Early Childhood Matters Newsletter
The Office of Communications produces the monthly "Early Childhood Matters" newsletter, reaching 7,000 subscribers who are stakeholders, partners, policy and decision-makers from across the state. The summer issues in July and August, highlighted First 5 LA's policy and advocacy efforts to ensure the needs of children and their families were prioritized in the 2023-24 state budget, and amplified key findings, resources, and system-building recommendations from the L.A. County Home-Based Child Care Landscape Analysis to help inform strategies to create a more equitable ECE system. Links to each edition are included below. https://mailchi.mp/10b741a2fac4/july-2023-ecm-2486272 https://mailchi.mp/836a80af843b/august-2023-ecm-2486276

The Hub Makes Childcare More Accessible in Long Beach
On August 28th, the Mayor's Fund for Education, a key Best Start network partner, launched The Long Beach Early Learning Hub (The Hub). The Hub is a one-stop-shop for families to connect to quality and affordable childcare and tuition assistance through a streamlined search feature, a universal application, and centralized enrollment system. Additionally, in Spring 2024, The Hub will partner with the Long Beach business community so employers can easily pay for employees childcare. First 5 LA has supported the Mayor's Fund since 2020 to strengthen partnerships between ECE and the business community, cultivating early childhood advocates among the business community. The Hub is a project of the Mayor's Fund for Education and is being developed in partnership with the Long Beach Unified School District and the Long Beach ECE Committee. The development was made possible by a $900,000 investment by the City of Long Beach, as well as other funders.

Advancing First 5 LA's Policy Priorities and Building Relationships with Policymakers
The California State Budget for FY 23-24 was finalized by the legislature and the Governor which included several First 5 LA early childhood priorities including rate increases for the early learning workforce, CalWORKS grant increases for families, and increases in Medi-Cal provider rates (see Item 5, Attachment A, State Budget Summary). In addition, First 5 LA continued state advocacy efforts for policy priorities aligned with the Board-approved policy agenda, leading up to the legislative deadline (September 14) for bills to be passed and submitted to the Governor for review (see here, list of 2023 First 5 LA support positions https://www.first5la.org/policy-agenda/first-5-advocacy-agenda-2023/). The Community Opportunities Flexible Fund (COFF), a second pool of funding within the Early Childhood Policy Advocacy Fund (ECPAF), has received 14 applications and are currently being assessed by the contract intermediary, Community Partners. The COFF will distribute over $2 million across multiple years in amounts of $2,500 to $85,000 for activities connected to changing systems that affect children prenatal to 5 and their families.

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Centinela Hospital Labor-Delivery Unit Closure and Welcome Baby Impact
Centinela Hospital, a long-time Welcome Baby grantee, announced closure of its labor and delivery services in late October 2023. First 5 LA staff has worked with Centinela and its subcontractor, Shields for Families, to ensure continuity of Welcome Baby services for currently enrolled families through the fiscal year. Staff continue to engage in conversations with other Welcome Baby grantees, including Martin Luther King Jr. Community Hospital, to assess options and explore the regional impact.

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 June 8, 2023, and August 15, 2023, by Executive Director Karla Pleitéz Howell and her designees.

#10387 Chrissie M. Castro & Associates, Inc. – Contract Amount: $50,000
Contract Period: 6/19/2023 – 12/30/2023
The Contractor will support First 5 LA in 1) designing a process for the organizational restructure and providing project management support, 2) advising First 5 LA on the design and implementation of an organizational restructure and the corresponding staff roles and capabilities needed to support implementation, and 3) an approach to accountability that supports the new structure.

#10394 Laura Valles & Associates, Inc. – Contract Amount: $100,000
Contract Period: 7/1/2023 – 6/30/2024
The Contractor will primarily serve to design, support, and facilitate the regular convening of the Early Care and Education ("ECE") Team's Provider Advisory Groups. The current Provider Advisory Group ("PAG") consists of the ECE Advisory Committee, a body of 10 family childcare owners, who serve as consistent thought partners for the ECE Team in the development of a Home-Based Child Care ("HBCC") strategy and in the sense-making of the HBCC landscape analysis data. The Contractor will be responsible for expanding the PAG to include a Family, Friend, and Neighbor branch. The Contractor will also provide guidance for the ECE team in effectively incorporating the two provider groups' feedback into programmatic strategy development in order to strengthen the home-based childcare landscape in LA County.

#10386 Crown Facility Solutions – Contract Amount: $129,332
Contract Period: 7/1/2023 – 6/30/2024
The Contractor will perform janitorial services for the First 5 LA office building located on the Union Station campus in downtown Los Angeles at 750 N. Alameda Street, 90012.

#10385 American Global Security, Inc. – Contract Amount: $96,330
Contract Period: 7/1/2023 – 6/30/2024
The Contractor will provide uniformed security guards to promote the safety of First 5 LA's personnel and property at 750 N. Alameda Street, Los Angeles, CA 90012, including the adjacent surface parking lot.

#10393 Spitfire Strategies, LLC – Contract Amount: $85,000
Contract Period: 7/3/2023 – 12/20/2023
The Contractor will provide communications consultation and work closely with the Office of Communications to design a communications strategy to support the components of First 5 LA's

Strategic Plan Reset. Focused areas of work include: developing the organization's role and voice, drafting the final plan along with supplemental materials, crafting messaging to support organizational restructuring, providing consultation on mission, vision, and values statements, and collaborating with other Strategic Plan Reset consultants.

#10395 Westside Infant-Family Network – Contract Amount: $40,000
Contract Period: 7/14/2023 – 12/31/2023
The Contractor will conduct listening sessions to learn from African American families who have utilized or attempted to utilize early identification and intervention (EII) services in Los Angeles County in order to better understand the unique experiences of Black/African American families in accessing and utilizing these services. The Contractor will collaborate with the Help Me Grow LA ("HMG LA") Equity Workgroup to develop a project plan and outreach materials, recruit parent/caregiver participants, hold 2-3 listening sessions with 30+ participants total, draft a summary report, share findings, and participate in strategy development discussions as appropriate. Findings will be used to inform (a) the First 5 LA strategic plan reset, and (b) development of a Help Me Grow LA equity strategy intended to better serve Black/African American families and to reduce systemic inequities.

#00813 El Nido Family Centers – Amendment Amount: $117,149
Amendment Period: 07/1/2023- 06/30/2024
This amendment adds additional funds in the amount of $117,149 for a total contract amount of $1,403,876 to allow the Grantee to support the inclusion of licensed clinicians, equipment, and support for expanded outreach, mental health support and referral pathways within the Select Home Visitation program specific to the Prevention and Aftercare Networks with funding received from the Los Angeles County Department of Mental Health under the Department of Mental Health Prevention and Early Intervention.

