

# AGENDA

## MEETING OF THE BOARD OF COMMISSIONERS

Chair: Holly J. Mitchell

Thursday, October 12, 2023

1:30 PM – 4:30 PM

### Meeting Location:

First 5 LA

750 N. Alameda Street

Los Angeles, CA 90012

1. **ACTION**  
Call to Order / Roll Call
2. **ACTION**  
AB 2449 Request(s) to Participate Remotely Due to Emergency Circumstances and Notice(s) of Remote Participation for Just Cause
3. **INFORMATION**  
Report out on Closed Session of the Board of Commissioners - October 12, 2023
4. **ACTION**  
**Consent**
  - A. Approve Special Commission Meeting Summary Action Minutes and Transcript – September 14, 2023 3
  - B. Approve the Monthly Financial Statements Months Ending July 31, 2023 through August 31, 2023 116
  - C. Contracts: Approve one (1) amendment and one (1) renewal and authorize staff to complete final execution of the agreements upon approval from the Board 127
  - D. Approve a Strategic Partnership with Health Federation of Philadelphia in the Amount of \$400,000 to Pilot the Thriving Providers Guaranteed Basic Income Model in Los Angeles County for the Period of 24 Months and Authorize First 5 LA Staff to Execute an Agreement in the Amount of \$400,000 131
5. **INFORMATION**  
Remarks by the Commission Chair of the Board

#### COMMISSIONERS

Los Angeles County Supervisor	Judy Abdo	Summer McBride
Holly J. Mitchell <i>Chair</i>	Robert Byrd, Psy.D	Maricela Ramirez
	Astrid Heger, M.D.	Carol Sigala
Brandon Nichols <i>Vice Chair</i>	Yvette Martinez	

#### EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,  
M.P.H., M.Ed.  
Jacquelyn McCroskey, DSW  
Deanne Tilton

#### EXECUTIVE DIRECTOR

Karla Pleitéz Howell

#### EXECUTIVE VICE PRESIDENT

John A. Wagner

#### A PUBLIC ENTITY

- |     |   |            |
|-----|---|------------|
| 6.  | <b>INFORMATION</b><br>Executive Director's Report   | <b>134</b> |
| 7.  | <b>ACTION</b><br>Approve Draft of the Annual Comprehensive Financial Report Including the Independent Auditor's Report for the Fiscal Year ending June 30, 2023   | <b>138</b> |
| 8.  | <b>ACTION</b><br>Approval to Submit First 5 LA Annual Report to First 5 CA  | <b>219</b> |
| 9.  | <b>INFORMATION</b><br>Streamlining Mid-year Budget Process  | <b>244</b> |
| 10. | <b>INFORMATION</b><br>Authorize First 5 LA to Receive Funds from the Los Angeles County Office of Education (LACOE) for the Extension of the Quality Start Los Angeles (QSLA) Dual Language Learner (DLL) Communications Campaign, Approve Resolution # 2023-04 and Authorize First 5 LA Staff to Execute an Agreement in the Anticipated Amount of up to \$2,000,000 | <b>247</b> |
| 11. | <b>INFORMATION</b><br><b>Presenters: Gina Rodriguez, Program Officer, Early Care &amp; Education and Katie Kurutz, Communications Specialist, Office of Communications</b><br>Review of and Public Hearing on the Proposed Strategic Plan   | <b>250</b> |
| 12. | <b>INFORMATION</b><br><b>Presenters: Chrissie M. Castro, Chrissie M. Castro &amp; Associates and Rigoberto Rodriguez, Chrissie M. Castro &amp; Associates</b><br>Public Comment (for items not on the agenda)   |            |
| 13. | <b>ACTION</b><br>Adjournment  |            |

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## SUMMARY ACTION MINUTES

**FIRST 5 LA**  
**September 14, 2023**  
**Meeting of the Board of Commissioners**  
**Hybrid of In-Person and Virtual**  
**1:30-4:30 pm**

### **COMMISSIONER PRESENT**

#### **Commissioners:**

Mary Barraza (Alternate)  
Astrid Heger  
Yvette Martinez (VIRTUAL)  
Summer McBride  
Holly Mitchell (Chair)  
Maricela Ramirez  
Frank Ramos (Alternate)  
Carol Sigala

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

Jacquelyn McCroskey  
Deanne Tilton Durfee

### **COMMISSIONERS ABSENT:**

Robert Byrd [Excused]  
Barbara Ferrer [Excused]  
Brandon Nichols (Vice Chair) [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 1:37 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**  
  
Commissioner Martinez joined the meeting virtually under AB 2449 under just cause, 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 – July 13, 2023**
  - B. **Contracts: Approve Two (2) New Agreements and Authorize Staff to Complete Final Execution of the Agreements Upon Approval from the Board**
  - C. **Receive and File the Investment Portfolio Progress Report**

**M/S (Holly Mitchell/Carol Sigala)**

#### Roll Call:

Mary Barraza – Aye  
Astrid Heger - Aye  
Yvette Martinez – Aye  
Summer McBride – Aye  
Holly Mitchell – Aye  
Frank Ramos – Aye

## SUMMARY ACTION MINUTES

Maricela Ramirez – Aye  
Carol Sigala – Aye

### THE ITEMS WERE APPROVED

#### **COMMISSION: (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**

**A. Proposed Goals, Indicators, Objectives and Strategies**

**B. Sustainability Framework**

On July 13, 2023, First 5 LA strategic planning consultants, Rigo and Chrissie, worked with the Board to identify core opportunities in the external environment that would help inform the development of goals, objectives, and strategies for F5LA’s new proposed strategic plan. At the September Board meeting, Rigo and Chrissie presented F5LA staff developed draft Goals, Objectives, and Strategies that were informed by Commissioner identified opportunities and recent landscape analyses to obtain further feedback.

Staff plan to use feedback received at the September Board meeting to further refine F5LA’s draft goals, objectives, and strategies. They also plan to share these goals, objectives, and strategies with community stakeholders in order to identify alignment opportunities with their priorities and to inform the ‘community engagement’ strategy. Following these conversations, the First 5 LA team will share the outcomes of these sessions with the Board at the October Board meeting, to include a draft of the new proposed Strategic plan.

There is no further discussion on this item.

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

Public comments were given virtually and in-person.

**8. ADJOURNMENT:**

The Commission adjourned at 4:21pm.

#### **NEXT MEETING:**

The next Commission meeting will take place on Thursday, October 12, 2023, at 1:30 pm.

Meeting details will be posted per Brown Act Requirements

Meeting minutes were recorded by Linda Vo, Board Relations Manager

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, September 14, 2023

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 Thursday, September 14, 2023; Los Angeles, California

2 1:36 p.m.

3 -oOo-

4 SUPERVISOR MITCHELL: Good afternoon. So good  
5 afternoon everyone. We'll go ahead and have Ms. Vo call  
6 the roll for us.