#00815 Antelope Valley Partners for Health – Amendment Amount: $122,200
Amendment Period: 07/1/2023- 06/30/2024
This amendment adds additional funds in the amount of $122,200 for a total contract amount of $1,669,556 to allow the Grantee to support the inclusion of licensed clinicians, equipment, and support for expanded outreach, mental health support and referral pathways within the Select Home Visitation program specific to the Prevention and Aftercare Networks with funding received from the Los Angeles County Department of Mental Health under the Department of Mental Health Prevention and Early Intervention.

#00822 Child and Family Guidance Center – Amendment Amount: $113,819
Amendment Period: 07/1/2023- 06/30/2024
This amendment adds additional funds in the amount of $113,819 for a total contract amount of $725,850 to allow the Grantee to support the inclusion of licensed clinicians, equipment, and support for expanded outreach, mental health support and referral pathways within the Select Home Visitation program specific to the Prevention and Aftercare Networks with funding received from the Los Angeles County Department of Mental Health under the Department of Mental Health Prevention and Early Intervention.

#10250 Children's Bureau of Southern California – Amendment Amount: $11,080
Amendment Period: 07/01/2022 – 12/31/2023
This amendment adds additional funds in the amount of $11,080 for a total contract amount of $281,078 to cover additional funding and support for collaborative agencies (subcontractors) supporting the Grantee for the Help Me Grow LA ("HMG LA") Pathways program to purchase and administer incentives for parent feedback surveys.

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IV. RECENT AND UPCOMING EVENTS SPONSORED BY FIRST 5 LA

Name: Long Beach Mayor's Fund for Education: 6th Anniversary
Date: August 24, 2023
Amount: $5,000
Best Start Region 4 colleagues attended this celebration commemorating the Mayor's Fund accomplishments, including First 5 LA's business sector engagement effort and the ECE network development.

Name: Special Needs Network's 18th Annual Back2School Community Health and Resource Fair Date: August 26, 2023
Amount: $1,000
First 5 LA invited regional network grantee, Rising Communities, to attend this event that served young children and families with free health and dental screenings, resources, and supplies.

Name: California Black Birth Equity Coalition Summit
Date: August 28 – 29, 2023
Amount: $10,000
The Health Systems team co-sponsored this event with the LA County Department of Public Health and worked closely with the AAIMM steering committee to provide complimentary registrations to community members, including nine AAIMM community partners, and three WIC/CinnaMoms.

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Memo

To: First 5 LA Leadership Team

From: Office of Government Affairs and Public Policy (OGAPP)

Date: July 18, 2023

Subject: **2023-2024 STATE BUDGET AGREEMENT**

Overview

On July 10, 2023, Governor Newsom signed the 2023-2024 California state budget into law, projecting a $310.8 billion spending plan and utilizing $226 billion in state General Funds. The finalized budget also features $31.5 billion in total deficits and retains $37.8 billion in reserves. As they have communicated through this year, both the Legislature and administration continued to emphasize "protecting the state's core ongoing programs in education, health care, the human services safety net," etc., as the state's key overarching goal. Still, to balance the budget, spending reductions were made across a variety of policy areas, including funding for climate projects and K through 12 education, while the renewal of the Managed Care Organization (MCO) tax and leveraging cap-and-trade funds enabled investments in health care and public transit respectively, to be upheld.

Notably, the final budget included provisions that were central in First 5 LA's advocacy priorities this year including investments in early childhood education reforms, strengthening the social safety net through improvements to the CalWORKs program, and identifying new revenue sources to continue expanding and improving Medi-Cal, the state's Medicaid program.

Media reactions

Media coverage of the final budget, as with the May Revise, highlighted the $32 billion deficit, noting that the budget constitutes the second largest spending package in California's history. Coverage also noted that despite the deficit, state reserves remain intact, pointing to the anticipated revenue resulting from the renewal of the Managed Care Organization (MCO) tax. The MCO tax was highlighted across most articles and the intention to use these funds for increasing Medi-Cal provider reimbursement rates and bolstering hospitals at risk of failing. Several articles highlighted the elimination of family fees for state-subsidized child care, and the funding allocated towards raising reimbursement rates for child care providers.

Other discrete policy areas that were addressed included the preservation of funding for public transit agencies, funding for revitalizing San Quentin Prison, reductions to climate change program funding, and the Governor's stymied attempt to expedite the Delta Tunnel infrastructure project. One article critiqued the diversion of Mental Health Services Act money from children's mental health services and screenings towards housing homeless individuals experiencing mental illness and substance use disorders.

Partner reactions

Advocacy partners primarily reacted positively to the final budget, commending Governor Newsom for the inclusion of family fee reform for early learning child care and preschool services within the budget as well as progress towards provider child care provider rate reform. Advocacy partners also highlighted the use of MCO funds to support Medi-Cal beneficiaries. One advocacy partner expressed dissatisfaction that the trigger for continuous Medi-Cal coverage for kids 0-5 remained, while also applauding the governor's approach to the economic downturn, contrasting it with the "devastating cuts" that followed the Great Recession.

Legislative reactions

The general tenor of legislative reactions has upheld the message of "protecting progress" while recognizing the challenging fiscal reality faced by California. Outgoing Senate President pro Tempore Toni G. Atkins highlighted the efforts to avoid cutting core programs. The Legislative Women's Caucus elevated the efforts of members and advocacy partners in securing early learning fee reform within the budget agreement and progress towards child care provider rate reform. Likewise, outgoing Speaker Anthony Rendon also emphasized these achievements, commending colleagues for achieving these measures while preserving budget reserves.

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

Early learning rate reform: Child care emerged as a key priority for the Legislature and was an important point of negotiation between the administration and lawmakers. Ultimately, the budget agreement provides up to $2.83 billion in one-time funds for child care reimbursement rates and expressed the continued work to move California to a single rate reimbursement structure using an alternative methodology. The budget agreement also includes family fees reform and reduces child care and preschool family fees to 1 percent of total family monthly income for families making at least 75 percent of the state median income and removing fees altogether for those earning less. This new fee schedule would begin October 1, 2023. Rate reform was the most important First 5 LA advocacy priority throughout 2023.

Child care spaces: Releasing on time the expanded child care spaces that were committed in 2021-22 was a priority of First 5 LA as part of the ECE Coalition. The governor's initial budget proposal at the beginning of the year implicated that due to low enrollment, he would be delaying 20,000 spaces to 2024-25. Despite advocacy from early learning providers, advocates, and other stakeholders, the delay will move forward as planned, saving the state about $136 million in General Funds.

CalWORKs grants: Among other key First 5 LA advocacy priorities, the approved state budget increases CalWORKs cash grants families receive through that program. Specifically, the budget provides $500 million in on-going funds, starting in 2024-2025, to permanently increase grants by 10 percent. This temporary increase was subject to a budget "trigger" included in the 2022 California state budget, and action now ensures the Maximum Aid Payment through CalWORKs will not expire on September 30, 2024, as would have otherwise occurred. Furthermore, the budget provides an additional $111.2 million in 2023-2024 to increase the maximum level of CalWORKs aid payments by 3.6 percent. Together, these efforts intend to support ensuring no family served by the CalWORKs program lives in deep poverty. This issue has been a priority of the Legislature since First 5 LA Board Chair, Supervisor Holly Mitchell began championing the issue as a member of the state Senate.

Continuous Medi-Cal eligibility: Not included in the final budget agreement was continuous Medi-Cal eligibility for young children. First 5 LA advocated to the Legislature for inclusion of this policy, and lawmakers in fact did feature it in their version of the budget. Following negotiation with the Governor, however, continuous eligibility is not funded in this budget. The "trigger" featured in last year's state budget requires a decision on funding for continuous Medi-Cal eligibility for young children by September 2024, and this means lawmakers and the administration could still include it in next year's budget.

Lawmakers and the administration also reached agreement on how to spend new funds from a proposed tax on Medi-Cal managed care organizations (MCO). Pending federal approval, the new MCO tax would be retroactively effective from April 1, 2023, and remain in place through December 31, 2026, bringing in an estimated $19.4 billion in net benefits to the state. Unlike previous state MCO tax regimes, which sent all revenue to General Fund accounts, the current tax plan will provide money to specific health related accounts. For example, $1.65 billion annually and a total of $11.1 billion over the next decade will be allocated to the Medi-Cal Provider Payment Reserve Fund to provide rate increases to 87.5% of Medicare levels for primary care physicals; obstetricians and doulas; and non-specialty mental health care providers, starting on January 1, 2024. Local Medi-Cal health plan partners have regularly indicated to First 5 LA that rate increase for providers is a important priority. An additional $8.3 billion raises will flow to the General Fund to support balancing the state's budget in light of the $31.5 billion deficit.

Overall, the final 2023-2024 state budget includes funding for the following First 5 LA priorities:

Expand access to affordable, quality early care and education.
The state budget includes:
- A set aside of $2.8 billion (General Fund and Prop 98) from fiscal year (FY) 2022-23, 2023-24, and 2024-25 for any adjustments related to **reimbursement for child care and preschool providers**. This is subject to a ratified agreement between Child Care Providers United and the Administration.
- Investments to **continue waiving family fees,** including $29.4 million for child care services and $9.7 million (non-Proposition 98 and Proposition 98 General Fund) reallocated from the 2022 Budget Act for state preschool programs through September 2023.
- $56 million to **reform the state's family fee schedule** for early learning services, which, beginning October 1, 2023, will cap fees at 1 percent of a family's total monthly income and no longer require fees for those earning less than 75 percent of the state's median income (SMI). The Budget also dissolves any debt accrued from state preschool programs prior to October 1, 2023.
- $112 million in available federal funds to go towards **temporary stipends for State Preschool Program employees.**
- $22 million in General Fund to **extend "hold harmless"** from July 1, 2023, to September 30, 2023. This allows early learning providers to continue reimbursement based on enrollment rather than attendance.
- Intent language permitting the State Department of Social Services (DSS) in collaboration with the State Department of Education (CDE) to develop and conduct **an alternative methodology to set reimbursement rates for state-subsidized child care and development services**. Data collection and analysis for the development of the alternative methodology will begin July 1, 2023.

- $357 million on-going Prop 98 for the first year of **implementation of transitional kindergarten** (TK) and $283 million Prop 98 to support the first year of adding one certified or classified staff person to every TK classroom. Additionally, the budget provides $597 million in on-going Prop 98 for the second year of TK and $165 million (Prop 98) for a second year of adding one additional certificated or classified staff. Note, these are all reductions from the original set asides made in the 2022-23 budget due to lower enrollment than projected.
- Continued efforts to ensure that all **state preschool program providers serve at least 10 percent students with disabilities** in their classrooms. The final state budget has delayed this expansion by one fiscal year, so that full implementation will be in FY 2026-2027.

<u>Improve systems to promote the optimal development of children through early identification and supports.</u>

The state budget includes:

- $1.65 billion annually through 2029 to **increase rates for Medi-Cal providers**, including pediatricians, doulas and obstetricians. This funding derives from a **new tax on Managed Care Organizations (MCO)**.
- $10 million in one-time General Fund for the Department of Health Care Services (DHCS) **health navigator program**.
- Extends the time period for DHCS's **Doula implementation workgroup from** December 31, 2023 to June 30, 2025, and the deadline for DHCS to publish a report on utilization of doula services from July 1, 2024 to July 1, 2025. This will allow for additional time to support successful adoption and evaluation of the new doula Medi-Cal benefit.
- Modifies and reverts previous proposed delay to 2022 Health Care Workforce Investments; this includes a new appropriation of $15 million from the General Fund towards **Community Health Workers Initiative Grants**.
- The expansion of provisional eligibility for Lanterman Developmental Disabilities Services Act (Lanterman Act) to **include children from birth through two years of age**, making provisional eligibility inclusive of all children four years of age or under.
- Creates the **Autism Services Branch** within Department of Developmental Services (DDS) and mandates annual reporting by DDS starting April 1, 2024 on usage and unmet needs.
- $40 million to support the **California Advancing and Innovating Medi-Cal (CalAIM) Providing Access and Transforming Health (PATH)** program, including the Enhanced Care Management and Community Supports Medi-Cal benefit, which was launched for children and youth populations on July 1, 2023.

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

The state budget includes:

- $500 million General Fund to make permanent a 10 percent increase in the **Maximum Aid Payment of grants provided through CalWORKs**. This appropriation fulfills a "trigger" investment made in last year's state budget that called on lawmakers to determine whether to provide resources for increasing the level of cash grants families can receive through the CalWORKs programs. Furthermore, the budget provides $111.2 million in 2023-2024 to **increase CalWORKs grants by an additional 3.6 percent** effective October 1, 2023.