7 MS. VO: Mary Barraza?

8 COMMISSIONER BARRAZA: Present.

9 MS. VO: Astrid Heger?

10 COMMISSIONER HEGER: Here.

11 MS. VO: Yvette Martinez?

12 COMMISSIONER MARTINEZ: Here.

13 MS. VO: Summer McBride?

14 COMMISSIONER McBRIDE: Here.

15 MS. VO: Maricela Ramirez?

16 COMMISSIONER RAMIREZ: Here.

17 MS. VO: Frank Ramos?

18 COMMISSIONER RAMOS: Here.

19 MS. VO: Carol Sigala?

20 COMMISSIONER SIGALA: Here.

21 MS. VO: Barbara Ferrer? Jacquelyn McCroskey?

22 Deanne Tilton Durfee? And Holly Mitchell?

23 SUPERVISOR MITCHELL: Present.

24 MS. VO: Quorum is present.

25 SUPERVISOR MITCHELL: Thank you so much.

1           We see that we've got a commissioner who's  
2 requested for approval to remotely participate in today's  
3 regular meeting due to an emergency.

4           Can you walk us through that?

5           MS. VO: Yes. We do have Commissioner Martinez  
6 virtually. And we did want to confirm that she has not  
7 joined more than twice for this calendar year.

8           And Commissioner Martinez, can you provide the  
9 reason for joining us virtually today under AB 2449?

10          COMMISSIONER MARTINEZ: Hi, everyone. I'm up in  
11 the Bay area and helping my daughter through a health  
12 crisis; so I'll be joining remotely today. Thank you.

13          MS. VO: Thank you so much, Commissioner.

14          SUPERVISOR MITCHELL: Thank you. Wishing you and  
15 your daughter all the best.

16          I'll entertain a motion to approve Commissioner  
17 Martinez's request to participate remotely under the rules  
18 allowed -- under AB 2449.

19          MS. VO: And confirming, Supervisor Mitchell, we  
20 do not need an action on this item for AB 2449 for her  
21 reason.

22          SUPERVISOR MITCHELL: And I just want to either  
23 push back with or ask counsel to confirm that -- that all  
24 a commissioner ever needs to say is it's an emergency and  
25 not get into any details.

1           ATTORNEY YOUNG: No. So they do have a give a  
2 description of the circumstances because there are a few  
3 listed under that --

4           SUPERVISOR MITCHELL: And so are those in  
5 categories like, just, health? Something to that degree?

6           ATTORNEY YOUNG: Right.

7           SUPERVISOR MITCHELL: Because I think it's really  
8 invasive. And so I just want to --

9           ATTORNEY YOUNG: Completely understood the  
10 thought around that. But, yes, it does -- the legislation  
11 is pretty specific in terms of what has to be stated. And  
12 it can be very minimal, as Commissioner Martinez was very  
13 minimal in her statement as well. But they have to  
14 provide -- Commissioners have to state which one of the  
15 categories of reasons for participating remotely.

16           SUPERVISOR MITCHELL: And walk me through -- the  
17 categories are?

18           ATTORNEY YOUNG: I don't have the legislation up  
19 in front of me right now, but one of those Commissioner  
20 Martinez is referring to is a need to take care of a child  
21 --

22           SUPERVISOR MITCHELL: Got it.

23           ATTORNEY YOUNG: -- for health reasons. And you  
24 don't to have to go into the specifics around that. Just  
25 a general statement around that is sufficient.

1 SUPERVISOR MITCHELL: Thank you very much. My  
2 colleagues getting very prescriptive as they sometimes do.

3 All right. Let's move on to welcome everybody.  
4 We've got some new faces. It's great to see folks.

5 Let's begin with can we have public comment on  
6 the consent agenda please.

7 MS. VO: We currently do not have any public  
8 comments on the consent agenda.

9 SUPERVISOR MITCHELL: Thank you so much. Can we  
10 please call the roll and get a motion to approve the  
11 consent agenda?

12 I'll make the motion seconded by Commissioner  
13 Sigala.

14 Could you go ahead and call the roll, please.

15 MS. VO: Mary Barraza?

16 COMMISSIONER BARRAZA: Present.

17 MS. VO: Astrid -- "Yes," "No"?

18 COMMISSIONER BARRAZA: Yes.

19 MS. VO: Astrid Heger?

20 COMMISSIONER HEGER: Yes.

21 MS. VO: Yvette Martinez?

22 COMMISSIONER MARTINEZ: Yes.

23 MS. VO: Summer McBride?

24 COMMISSIONER McBRIDE: Yes.

25 MS. VO: Maricela Ramirez?

1 COMMISSIONER RAMIREZ: Yes.

2 MS. VO: Frank Ramos?

3 COMMISSIONER RAMOS: Yes.

4 MS. VO: Carol Sigala? And Holly Mitchell?

5 SUPERVISOR MITCHELL: Yes.

6 MS. VO: Motion passed.

7 SUPERVISOR MITCHELL: Thank you very much.

8 Moving on to remarks by moi.

9 So welcome back. I guess summer's over. That  
10 makes me very sad. Even though we were, quote, off  
11 August, you know, that doesn't mean anything when you're  
12 no longer in school. That's the last time you have a real  
13 sort of summer vacation. We're just working through the  
14 summer breaks. Adulting is hard.

15 So welcome. It's great to see everybody back. I  
16 had the privilege of meeting with Karla yesterday, and  
17 later with our consultants who asked me, you know, an  
18 interesting question about the vision for First 5 LA. And  
19 I talked about my expectation of this board. And -- and  
20 us working together to effect systemic change for our  
21 youngest shared constituency, those zero to five; so I'm  
22 glad that we are going through this experience to allow us  
23 to really articulate what we know to be in the best  
24 interest of zero to five Angelenos.

25 You know, as everyone is aware, we currently find

1 ourselves in a rather unique position. We have an  
2 opportunity to build a truly innovative plan. Not just  
3 for First 5, but also an opportunity to lead by example  
4 and show the entire State what LA has in a plan.

5 There's going to be a lot of people paying  
6 attention to the work we're doing, and they're counting on  
7 us to get it right. And I have full faith in this board  
8 and staff that we will do just that. As we approach the  
9 finish line, I ask that you continue to engage. And that  
10 really goes for the public as well. First 5 LA needs the  
11 community as a whole. As well as the community needs  
12 First 5.

13 At the State level, since we last met, the  
14 governor passed the budget, and I was pleased to see  
15 investments with ECE and rate reform and -- which was a  
16 top advocacy priority for First 5 LA. As well as  
17 investments to CalWorks, another priority that I've been  
18 committed to my entire professional career. Because I  
19 truly believe providing families with the opportunities to  
20 lift themselves up out of poverty is one of the greatest  
21 tools we can have in guaranteeing a young person's  
22 success.

23 Had an amazing opportunity in August to travel to  
24 Kenya with several of my elected colleagues to look at  
25 their universal basic income program. Kenya has the

1 longest running pilot in the world. It's a 12-year pilot.  
2 We're at about year six or seven. And -- and to talk to  
3 people who have been beneficiaries of the grants and  
4 recognizing the impact it has on children.

5 In Kenya, you pay for high school. Sometimes  
6 girls with families aren't prioritized. And the first  
7 thing every family talked about was they paid school fees,  
8 either for their own kids or nieces or nephews.

9 And so we talk about ways in which we can truly  
10 alleviate poverty. That's one policy we're looking at  
11 here in LA County, and a joy for me to learn how other  
12 nations are embarking on this same effort to improve the  
13 lives of children, they've got to help their families in a  
14 financial way.

15 On today's agenda, we'll be presented with  
16 updates on the strategic plan, and I look forward to  
17 presentations that we'll hear. And I thank you all for  
18 your continued work.

19 With that, is there any public comment on the  
20 president's report?

21 MS. VO: Confirming there are no public comments  
22 on your item.

23 SUPERVISOR MITCHELL: Any comments from  
24 Commission members before we get into today's agenda?

25 Okay. Seeing none, we're going to hear from our

1 fearless leader.

2 Karla, take it away.

3 MS. PLEITEZ HOWELL: Thank you, Chair Mitchell.

4 And thank you for sharing that example on Kenya.

5 (Inaudible) all of us to think about what opportunities  
6 exist and where there has been really good thinking.

7 Welcome back, Commissioners. It is really,  
8 really lovely to be in community (inaudible) today and to  
9 the First 5 LA team present today, it is really nice to  
10 see a lot of you come and air some of the good thinking  
11 that all of you have done for the strategic plan.

12 Let me start by sharing what we have heard from  
13 you all, the board, in regards to the strategic plan. We  
14 took comments from you all since January and have  
15 summarized some of the important issues that you've  
16 offered for the strategic plan.

17 First and foremost, you have been really clear  
18 that our strategic plan needs to have clear, measurable  
19 benchmarks, really clear goals, and being really clear  
20 about how we're going to hold ourselves accountable as an  
21 organization.

22 We have clearly heard from you as well that we  
23 need to use data to inform our decision making to make  
24 programmatic financial decisions. We have heard that you  
25 are sworn to focus on results and impact and making that

1 really clear to all of you and to the communities we  
2 serve.

3 We have also heard from you that it is important  
4 that we look at lessons learned from the pandemic. We  
5 (inaudible) out of the pandemic portal and not think there  
6 won't be shifts in some of our work. And we have heard  
7 from you that we need to evolve our community engagement  
8 work, that we need to make sure we're reaching out to our  
9 community partners to inform the strategic plan.

10 And lastly, sustainability plan is a discussion  
11 we had in the early months. (Inaudible) addressing our  
12 fiscal reality. So based on this feedback, together in  
13 partnership, we have been looking at our strategic plan  
14 for the last few months. The board has walked in  
15 partnership with us as a (inaudible) all staff members.  
16 We looked at a SWOT analysis and really had a deep  
17 discussion on opportunities (inaudible). And doing all  
18 this work, we have discovered and legal has given us some  
19 feedback (inaudible).

20 And for the reset, we have three options as First  
21 5 LA. Number 1, we either amend the current 60-page  
22 strategic plan and add amendments to the plan; 2, we have  
23 a new strategic plan completely; and then 3 is keep the  
24 strategic plan as is.

25 Given all the learning that we have had in the

1 past few months, we will go with a new (inaudible). And  
2 what that will mean for the board is in today's discussion  
3 you will see new goals, objectives -- very, very exciting  
4 conversation today for some of your input on direction.

5 And in October, you will see a draft of the  
6 strategic plan and a final vote will be done in November  
7 of 2023 for the new strategic plan.

8 And I want to make really, really clear we are  
9 building on the foundation of what this organization has  
10 done. This is not a white boarding anew -- we are not  
11 taking the lessons learned or the really good work that we  
12 have. But it does mean an opportunity to focus our  
13 strategic plan.

14 And the reason for this, we've discussed several  
15 times with the board, we have a fiscal reality that really  
16 changed for all of us in November 2022 because of  
17 Proposition 31.

18 And secondly, when we conducted the landscape  
19 analysis after the pandemic, we had really clearly seen  
20 trends of what's happening with children and families in  
21 Los Angeles County. We discussed this with the board.  
22 We've seen upward trends of children and families  
23 receiving public assistance. We have seen upwards trends  
24 of children whose parents lack secure employment, and it  
25 is made particularly worse by race and ethnicity for

1 certain communities. And we have seen trends of extreme  
2 poverty increases.

3 Because of that, we have discussed the new  
4 strategic plan with all of you and have offered the goals,  
5 objectives, strategies, and tactics framework and our  
6 consultants today will cover a lot of that.

7 And lastly, we heard from you all we need more  
8 community engagement as an organization. So I'm really  
9 pleased to share that part of this strategic plan will  
10 include community engagement led by our Communities Team  
11 and in particular Lee and Joaquin. If you could wave at  
12 the board and just say hello. This team next week will be  
13 leading two briefings with community-based organizations  
14 and community partners including parents and some of our  
15 community engagement work.

16 I want to be really clear this is a good start.  
17 And let us be really clear this is a muscle that we will  
18 continue to build. So today we hope to cover some of  
19 these conversations with you all with our wonderful  
20 consultant. And we'll turn it back to the Honorable Chair  
21 to take up that conversation.

22 SUPERVISOR MITCHELL: Appreciate you.

23 (Inaudible).

24 MS. PLEITEZ HOWELL: And one of the things that  
25 we want to share as consultants -- so as many of you know

1 Chrissie Castro and Rigo have been leading our work on the  
2 strategic plan. Some of you have had conversations.  
3 Chrissie has had a family emergency, and today we will  
4 have Ophelia Medina -- if you could wave at the board.  
5 Ophelia Medina is serving as our Interim Director for  
6 Policy. And she will help Rigo today as we go through  
7 some of the goals and strategies.

8 SUPERVISOR MITCHELL: (Inaudible).

9 MS. PLEITEZ HOWELL: We have the best chair.

10 SUPERVISOR MITCHELL: I was expert at passing  
11 notes in class, pass you a note. That would have been a  
12 major ooh-wee. Okay.

13 Any public comment on the Executive Director's  
14 report?

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

17 SUPERVISOR MITCHELL: We're going to move into  
18 the meat of today's agenda which is our strategic plan.  
19 I'm not going to say the word reset anymore, because it's  
20 a plan and we understand why. This is an information  
21 item. So I'll hand it over to Rigo and staff. Thank you.

22 For informational purposes, there's going to be a  
23 break halfway through this item.

24 Colleagues.

25 MR. RODRIGUEZ: Can you hear me? Can I confirm

1 that the end time for this segment, because -- how much  
2 time?