- The removal of the **Home Visiting Program (HVP) eligibility requirements** which limit the availability of the HVP to pregnant CalWORKs applicants who have not yet reached their second trimester.

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

The state budget includes:

- $9.4 million in one-time funding to extend the **CalFresh Fruit & Vegetable Pilot** through 2026. This will provide up to $60 per month in supplemental CalFresh benefits to participants shopping at 90 authorized pilot retailers.
- $15 million for the **CalFresh Minimum Nutrition Benefit Pilot Program**, to raise monthly minimum food benefits to $50 from the current minimum of $23.
- $1.1 billion for the **Homeless Housing, Assistance and Prevention Act.** Homelessness is a community-identified priority for Best Start Region 2 (Compton/East Compton).
- $10.5 million of the combined one-time funds appropriated in the Budget Act of 2021 and the Budget Act of 2022 for the purposes of **the CalWORKs Housing Support Program, the Home Safe Program, the Bringing Families Home Program, and the Housing and Disability Income Advocacy Program.**
- The requirement for Medi-Cal providers participating in the **presumptive eligibility program** to report births of any newly eligible newborns to the **Newborn Gateway portal**, within 72 hours after birth or one business day after discharge.
- Maintenance of funding to expand full-scope **Medi-Cal eligibility** to all income-eligible Californians, **regardless of citizenship status.** This funding will ensure all income eligible Californians have access to health care through Medi-Cal.
- $20 million Mental Health Services Fund to support DHCS implementation activities related to the Administration's **Behavioral Health Modernization** proposal. This includes $200,000 for a study on **universal mental health screening of children and youth**.

The state budget going forward:

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

Agenda Item: 6
Date: September 14, 2023

First 5 LA

SUBJECT:
Strategic Plan: Draft Goals, Objectives, and Sustainability Overview

BACKGROUND:
During the March 2023 Board of Commissioners meeting, Commissioners provided their perspectives and insights to guide staff's review of the current strategic plan to address First 5 LA's fiscal reality and lingering effects of the pandemic on children and families. Subsequently, staff conducted a landscape analysis to understand shifts in the internal and external context in which First 5 LA does its work and presented findings to Board of Commissioners in June 2023. The landscape focused on five areas:

- **Conditions of Young Children and Their Families** to understand the post-pandemic conditions of children and families in LA County, where the most recent data is available.
- **Public Policy Opportunities** with particular emphasis those that have a direct impact on children prenatal to 5 in Los Angeles County that can benefit from F5LA unique vantage point.
- **Analysis of Seven First 5 LA Initiatives** to highlight what we have learned from implementation experience.
- **Analysis of First 5 LA Operations** to glean lessons learned from how we operate as an organization.
- **Insights and Lessons from the Field** to gather learning from other public agencies, philanthropy, nonprofit organizations, and researchers.

The landscape analysis findings persuaded First 5 LA to fundamentally rethink our existing strategic plan, not simply make refinements to it. We hired strategic plan consultants, Chrissie Castro and Associates, including Rigo Rodriguez, to help First 5 LA establish goals, objectives, and strategies. First 5 LA's strategic plan consultants facilitated a discussion during the July 2023 Board of Commissioners meeting to identify major opportunities at the national, state, and local levels that could be leveraged. Since then, staff have continued to review the landscape findings and Commissioner input to draft goals and objectives and develop a framework for sustainability to ensure First 5 LA can achieve long-lasting impact and stability.

DISCUSSION:
The September 2023 Board of Commissioners meeting will focus on two components of First 5 LA's strategic planning.

Proposed Goals, Indicators to inform Objectives and Strategies: Our strategic plan consultants will facilitate board discussion and gather Commissioner input on proposed goal and indicators to inform objectives and strategies. These proposed goals and indicators are based on findings from the landscape analysis, opportunities identified by Commissioners, and staff input from across the organization.

Sustainability Overview: Staff will provide initial thinking on a definition, framework, and strategies for sustainability to maximize First 5 LA's existing resources and generate alternative revenue to achieve our goals for children and families and promote organizational stability.

NEXT STEPS:
Commissioner input on draft goals, indicators to inform objectives and strategies, and sustainability framework will be synthesized to inform further development of the strategic plan. A draft strategic plan will be presented during the October 2023 Board of Commissioners meeting.

First 5 LA Strategic Plan:

GOALS, OBJECTIVES, STRATEGIES

First 5 LA Board Meeting

Chrissie M. Castro & Associates

September 14, 2023

PLANNING CALENDAR

JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
Landscape Analyses + Data Review	**F5LA Board** SWOT (7/13)	**F5LA Board** No Meeting	**F5LA Board** Review - **GO** (9/14)	**F5LA Board** Review - **GOS** (10/12)	**F5LA Board** Approval (11/9)

Document Analysis + Staff Interviews

INTERNAL ENGAGEMENT: Strategic Reset Team, Senior Leadership Team + Leadership Team + All Staff + Workgroups: *Critical Questions*

COMMUNITY ENGAGEMENT: Inventory & Additional Points of Engagement

AGENDA

BRIEF RECAP → **FEEDBACK & INPUT** → **CLOSING:** Reflections & Next Steps

BRIEF RECAP

F5LA BOARD OF COMMISSIONERS

SWOT Analysis: Opportunities

July 13, 2023

KEY OPPORTUNITIES

1	Federal and state resources with flexible funding for prevention that go beyond what is allowable under a more restrictive medical and social service model: Cal-AIM + CYBHI + FFPSA.
2	K-12 education system reaching and supporting more 3-to-4-year-olds through a ‘whole child’ approach that involves community partnerships and systems integration: UPK & Mixed Delivery System; Community Schools.
3	Los Angeles County increasingly redefining ‘basic needs’ for children and families from a prevention perspective: Housing resources to help a broader spectrum of families experiencing housing insecurity.
4	Array of initiatives that tackle the root causes of disparities (i.e., Social Determinants of Health), particularly very vulnerable families : ARDI + FFPS/A + PAI + GI Pilot.
5	Significant global-scale events leaving behind play spaces for children birth to 5: FIFA World Cup (2026) + Olympics and Paralympics (2028).
6	Community stakeholders committed to wellness and equity for families with children prenatal to age 5: Business Leaders + Philanthropy + Community Leaders
7	Strong policy alignment at the local and state level around prevention.