3 MS. PLEITEZ HOWELL: We have an hour and a half  
4 for this segment and we will probably need a break in  
5 between, Rigo; so if we go -- let's see. Maybe if we  
6 start off and go until 2:30?

7 MR. RODRIGUEZ: Break at 2:30. And once I start  
8 facilitating I lose sense of time, and so I want to --  
9 yeah. 2:30. Okay. All right.

10 Well, good afternoon, again, Board of  
11 Commissioners. It's great to see you all again -- at  
12 least most of you. Some are new to me. And Mary, great  
13 to see you today. Robert is away, but good to see you.

14 So I am here today to focus us on the goals and  
15 indicators that we've been working on for the strategic  
16 plan. So that's our focus for today. And what I want to  
17 start doing is first go through our time line so that we  
18 all know what the time line is that we're working under.  
19 And then we'll jump into that first part of today's  
20 session.

21 All right?

22 So this calendar we presented to you last time we  
23 were here with you in July. And that day, as was  
24 mentioned, we generated quite a bit of input around the  
25 opportunities that you see in the environment and in the

1 horizon, those opportunities are really important because  
2 they are going to feed into the goals, the objectives, the  
3 strategies, and the tactics for what you all call -- call  
4 the ghost framework. It has haunted me from the first  
5 time I heard that. And it will continue to do so.

6 But I want to really pause on this because the  
7 ghost framework is a term of art that this organization is  
8 using, but it is based on what the law requires you to  
9 have in your strategic plan. It's not just out of  
10 nowhere. But that ghost framework in particular, we have  
11 been working with your organization using a results-based  
12 accountability framework; right? So that whatever ghost  
13 is -- and it turns out to be you want something  
14 measurable, you want something that's clear and so forth.  
15 So that's what my colleague and I are bringing to this  
16 work: Results-based accountability framework.

17 So using that, we iterated -- or we underscored  
18 last time that your goals and objectives are your ends.  
19 That's what you want to get to; right? And your  
20 strategies and tactics are your how. So results-based  
21 accountability, distinguishes between your ends -- i.e.  
22 your goals and objectives -- and the means to achieve  
23 those ends -- in this case the strategies and tactics.

24 So what we're focusing on is getting the goals  
25 and the objectives clear so that over the course of this

1 next month, we're going to drill down into the strategics  
2 and tactics. Not putting the cart before the horse;  
3 right? First the horse and then the cart. Sometimes  
4 organizations start with the cart, and so we're trying to  
5 start with the ends first; right?

6 So with that information in mind, we have been  
7 working with staff. And today we have a draft set of  
8 goals and indicators. I'll a say little bit more about  
9 how indicators get turned into objectives later on.

10 As Karla mentioned, in October we'll be  
11 presenting to you as a first draft the goals, objectives,  
12 and strategies. Not the tactics, because the tactics --  
13 after you approve the G, O, and S, in November, then the  
14 tactics will be developed afterwards.

15 Are you tracking me so far? Okay.

16 So with that in mind, we have also, as Karla  
17 mentioned, engaged staff but next week we also have some  
18 sessions with community partners so we can get some input.  
19 It's the beginning not the end of community engagement.  
20 So far so good? Right.

21 Just want to make sure that if you weren't here  
22 last time that you're also caught up.

23 All right. In terms of -- again, the task for  
24 today that we're focusing on is to really get your  
25 feedback on the draft goals and indicators. That will be

1 the first segment. And then the second part is, in light  
2 of your reflections today around the goals and indicators,  
3 you might say I do not like them, I like them, and so  
4 forth. We'll calibrate together. Then after the break,  
5 we'll get into part two which is what kinds of strategy  
6 might make sense to help us achieve those goals.

7 That will be part two. So that we can hear those just as  
8 much as we heard your opportunities last time that helped  
9 us develop the goals, this will also help start us  
10 thinking about potential strategy; right? We want to  
11 build you in on the front end of this.

12 And you'll notice that there's a little label  
13 that says racial equity and justice. Today, as we get  
14 into strategy, we'll also try to uplift in what ways might  
15 those strategies also get at the racial equity issues and  
16 values -- and interests that you have in addressing those.

17 Okay. So I'll start off right now with a brief  
18 recap of -- and I don't say this just to butter you up --  
19 but the incredible brainstorming that you all did last  
20 time. I left motivated -- really motivated. It doesn't  
21 always happen. But this time I left -- I didn't even  
22 think about the traffic down to Orange County. That's how  
23 motivated I was. Then we'll get into feedback and then  
24 we'll close with some reflections. Right?

25 So in terms of the brief feedback, and the

1 document is in your file -- right? -- I want to start off  
2 by signaling that when we heard and we analyzed the many  
3 opportunities that you identified, they basically fell  
4 into seven areas. The first one had to do with the  
5 Federal and State resources that are increasingly more  
6 flexible in terms of funding so that it enables you and  
7 local government to be able to fund more prevention work  
8 whereas previously you've been really stuck within the  
9 health -- the medical model and the social service model.

10 What you cited there was CalAIM but also the  
11 California Youth behavioral initiative, as well as FFPSA,  
12 which I think you're all familiar with the acronym.

13 So that was one, and that was an opportunity,  
14 because now there are potentially more funds available for  
15 things like home visiting and things of that sort that  
16 really get at prevention.

17 What was also mentioned was the doula services as  
18 well, that can also start catching families earlier too.  
19 Also mentioned was K12 -- I believe Board Member Ramirez  
20 brought that up and how the K12 public education system is  
21 reaching deeper and deeper into the three and  
22 four-year-olds with the UPK as well as the community  
23 schools which offers more engagement opportunities and  
24 capacities. Right? I hope I didn't misquote you.

25 Also, Board Member Mitchell mentioned the ways in

1 which the County is also redefining, kind of, prevention  
2 particularly in terms of housing so we're not just  
3 focusing on housing for those who are currently houseless,  
4 but also housing insecure; so there's additional ways in  
5 which the County is orienting itself towards prevention.  
6 A whole host of initiatives from the anti-racism,  
7 diversity, and inclusion. The -- a Poverty Alleviation  
8 Initiative as well as the Guaranteed Income Pilot; right?  
9 Those were also mentioned as the whole array of  
10 initiatives that are really trying to get at the root  
11 causes of some of the symptoms that we see. And this one  
12 really speaks to me around deep poverty that you were  
13 mentioning as well, Board Member Mitchell.

14 And so, again, this is getting at the social  
15 determinants of health, mental health, and other  
16 conditions that families with young children have to face.

17 You also mentioned the global-scale events that  
18 are happening in 2026 -- the FIFA World Cup, the Olympics  
19 and Paralympics that, if harnessed well, can then leave  
20 behind -- that was the word here -- play spaces for  
21 children zero to five and their families. So, again, if  
22 it's harnessed effectively, it can leave a landscape  
23 that's much more accessible, playful, stimulating as well.

24 You also underscored that there are a whole host  
25 of community stakeholders from philanthropy to business

1 leaders to community and neighborhood leaders and others  
2 who are committed to both equity and this work.

3 And then lastly, I think you all were humbly  
4 saying this, but you all said there is an alignment in  
5 terms of policy and prevention among current policy  
6 makers. I think you all used the word "progressive" in  
7 particular. But State and local policymakers and being  
8 able to see this as an opportunity -- a window of  
9 opportunity.

10 So I thought that was very, very rich. And as  
11 you'll see later on we tried to map these opportunities  
12 onto the goals that started to crystallize throughout the  
13 process. Lastly, we also heard from you at some  
14 additional thoughts around potential roles for First 5 LA,  
15 one of which included a communications function. Really  
16 making sure that your communicating the key prenatal to  
17 five perspective across multiple sectors, linkage so that  
18 First 5 LA can be that linkage across different  
19 commissions, departments, and others so that first -- that  
20 prenatal to five perspective cuts across multiple work  
21 that's happening, navigation and community engagement.  
22 Again, that community engagement is really critical.

23 Let me pause and see if this reflects what you  
24 said. If there's anything else that we missed? Is that a  
25 good summary?

1 SUPERVISOR MITCHELL: With regard to the  
2 prevention -- I'm not sure if that's one of the items I  
3 raised -- but it's not just in terms of Counties focus on  
4 housing. But we also passed a motion that really is  
5 looking at prevention and asking DSS and DCFS to work  
6 closely together to talk about prevention. To help  
7 families before they need the safety net. And that's a  
8 new kind of focus and direction at the County level. So  
9 the prevention, it's not just the housing. It's also a  
10 new way we're approaching our everyday work at the County  
11 level in providing opportunities to support families prior  
12 to our typical engagement, if you will.

13 MR. RODRIGUEZ: Great to know that it wasn't just  
14 about housing, but also --

15 SUPERVISOR MITCHELL: Other forms of support.

16 MR. RODRIGUEZ: -- other forms of support.

17 SUPERVISOR MITCHELL: Is this the appropriate  
18 time? Because I know every time I see it I think of new  
19 things for us to add --

20 MR. RODRIGUEZ: No --

21 SUPERVISOR MITCHELL: Sorry. To add to it.

22 MR. RODRIGUEZ: Sure.

23 SUPERVISOR MITCHELL: If others --

24 MR. RODRIGUEZ: Yeah. Just at the top there.

25 SUPERVISOR MITCHELL: Again, for opportunities --

1 and this is actually new, I think, since we met last --  
2 the legislature and the Governor probably still as we  
3 speak are amending a piece of legislation that will alter  
4 MHSA as we know it.

5 MR. RODRIGUEZ: MHSA amendment.

6 SUPERVISOR MITCHELL: Yeah. And the County's ask  
7 was to afford us greater flexibility. So what we get,  
8 we'll see. But it could potentially be an opportunity in  
9 terms of the way in which MHASA could potentially be kind  
10 of reimagined and reenvisioned around mental health  
11 services for youth.

12 Second piece for me, Measure J funds. You know,  
13 every year, the advisory committee develops kind of  
14 funding areas or buckets for Measure J dollars. And in  
15 year three, this upcoming year, kids and play is one of  
16 the funding -- one of the eight, if I recall, funding area  
17 priorities.

18 As of today, the Board passed and approved the  
19 plan for almost -- just shy of a \$90 million allocation to  
20 all of the Measure J. And there's also some carry-over  
21 fund from Year 2 that haven't hit the street yet.

22 And so it triggered when you talked about the  
23 Olympics, but honoring kids and play. That could be  
24 another opportunity to partner with community-based  
25 organizations. There will be a new funding source.

1 MR. RODRIGUEZ: So leveraging Measure J around  
2 that play and children could very well align, as you said,  
3 with harnessing. So even funding organizations that stay  
4 on top of what's going on with the Olympics and --

5 SUPERVISOR MITCHELL: They're guaranteeing that  
6 our children have some --

7 MR. RODRIGUEZ: That's wonderful. And also  
8 wonderful to hear how the Care First, Jails Last framework  
9 that's embedded in Measure A is creating more capacity for  
10 the infrastructure.

11 SUPERVISOR MITCHELL: Absolutely.

12 MR. RODRIGUEZ: Thank you for that.

13 Anything else? Any other opportunities that  
14 popped up just as you heard the recap? Anything else?

15 All right. Okay. So then let's go onto the task  
16 at hand. So we'll start off with Part 1, we'll take a  
17 break, and then come back to strategy.

18 So let me start off by briefly, briefly  
19 explaining -- I know I covered this in the memo that was  
20 sent to you all, but also for members of the public that  
21 are here or are listening, let me just cover the three  
22 goals and the logic that underpins the three goals that  
23 you have before you. And then also share with you the  
24 logic that also underpins the indicators. And then we'll  
25 start with getting your feedback.

1           So this statement that every child in LA County  
2 reaches their full developmental potential throughout the  
3 critical years of prenatal to age five -- that's been kind  
4 of our guiding focus as we've tried to develop our goals.  
5 Right? And so in thinking about that focus, we heard loud  
6 and clear from a number of both -- especially in the  
7 conversations we had with all staff, that in crafting  
8 these goals, we did not just want to craft goals that are  
9 about surviving, but also goals that get at thriving.

10           So you see that continuum at the very bottom. So if  
11 we developed three, four, five goals, and it's all about  
12 basic necessities. While basic needs is really  
13 fundamentally important, because of the conditions that  
14 we've seen. At the same time, it doesn't get to the full  
15 developmental potential; right? So what we have  
16 co-constructed here are three goals. That first one is  
17 around children prenatal to five and their families having  
18 their basic needs met. And typically, what we try do as  
19 we crafted these three goals is we referenced Maslow's  
20 hierarchy of needs that you see there. So that we have  
21 some cutoff lines. They're porous here, but at least we  
22 have some guidance around where one begins and the other  
23 one ends.

24           So goal one really is about the physiological and  
25 safety needs. Safety isn't just about physical. Safety,

1 free from violence, but also safety is about security,  
2 like, economic security. Having car -- if you have an  
3 accident that messes you up; so it's about that  
4 physiological and safety. And so making sure when it  
5 comes to housing, food, economic security, etcetera,  
6 that's what that goal really covers.

7           The second goal starts to stress us a bit from  
8 the -- the basic needs. And it moves us into the esteem  
9 and love and belonging -- the psychological need of  
10 children. And that goal is children P to 5 having --  
11 having nurturing relationships and environments. And here  
12 I want to underscore that you'll notice that families  
13 don't appear in Goal Two explicitly. They appear in Goal  
14 One because we know that the ability for a child to  
15 satisfy their basic needs is so, so rooted in the  
16 condition of the family.