FIRST 5 LA: POTENTIAL STRATEGIES & ROLES

1	***Communication***: Communicate a prenatal-to-five perspective across various sectors (i.e., a Public Information role).
2	***Linkage***: Serve as a link between/among various Commissions and County departments to bring a prenatal-to-age 5 lens into their systems.
3	***Navigation***: Make it easier for families with children prenatal to age 5 to navigate services.
4	***Community Engagement***: Support meaningful community engagement.

FEEDBACK & INPUT

DRAFT GOALS, OBJECTIVES, STRATEGIES

TASK

Generate **feedback** and **input** on on draft Goals, Objectives, and Strategies for First 5 LA's Strategic Plan.

Part 1

Draft GOALS and INDICATORS

+

Part 2

STRATEGIES and ROLES (Racial Equity/Justice)

Every child in Los Angeles County reaches their **full developmental potential** throughout the critical years of prenatal to age 5.

GOAL 1
Children P-5 and their families have their basic needs met.

GOAL 2
Children P-5 have nurturing relationships & environments.

GOAL 3
Children P-5 have a solid foundation for well-being, lifelong learning and success.

BASIC NEEDS:
Physiological and *Safety*

PSYCHOLOGICAL NEEDS:
Esteem and Love & Belonging

SELF-FULFILLMENT:
Self-Actualization

SURVIVING ⟷ **THRIVING**

Every child in Los Angeles County reaches their **full developmental potential** throughout the critical years of prenatal to age 5.

GOAL 1	GOAL 2	GOAL 3
Children P-5 and their families have their basic needs met.	Children P-5 have nurturing relationships & environments.	Children P-5 have a solid foundation for well-being, lifelong learning and success.
BASIC NEEDS: *Physiological* and *Safety*	**PSYCHOLOGICAL NEEDS:** *Esteem and Love & Belonging*	**SELF-FULFILLMENT:** *Self-Actualization*
Poverty Alleviation Initiative Guaranteed Income Pilot Housing Resources Cal-AIM	FFPSA Pilot Projects UPK – Mixed Delivery System FFPS/A Pilot Projects Prevention Task Force	UPK & Mixed Delivery System; CCSPP: Community Engagement; Integrated Services; Mental Health; Play Areas from Global-Scale Events

OPPORTUNITIES

GOAL 1

Children P-5 and their families have their basic needs met.

AREAS	INDICATORS
Economic Security	• Annual % of children birth through age 5 in LA County living in poverty.
Food Security	• Annual % of households with children birth through age 5 in LA County who experience food insecurity.
Health Security	• Annual # of deaths of children under 1 year old per 1,000 live births in LA County.
Health Security	• Annual % of children birth through age 5 in LA County who access health care when needed.
Housing Security	• Annual % of households with children birth through age 5 in LA County who experience housing insecurity.

GOAL 2

Children P-5 have nurturing relationships and environments.

AREAS	INDICATORS
Early Care & Education	• Annual % of children birth through age 5 in LA County who have access to early care and education in a mixed-delivery system.
Healthy Food Access	• Annual % of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods.
Mental Health	• Annual % of mothers in LA County who gave birth in the last year that displayed signs or symptoms of prenatal or postpartum depression.
Open Space	• Annual % of households with children birth through age 5 in LA County that have access to parks and open space.
Social Cohesion	• Annual % of household with children birth through age 5 in LA County living in community with social cohesion.

GOAL 3

Goal 3: Children P-5 have a solid foundation for well-being, lifelong learning and success.

AREAS	INDICATORS
Child Development	• Annual % of children birth through age 5 in LA County with a developmental delay participating in early intervention programs.
Child Development	• Annual % of children ages 2-5 in LA County with a Body Mass Index that falls within a healthy weight range.
Child Development	• Annual % of children birth through age 5 in LA County who have received the recommended well-child visits for their current age.
Learning Foundation	• Annual rate of LA County children birth to age 5 enrolled in a high quality ECE program.
Cultural Affirmation	• Annual % of children birth through age 5 in LA County receiving culturally affirming services and supports. •

Draft Goals & Indicators

1.

What do you like about the draft Goals and potential Indicators?

2.

What questions do you have about the draft Goals and Indicators?

3.

What suggestions do you have about the draft Goals and Indicators?

Strategies & Key Roles

Strategies

1. What Strategies can help F5LA achieve the draft Goals?
2. How can these Strategies advance racial equity and justice?

Roles

1. What role(s) can F5LA play as a systems-change leader at a local, state, and federal level to achieve these draft Goals, particularly in a way that advances racial equity and justice?

MEANS: STRATEGIES

ENDS: GOALS

GOAL 1

Children P-5 and their families have their basic needs met.

GOAL 2

Children P-5 have nurturing relationships & environments.

GOAL 3

Children P-5 have a solid foundation for lifelong learning, well-being, and success.

CLOSING

NEXT STEPS

FIRST 5 LOS ANGELES – BOARD OF COMMISSIONERS

Strategic Planning Process

BACKGROUND

COVID-19's devastating impact on families with children prenatal to age 5, especially from low-income and racialized communities, and the State's shrinking tobacco revenues call upon First 5 Los Angeles (F5LA) to rethink its current strategic plan to ensure that every child prenatal to age 5 in Los Angeles County reaches their full developmental potential.

On July 13, 2023, the F5LA Board of Commissioners identified core opportunities in the external environment to inform the development of Goals, Objectives, and Strategies[1] for F5LA's strategic plan. Informed by these opportunities and recent landscape analyses, F5LA staff developed draft Goals, Objectives, and Strategies to present to the F5LA Board for feedback on September 14, 2023.

The F5LA Board's feedback at the upcoming meeting will be used to refine F5LA's draft Goals, Objectives, and Strategies. From September 18 to 22, F5LA will share these Goals, Objectives, and Strategies with community stakeholders—residents and organizations alike—to identify alignment opportunities with their priorities and to inform the 'community engagement' strategy. The F5LA team will share the outcomes of these sessions with the F5LA Board in October 2023.

F5LA BOARD INPUT – SEVEN OPPORTUNITIES AND IMPLICATIONS

Opportunities in the Environment

On July 13, 2023, F5LA Board members identified seven overarching opportunities in the environment that have a bearing on its mission.