17           So a lot of the policies that we have in place  
18 target the family as a way of getting to the child.  
19 Right? And so families have to qualify for on the basis  
20 of income and so on.

21           Here under Goal Two, we envision the role of  
22 family, but it's many, many more people touching the child  
23 from professionals to neighbors to extended family,  
24 etcetera. So here by relationships, nurturing  
25 relationships, we need the whole constellation of

1 relationships that effect and impact the development of  
2 child.

3 Another thing you'll notice here is that we added  
4 environment because relationships are so much social, but  
5 environment are so extensive but beyond that as well. So  
6 it's the physical environment, like the play spaces, the  
7 open spaces, the park. But also organizations and how  
8 they function; so when you walk into a clinic, there's a  
9 whole system there that also effects the child and so  
10 forth. So this goal is not just about nurturing  
11 relationships and function as protected factors but also  
12 environment as well.

13 The last goal is the one that I think we  
14 struggled with the most, which is: Okay. So what does  
15 thriving mean? And in Maslow's hierarchy -- the way  
16 people tend to interpret Maslow's hierarchy, it's like,  
17 self fulfillment doesn't come until you're after 30 or 40.  
18 But it also happens that the foundations are set at this  
19 age. Right? So in our thinking, we came up with a goal  
20 that speaks to children prenatal to five, having a solid  
21 foundation or basis during that time period that can  
22 function and support their well-being and -- and lead to  
23 life-long learning and success. And, here, we know that  
24 the literature shows that there are some skills that are  
25 connected to economic success and language development and

1 cognitive development that can help with lifelong. So  
2 those are the goals that are underpinned by this idea that  
3 we don't want to just focus on goals that only speak to  
4 survival, although that's really critical, but also to  
5 thriving.

6 What I also want to do here is show you one more  
7 thing before we ask for your thoughts on what you like and  
8 any suggestions. We tried to map these goals into the  
9 opportunities that you shared with us. So when you look  
10 at the Poverty Alleviation Initiative, the Guaranteed  
11 Income Pilot, all the CalAIM, etcetera, we see a direct  
12 connection between those opportunities so that it's not  
13 just First 5 LA as a stand-alone organization trying to  
14 change this with a budget of this size, it's in concert  
15 with other initiatives that have more resources, more  
16 connections and so forth.

17 The same thing you'll notice under the other  
18 goals as well, we tried to align those. And we felt that  
19 there was a pretty good fit. It's a good timing as well.

20 With that, I just want to say what we'd like to  
21 do is kind of invite you to share with us what you liked  
22 about the drop goals and potential indicators, any  
23 questions that you have, any suggestions or questions that  
24 you have. The indicators are listed here. They're on  
25 Page 6 of your handouts. I'm not going to go through each

1 one of those because that would take the rest of our time.

2 So this is Goal One, with the indicators. Goal  
3 Two with the indicators. And then Goal Three is  
4 indicators. So let me conclude with this, and then we'll  
5 open it up.

6 The indicators are draft right now. We want to  
7 hear your thoughts as we consult with more groups and  
8 thought partners over the course of the next week,  
9 eventually, we're going to select some of these indicators  
10 as the basis for our measurable objectives.

11 So for example, Goal Two -- I'm just going to  
12 take one indicator, Early Care and Education.

13 The indicators there -- you know, an indicator is  
14 a data point that enables us to track something. To gauge  
15 whether things are moving in the right direction or not.  
16 So the annual percentage of children, birth through age  
17 five in LA County, who have access to Early Care and  
18 Education in and through a mixed delivery system.

19 Let's say we choose that as an indicator. I'm  
20 not going to say you are. But if you choose that one or  
21 modify it, we would then turn it into an objective. It  
22 would look something like this. From 2023 to 2028, that  
23 takes up five years -- right? -- the annual percentage of  
24 children that have access to Early Care and Education in  
25 the mixed delivery system will increase from 10 percent to

1 30 percent; right?

2           So then we have a measurable, quantifiable  
3 direction. For some of these indicators, they are  
4 population level and it's really hard to change them.  
5 What we're going to go talk about later on when we talk  
6 about tactics and strategies is that it's everyone's  
7 responsibility to change the population-level indicators,  
8 not just First 5; right? We will add additional levels  
9 and scales of accountability when you select your  
10 strategies and your projects. Each of those will have  
11 their own outcome, each of those will have their own  
12 performance measures and things that sort.

13           This is really important because in the work of  
14 collective impact, what they have really helped us  
15 understand is that we can all have a program that helps  
16 500 children and families get beyond deep poverty. But  
17 what about the other 550,000; right? So this population  
18 level is really about forcing not just us but all of us  
19 really try to impact the broader scale of that.

20           So I just want to snake that -- so for today,  
21 we'd like to get your thoughts around which ones you like,  
22 is there something else that you think we're missing --  
23 we'll put that all in the hopper. And then as we engage  
24 partners in the next two weeks, we'll see if there's some  
25 consensus around some key ones that we think are going to

1 be very critical to move us in that direction.

2 So with that, let's open it up. You have  
3 Document Six. Just let us know which goal you're  
4 interested in. Maybe start with Goal One.

5 And Jacquelyn?

6 COMMISSIONER McCROSKEY: Well, I wanted to start  
7 with Goal Two.

8 MR. RODRIGUEZ: Goal Two.

9 COMMISSIONER McCROSKEY: I'm not trying to cramp  
10 the goal language or objective language, but I feel like  
11 it's too narrow and it's particularly too narrow for the  
12 LA -- (inaudible).

13 MR. RODRIGUEZ: Okay.

14 COMMISSIONER McCROSKEY: The language is  
15 children, not families. (Inaudible) Support for families.  
16 It can't create the environments for their children that  
17 they want to and that we want for them. But also with out  
18 resourcing communities, we can't support families. And  
19 one of the reasons I wanted to bring this up now, because  
20 you were mentioning some engagement sessions with CBOs and  
21 other people, one of the things at least I'm super focused  
22 on, because I'm working on several of these initiatives --  
23 is the more we turn our eyes to prevention in the County  
24 in particular, the more we understand that we don't  
25 understand the community landscape, that we have separate

1 contracting processes where firms don't even know if  
2 they're contracting with the same people.

3           There's not a reasonable natural awareness of --  
4 I mean, all of us who work in this field, that we have  
5 X number of birthing hospitals, X number of Welcome Baby  
6 hospitals, you name it; right? (Inaudible) they aren't in  
7 all communities.

8           And so the set of resources in each community  
9 becomes really important, and not because I think they  
10 have to be exactly the same, but because there has to be a  
11 place in each community where it's just comfortable for  
12 families to access whatever it is they need. And so that  
13 to me is broader than the psychological need at its base  
14 in terms of Maslow, it gets to that. I know. But I think  
15 there's a lot of really important work that's going on in  
16 a lot of these County reform discussions that are going on  
17 about what's the relationship between government and the  
18 community-based organizations and other community groups  
19 that families are closest to and have the greatest trust.