Opportunity 1: There are more federal and state resources with flexible funding for prevention that go beyond what is allowable under a more restrictive medical and social service model. Initiatives include:

- *California Advancing and Innovating Medi-Cal (Cal-AIM)*: Medi-Cal is working to build a more coordinated, person-centered, and equitable health system that works for everyone. F5LA Board members mentioned funding for Doula services that can touch families much earlier; incentive payment programs; enhanced managed care; and greater accountability for health plans to report on population health results.
- *California Youth Behavioral Health Initiative (CYBHI)*: CYBHI provides a broader range of preventative mental health services through school settings from preschool through college.
- *Family First Prevention Services Act (FFPSA)*: FFPSA aims to enhance support services to families to help children and youth remain at home and reduce the use of congregate care placements. This includes Title IV-E reimbursements for evidence-based, trauma-informed prevention services, including Home Visiting Programs. (California added a block grant to support County implementation of FFPSA called FFPS.)

[1] Goals, Opportunities, Strategies, and Tactics (GOST) will be used to structure key components of F5LA's strategic plan.

Opportunity 2: The K-12 education system is reaching and supporting more 3-to-4 year-old children through a 'whole child' approach that involves community partnerships and systems integration:

- *Universal Preschool and Mixed Delivery System* (UPK): California launched UPK in the 2021–22 state budget by putting into action recommendations laid out in the California Master Plan for Early Learning and Care through a dramatic expansion of TK for all four-year-old children, with universal access to TK for all four-year-old children by the 2025–26 school year and expanded access to the California State Preschool Program for income-eligible three-year-old children and children with disabilities. By 2025–26, UPK will exist for all four-year-old children in California through a mixed delivery system that will bring together programs across early learning and K–12.

- *California Community Schools Partnership Program* (CCSPP): CCSPP supports school efforts to partner with community agencies and local government to align community resources to improve student outcomes. Partnerships provide an integrated focus on academics, health and social services, youth and community development, and community engagement. Community school strategies typically include four evidence-informed programmatic features: integrated support services; family and community engagement; extended learning time and opportunities; and collaborative leadership and practices for educators and administrators.

Opportunity 3: Los Angeles County is increasingly redefining 'basic needs' for children and families from a prevention perspective. An example of this trend can be found in the field of housing:

- More resources are becoming available to fund the preservation and production of affordable housing to help a broader spectrum of families with children prenatal to age 5, from families that are currently houseless to families that are housing insecure to prevent houselessness.

Opportunity 4: Los Angeles County has launched an array of initiatives that tackle the root causes of disparities (i.e., Social Determinants of Health), particularly very vulnerable families. Examples mentioned by F5LA Board members include:

- Poverty Alleviation Initiative
- Guaranteed Income Pilot
- FFPS/A Pilot Projects
- Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

Opportunity 5: Significant events will be landing in Los Angeles County over the next five years that can leave behind a landscape of play spaces for children birth to age 5. Two global-scale events were mentioned:

- *FIFA World Cup* (2026)
- *Olympics and Paralympics* (2028)

Opportunity 6: Los Angeles County has a deep bench of community stakeholders committed to wellness and equity for families with children prenatal to age 5.

- *Business Leaders*: The entertainment industry, such as Disney and Universal Studios, among others, can be great advocates and supporters.
- *Philanthropy*: Los Angeles has many prominent philanthropic institutions committed to community well-being. Some of them are undergoing leadership transitions, thus opening up an opportunity to include children prenatal-to-5 issues into their agendas.
- *Community Leaders*: COVID-19 and racial justice movements formed in the aftermath of the murder of George Floyd have activated community members and expanded community networks to advance racial equity.

Opportunity 7: There is a strong alignment between the Governor, the State Legislature, and the Los Angeles County Board of Supervisors around a policy agenda to address root causes of social and economic disparities through a prevention approach.

- The current alignment among local and state policymakers is a window of opportunity for F5LA to play a galvanizing leadership role harnessing the aforementioned opportunities and resources to magnify its impact.

F5LA Implications: Potential Strategies and Roles

At the end of the brainstorming session, F5LA Board members highlighted additional considerations for strategies or roles that can help F5LA harness the opportunities in the external environment.

1. *Communication*: Communicate a prenatal-to-five perspective across various sectors (i.e., a public information role).
2. *Linkage*: Serve as a link between/among various Commissions and County departments to bring a prenatal-to-age 5 lens into their systems.
3. *Navigation*: Make it easier for families with children prenatal to age 5 to navigate services.
4. *Community Engagement*: Support meaningful community engagement.

DRAFT GOALS AND INDICATORS TO DEFINE OBJECTIVES

Informed by these key opportunities, recent landscape analyses, and internal staff engagement activities, F5LA staff developed draft Goals, Indicators, and Strategies using a Results-Based Accountability (RBA) framework.

- Goals and Objectives are the ends (i.e., desired results).
- Strategies and Tactics as the means to achieve the desired results.

More specifically, a Goal is a general (aspirational) statement that expresses a condition of well-being F5LA wants to achieve for children prenatal to age 5. An Objective refers to a concrete (measurable) level of change. For illustration purposes only (the numbers are not real), below is an example that shows the difference between a Goal and an Objective:

Goal 2	Children P-5 have nurturing relationships and environments.
Objective 2.1	Increase the annual percentage of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods from 10% in 2023 (baseline year) to 30% in 2030 (target year).

In contrast to a Goal, an Objective stipulates a concrete level change in quantifiable terms (i.e., percentage of increase or decrease within a specified time horizon). The detailed nature of measurable Objectives will help F5LA in two critical ways for the strategic plan.

- Strategies, Tactics, Roles: Measurable Objectives help F5LA identify the specific Strategies and Tactics necessary to achieve the concrete change. For instance: What Strategies and Tactics are necessary to increase access to sufficient healthy food choices from 10% to 30% within seven years? What resources are needed to implement these Strategies and Tactics? What is F5LA's role in implementing these Strategies and Tactics?

- Learning, Adaptation, Accountability: During the implementation phase, as results are tracked, F5LA can determine the extent to which its Strategies and/or Tactics should continue, be modified, or changed entirely. In other words, the concrete results become the basis for F5LA's ongoing learning, adaptation, and (ultimately) accountability.

F5LA's Draft Goals and Indicators

At this point in the planning process, we want to gain agreement on the right set of Goals and, by extension, the indicators that will be turned into measurable Objectives. F5LA staff have developed draft Goals that encompass a continuum of results that help children prenatal to age 5 achieve their full developmental potential. This 'continuum of results for full developmental potential' aims to ensure that F5LA's Goals help children prenatal-to-5 to 'thrive' not merely to 'survive.'[2] A Mental Model was developed that articulates a full developmental continuum for children prenatal-to-five to meet their basic needs (physiological and safety), their psychological needs (esteem and love and belonging), and their self-fulfillment needs (self-actualization).[3] Table 1 illustrates the alignment between the draft Goals, the Mental Model, and the opportunities cited by the F5LA Board members.

Table 1: Goals, Mental Model, and Opportunities

Draft Goals	Mental Model	F5LA Board-Identified Opportunities
1. Children P-5 and their families have their basic needs met.	Basic Needs: Physiological; Safety	Poverty Alleviation Initiative; Guaranteed Income Pilot; Housing Resources; Cal-AIM;
2. Children P-5 have nurturing relationships and environments.	Psychological Needs: Esteem; Love & Belonging	FFPSA Pilot Projects; UPK – Mixed Delivery System; FFPS/A Pilot Projects; Prevention Task Force;
3. Children P-5 have a solid foundation for well-being, lifelong learning and success.	Self-Fulfillment Needs: Self-Actualization	UPK & Mixed Delivery System; CCSPP: Community Engagement; Integrated Services; Mental Health; ARDI: Cultural Competency/ Affirmation; Play Areas from Global-Scale Events.

F5LA's Draft Objectives: Turning Indicators into Objectives

Developing measurable Objectives for F5LA's strategic plan entails selecting a set of indicators. These indicators will be turned into measurable Objectives. To illustrate, let's say the F5LA Board selects the following indicator: *The annual percentage of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods*. As mentioned earlier, a possible measurable Objective could be: *Increase the annual percentage of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods from 10% in 2023 (baseline year) to 30% in 2030 (target year)*.

F5LA staff have identified 15 potential indicators for the draft Goals. These indicators were chosen through a close examination of over 100 indicators contained in F5LA's Impact Framework, Landscape Analyses, Best Start Data Narrative, LA County's Countywide Prevention Metrics, and a list of 30-plus indicators from an All Staff Team meeting. Table 2 presents the Draft Goals and Potential Indicators. After the F5LA Board provides feedback on the draft Goals and Indicators on September 14th, F5LA staff will seek additional consultation from stakeholders and experts to identify a final set of indicators for each Goal.

[2] The importance of 'thriving, not merely surviving' was raised by F5LA All Staff and is implicit in the term 'full developmental potential.'
[3] This 'Full Developmental Potential Mental Model' follows Abraham Maslow's Hierarchy of Needs.

Table 2: Draft Goals and Potential Indicators

Goal 1: Children P-5 and their families have their basic needs met.	
Areas	Indicators
Economic Security	a. Annual % of children birth through age 5 in LA County living in poverty.
Food Security	b. Annual % of households with children birth through age 5 in LA County who experience food insecurity.
Health Security	c. Annual # of deaths of children under 1 year old per 1,000 live births in LA County.
Health Security	d. Annual % of children birth through age 5 in LA County who access health care when needed.

Goal 2: Children P-5 have nurturing relationships and environments.	
Areas	Indicators
Early Care & Education	a. Annual % of children birth through age 5 in LA County who have access to early care and education in a mixed-delivery system.
Healthy Food Access	b. Annual % of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods.
Mental Health	c. Annual % of mothers in LA County who gave birth in the last year that displayed signs or symptoms of prenatal or postpartum depression.
Open Space	d. Annual % of households with children birth through age 5 in LA County that have access to parks and open space.

Goal 3: Children P-5 have a solid foundation for well-being, lifelong learning and success.	
Areas	Indicators
Child Development	a. Annual % of children birth through age 5 in LA County with a developmental delay participating in early intervention programs.
Child Development	b. Annual % of children ages 2-5 in LA County with a Body Mass Index that falls within a healthy weight range.
Child Development	c. Annual % of children birth through age 5 in LA County who have received the recommended well-child visits for their current age.
Learning Foundation	d. Annual rate of LA County children birth to age 5 enrolled in a high quality ECE program.

Housing Security	e. Annual % of households with children birth through age 5 in LA County who experience housing insecurity.

Social Cohesion	e. Annual % of household with children birth through age 5 in LA County living in community with social cohesion.

Cultural Affirmation	e. Annual % of children birth through age 5 in LA County receiving culturally affirming services and supports.

F5LA BOARD OF COMMISSIONERS – FEEDBACK AND INPUT

At the September 14th meeting, we are seeking feedback from F5LA Board members on the draft Goals and potential Indicators and input on potential Strategies that can impact these Goals. Time permitting, we would also like to elicit reflections on how these Strategies advance racial equity and what these Strategies mean for F5LA's role(s).

1. **Feedback:** *Draft Goals and Potential Indicators*

   a. What do you like about the draft Goals and potential Indicators?

   b. What questions do you have about the draft Goals and Indicators?

   c. What suggestions do you have about the draft Goals and Indicators?

2. **Input:** *F5LA's Strategies*

   a. What Strategies can help F5LA achieve the draft Goals?

   b. How can these Strategies advance racial equity and justice?

3. **Input:** *F5LA's Key Role(s)*

   a. What role(s) can F5LA play as a systems-change leader at a local, state, and federal level to achieve these draft Goals, particularly in a way that advances racial equity and justice?

Sustainability Overview

Board of Commissioners Meeting

September 14, 2023

first 5 la
Giving kids the best start

First 5 LA's Sustainability Definition

Ensuring First 5 LA can achieve long-lasting impact, stability, and flexibility toward our mission.

Sustainability Framework

First 5 LA Role

First 5 LA Sustainability Efforts toward Our Mission

Maximize First 5 LA Assets

Operations

- Leasing portion of building
- Maximizing staff capabilities and current technology
- Cost efficiency
- Maximizing fund balance investments

Investment Strategy

- Maximizing current investments with a return-on-investment approach integrated with exit strategies or leveraging external funding streams (programs)

Alternative Revenue Strategies

Policy Advocacy

- Lead and support monitoring of local, state, and federal policies

Business Models

- Assessing use of different business models (e.g., fiscal intermediary, etc.)