20           MR. RODRIGUEZ: Let me see if I picked up on the  
21 -- I'm tracking your point about the communities.

22           So the Goal Two, I'm just seeing (unintelligible)  
23 captured that your recommendation is to then include  
24 community in the goal statement itself?

25           COMMISSIONER McCROSKEY: As I said, I'm not clear

1 enough about the goal and the strategies, etcetera. But I  
2 feel like (inaudible) because our field of activity has  
3 been so much in the community of (inaudible), that it  
4 would be a mistake not to think through the implications  
5 of that.

6 So and how community resources support families  
7 in order to nurture children, I'm not saying it has to be  
8 stated here in this language, specifically. I trust you  
9 to figure it out.

10 MR. RODRIGUEZ: No. No. No. Yeah. And we've  
11 been struggling with that question in this way. And then  
12 I'll go with you. Or why don't you start? And is this  
13 about the same topic here?

14 COMMISSIONER McBRIDE: It absolutely is, and I  
15 just want to thank the Commissioner for that point.  
16 Because I'm a big fan of Maslow, and I teach parenting  
17 classes, and that's a big part of it. But a few years  
18 ago, what I started to do is unpack that. And that's when  
19 I learned about the Blackfoot (unintelligible) that  
20 influenced Maslow's. And there's parts of the original  
21 hierarchy of needs that is often left out.

22 And it can sort of fit on top of Maslow's because  
23 it goes from self actualization to community  
24 actualization, the cultural perpetuity. And that speaks,  
25 I think to what the commissioner's saying because we often

1 want to serve our communities by focusing on the child,  
2 but then we forget that they are within a community of  
3 people who are all part of their village, all part of  
4 making, all part of helping them get to the point where  
5 they are able to thrive. And I think if we can start to  
6 ask ourselves what is it that that village needs in order  
7 to serve the child -- we want to serve children, but we  
8 have to serve the people who care for the children in  
9 order for that to happen (inaudible).

10 And I often wonder when we're doing something  
11 like a listening session, and we gather input from the  
12 community about children, what do we do with the data  
13 that's not directly about children, but can inform the  
14 work of other commissions or legislators that are making  
15 those decisions that impact the people who are more on the  
16 peripheral, but still have a direct impact. And I don't  
17 know if that's the same thing you're saying, but that's  
18 what resonated with me.

19 MR. RODRIGUEZ: Yeah. No. We did review the  
20 literature on the Blackfoot Nation and the connection  
21 between Maslow's hierarchy. And, yeah, the basic  
22 difference is ultimately Maslow individualized it to the  
23 individual versus the connectivity. And then the other  
24 one was that in Maslow's thinking, there's a power and  
25 control relationship between institutions and individuals.

1 Whereas over here, the power relationships will work  
2 horizontal. So we did review it. We just noted that  
3 because you were calling it a north star, I think you're  
4 calling it a mission now, that all children prenatal to  
5 five -- because it already is spoken by legislation. You  
6 have to focus on -- that's why we chose to keep children  
7 as the focal point of the goals so that we can measure  
8 progress there.

9           However, the -- how we work with communities is  
10 something that -- at the top our radar. That -- that  
11 issue that we've been talking about are things like making  
12 sure that as we define community, we are as capacious  
13 [sic] as possible. So for example, we can define  
14 communities by geography. But then it can also exclude  
15 communities that aren't located just in a geography;  
16 right? And then you have communities for which they have  
17 very little quantifiable data. So for example, in the  
18 Native American community, for instance, but also in other  
19 communities. So we've been having a pretty robust  
20 conversation around how we want to include communities in  
21 this.

22           The -- one of the issues with putting communities  
23 in the goal is that then how do we measure it? But at the  
24 level of strategies, that's where we can then make some  
25 decisions based on the objectives that you're trying to

1 achieve.

2 Right? So once we know which indicator you're  
3 going to choose, then when you take -- when you think  
4 about strategy and tactic, that is when you make sure the  
5 equity piece and the community piece comes in, and really  
6 call it out.

7 So I appreciate the comment and also the  
8 flexibility of us kind of thinking through this. But I  
9 jut want to say that we're -- we're aligned around making  
10 sure that we are thinking about the role of community.  
11 The other piece too with community is that public systems,  
12 although they impact outcomes, they're not the sole  
13 determinants of outcomes with families of children.  
14 Right? Also communities play such a major role. In terms  
15 of school systems, only 20 percent of a child's life is in  
16 the school. 80 percent is in the community. Right? So  
17 we're going to have to really think of that.

18 COMMISSIONER McBRIDE: And the last thing I would  
19 say to that -- and I appreciate you fleshing that out, but  
20 with the culture perpetuity, it's about sustainability,  
21 and not necessarily just, like, environmental  
22 sustainability, but sustainable programs versus in  
23 supports that as budget fluctuates as policies change from  
24 legislation to legislation, within our communities,  
25 whatever that looks like or however we define that, they

1 don't become more vulnerable with these changes.

2 MR. RODRIGUEZ: Is that the cultural perpetuity  
3 component. So that community capacity so that they can be  
4 resilient and despite the shifts that happen in the  
5 environment. That's really critical; right? So we built  
6 those muscled in our community so that we can be resilient  
7 despite the environmental changes.

8 SUPERVISOR MITCHELL: Commissioner Martinez, I  
9 just want to make sure you can hear us all okay. Okay  
10 great.

11 MR. RODRIGUEZ: Thank you. Go ahead Commissioner  
12 Sigala.

13 COMMISSIONER SIGALA: -- (inaudible) oriented.  
14 And but we can gather changes. So I think in each of  
15 these -- community did appear to be here. But if we're  
16 looking at strategies and also as training elements that  
17 are sensitive to cultural diversity and equity, then I  
18 think that we're really looking at something that it's  
19 more of our vision that we had to begin with. So I do  
20 agree. Thank you.

21 MR. RODRIGUEZ: I'm glad that that's standing  
22 out. Definitely. And also Monday and Friday of next week  
23 when we engage community partners, that the central  
24 question. How should we envision community engagement in  
25 this whole strategy? That's the central question that we

1 have for them.

2 COMMISSIONER TILTON: I agree so much with all  
3 these comments. I want to be a little more specific about  
4 the goals. I landed on mental health because that's such  
5 a critical need in every situation where we see a poor or  
6 bad outcome. Mental health services would have made such  
7 a difference at an early (inaudible), parents but clearly  
8 for the parents but also for the little kids. There's a  
9 critical need for people who understand how to treat  
10 little kids. One opportunity we have we just have  
11 legislation on the governor's desk that's going to enable  
12 certified child life specialist to provide grief and loss  
13 counseling and receive victim's funds. And this is  
14 particularly relevant for little children who witness  
15 (inaudible). But that's not my point. That wasn't what I  
16 wanted to land on.