Collective Impact

- Partnering with other organizations to pool funding

Maximizing Assets

Maximizing First 5 LA's Assets – Operations

Areas to maximize current fiscal and physical resources through ongoing business processes and ad hoc analysis:

- Our building: leasing of building space for additional revenue
- Our staff: maximizing capabilities to support the organization long term
- Our technology: right-sizing and taking full advantage of capabilities of current IT investments
- Our costs: analyzing to make sound, effective, value-based decisions on purchases and expenditures
- Our fund balance: investing our fund balance for greater returns

Maximizing First 5 LA's Assets – Investment Strategy

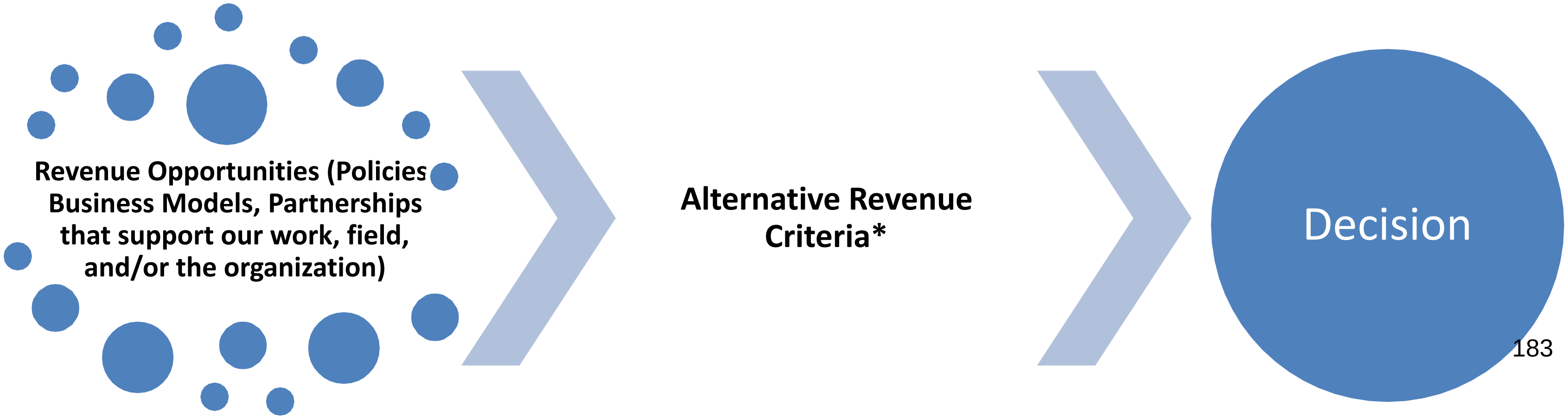
- Develop a return on investment (ROI) approach for prioritizing and making investment decisions
- ROI approach includes traditional financial ROI and measuring impact
- Exit strategies or external funding streams integrated with the ROI approach
- ROI approach is TBA

In Development

Alternative Revenue Strategies

Alternative Revenue Strategies – Criteria

Criteria will be developed to identify and assess alternative revenue opportunities and inform decision making.



*See Appendix

Alternative Revenue – Policy Advocacy

- Always monitor and support opportunities aimed at improving child wellbeing and development at the local, state, and federal levels
- Monitor to ensure state and/or local funding are fully utilized and not returned
- Ensure funding is focused on P-5 population and their families

Alternative Revenue – Business Models

- Identify fiscal intermediary opportunities that:
  - Align with First 5 LA's role(s)
  - Leverage funding to support activities/efforts that advance First 5 LA goals and outcomes
  - Cover administrative costs

- Identify staff expertise/time reimbursement opportunities that:
  - Help lend capacity
  - Support coalition involvement

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In Development

Alternative Revenue – Collective Impact

First 5 LA can continue to create partnerships to pool funding to have a greater collective impact. Below are examples of opportunities to explore:

- Philanthropic partnerships, e.g., Hilton Foundation, Center for Strategic Partnerships (CSP)
  - Less likely to fund direct services, especially long-term, but likely to fund innovations/improvements in infrastructure and proof of concept projects
- Partnerships with County Departments to leverage funding and/or staff resources to advance shared goals
  - Department of Public Health's Productivity Investment Fund grant

Alternative Revenue Strategies in Work

Alternative Revenue Examples

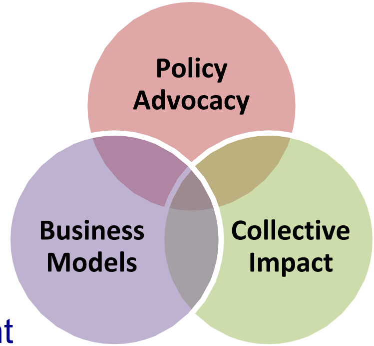
Below are current examples underway utilizing the alternative revenue strategies:

- Medi-Cal (California Medicaid) – exploring new opportunities:
  - New provider population: Community Health Workers
  - Enhanced Care Management for subset of population
  - Medi-Cal Managed Care Plans

- Family First Prevention Services Act (federal)/ Program (state):
  - Can reimburse for direct services and administrative costs
  - HFA and PAT, WB Motivational Interviewing direct services eligible for reimbursement
  - 50% match required (F5LA $ potential)
  - FFPS State Block Grant
    - Piloting Community Pathway connections to HMG, community-based pilots, ECE

- DMH Mental Health Services Act (secured for SHV for FY 23-26)

- Children and Youth Behavioral Health Initiative (CYBHI):
  - One-time funding to expand or start up services, train providers



Next Steps

- Proceed with maximizing assets in our operations
- Develop and implement criteria to identify and assess alternative revenue opportunities
- Develop approach for seeking alternative revenue opportunities
- Develop an investment strategy ROI approach to further advance maximizing our assets towards sustainability

Questions?

first 5 la

Giving kids the best start

Appendix

Criteria Matrix

Below provides a potential example of how First 5 LA could weigh a given set of criteria to determine the organization's level of engagement with a given alternative revenue opportunity. The criteria could include, but are not limited to, the examples below:

Criteria	1	2	3	4	5
1. Strategic Alignment- Aligns with the goals and outcomes of the Strategic Plan					
2. Aligns Revenue top ECD Purposes- Yields additional revenue for either First 5 LA, programs and services that support children and families, or the First 5 network (particularly, support for programs without any other dedicated funding stream)					
3. Impact- Opportunity to reach deeper scope and larger scale impact Supports sufficient revenue to fund sizeable growth in programs, services, and policies that contribute to long-term systems change work in pursuit of First 5 LA's North Star					
4 Improves Equity- Funding prioritizes children and families facing inequities along racial/ethnic, socioeconomic, and geographic lines					
5 Likelihood of Success- The opportunity's likeliness of success, including favorable polling, broad based political support, no funded opposition, etc.					
6 Cost of Involvement- return on investment, increased public presence and organizational bandwidth					
7 Potential Reputational Risk- Possible risks to the reputation of First 5 LA and the First 5 network stemming from participation outweighed by reward					
8. Sustainability- The alternative revenue source will generate ongoing and reliable funding for programs, services and priorities that align with First 5 LA or fund First 5s in general					
9. Ripeness- The window of opportunity is open					