17 When you say mental health, there's such a broad  
18 -- such a broad need there. And such a huge topic right  
19 now. But it's kind of a non sequitur, the way it's  
20 stated. All the other areas talk about what would be a  
21 measure of, you know, improving a situation. I don't  
22 think that the issue is to look at the number of mothers  
23 who display signs or symptoms of prenatal or postpartum  
24 depression. The question is are we responding to it? Are  
25 we recognizing it? Are we treating it? Do we understand

1 it? And are we -- are we protecting the children in  
2 serving these brand new members of our society --  
3 newborns.

4 MR. RODRIGUEZ: Great point. Great point. This  
5 is the kind of feedback we want. Something about the  
6 measure that's not resonating, we've got to capture it  
7 now. And so that as we get into the priority setting, we  
8 have the right measure. Right?

9 So let's just take that suggestion, Commissioner  
10 Tilton. So let's say it's not just about whether they're  
11 exhibiting and displaying these signs, but rather that  
12 they're accessing the services to address. And then we  
13 can turn that into an objective and say: Over the course  
14 of five years, we're going to increase the percentage on  
15 an annual basis from 5 percent to 30 -- whatever it is.  
16 But then we take that indicator that's the right  
17 indicator, we turn it into measurable objectives.

18 So thank you for that. I -- Commissioner  
19 Barraza, I know we're to DMH; so one of the things we've  
20 been in a conversation with Dr. Byrd as well as the Mental  
21 Health Services Act planning process that's underway in  
22 making sure that the zero to five perspective -- I know  
23 First 5 LA is at the table as well. So this mental health  
24 component is so, so critical.

25 So I don't know if you'd like to comment --

1 comment on what's going on there?

2 COMMISSIONER BARRAZA: Yeah. I do agree. I know  
3 the department is in the process of expanding our zero to  
4 five services. And I do think the piece about working  
5 with the family is so critical, because in addition to  
6 increasing our zero to five services, we're really working  
7 on increasing the parent-child connection; right? Because  
8 that's -- that's your basic need. Right? That's starting  
9 with your basic need and being able to self actualize.

10 So I do think that piece is very critical in  
11 making sure the family has that community connection, that  
12 community support.

13 MR. RODRIGUEZ: And so the other piece, if I may,  
14 is that again, First 5 LA doesn't have to be a solo act  
15 here; right? There are efforts within the Department of  
16 Mental Health and the Mental Health Services Act and ow  
17 there's that also are flexible in terms of prevention  
18 dollars; right? So we can link the resources there to the  
19 efforts that are happening here, and magnify the impact.

20 That was the 2:30 --

21 SUPERVISOR MITCHELL: (Inaudible).

22 MR. RODRIGUEZ: So if we go until 3:00, we'd  
23 still have a couple of minutes for strategy.

24 Okay? Let's keep going. Who would like to go  
25 next? Let me just change my -- and it's just -- let's

1 keep going. And who would like to go next?

2 Commissioner Heger?

3 COMMISSIONER HEGER: I am stunned by the fact  
4 that we're looking at all these factors. And I'm also  
5 wanting to get some feedback from you in engaging the  
6 community. What kinds of answers are you -- or guidance  
7 from them are you looking for? In terms of asking them  
8 what would help them accomplish these goals, because I  
9 think we should be informed by the community. I mean the  
10 community has to engage. And each -- not every community  
11 is the same. I mean, I have some ideas, but then I would  
12 be talking from my own experience, not from their  
13 experience.

14 But I'm actually interested in their input and  
15 what they see in their community, what would be added to  
16 that community. I mean, Deanne and I both know one thing  
17 and is that isolation of any family is the biggest  
18 contributor to the danger to the child and being child  
19 focused. But I'm also looking at the family. How does  
20 the family create an atmosphere of safety for themselves  
21 and the child and how do they engage in the community.

22 How do we build a community that's safe? Like,  
23 how do the people that live there see that? For those of  
24 us who live in relative safety in a suburb that has parks  
25 and has access to, you know, to Farmers Markets and

1 activities for the kids and -- and school-centric kind of  
2 places where families can go. What is a family living in  
3 a poverty area of our County? How do they see that? What  
4 would they like -- what would make a difference to them  
5 other than enough money to buy food and a refrigerator and  
6 not worry about that. But what are the other things that  
7 could be brought in?

8           You know, I have friends that are very actively,  
9 at a national level looking at ways to equalize income,  
10 similar to the ones that in Australia and other countries  
11 -- I'm Norwegian; so that's there -- where you equalize  
12 and people take away that worry. If that worry wasn't  
13 there, what would they want added to the community?

14           I'd love to hear back from a community rather  
15 than putting it into words that I -- what I think because  
16 I'm probably wrong.

17           MR. RODRIGUEZ: I'm getting loud and clear that  
18 you have a strong interest in community; right? And the  
19 two things that I'll just share with you in reflection and  
20 respond to your question, I think one is we're going to  
21 start finding out more explicitly a response to that  
22 question next week -- Monday and Friday, when we meet with  
23 community partners and residents and parents and mostly  
24 partners -- and I think some residents as well.

25           We're asking them two questions: What does

1 community engagement look like? That's going to be  
2 meaningful around these goals. So that's the first  
3 question. They may say nothing is good or they might say  
4 we want to create space for them. The second question  
5 would be what would be the best way First 5 can support  
6 that? Because that way we get to know as an organization  
7 what are the dos and don'ts. Right? What should  
8 community engagement look like and what should it not look  
9 like? What should First 5 LA's role look like? And what  
10 should it not look like? The history of public sector  
11 systems engaging communities of color and low-income  
12 communities has been really terrible.

13 COMMISSIONER HEGER: Yes.

14 MR. RODRIGUEZ: It's just been really terribly.  
15 It's part of systemic racism. It's about marginalization,  
16 violence, exploitation, extractive. Most public systems  
17 historically go into communities, focus group, give the  
18 information to technical experts, they give solutions to  
19 them. How many of you want to reproduce that? I don't  
20 think any of us want to do that.

21 So we know that that history is very patterned.  
22 It's really clear; right? So this is why we need to be  
23 very intentional in not reproducing that. But how do we  
24 disrupt that?

25 A couple things are really clear, and one is that

1 -- the literature is really clear that there's certain  
2 muscles that communities need to have in order to be able  
3 to change conditions. One is leaders, resident leaders,  
4 parents as leaders, the critical mass and investment in  
5 leadership development because you need an actor; right?

6           The other is that we know that community  
7 organizations are also critical because within communities  
8 where many are struggling financially and have multiple  
9 jobs to make ends meet, it's hard to sustain a long-term  
10 systems and policy-change initiative. So the burden falls  
11 heaviest on folks who are surviving. Right? So that's  
12 where community organizations align with missions at the  
13 local level -- at the community level are really, really  
14 critical.

15           The other is networks. Making sure that they're  
16 networked with places like First 5 LA, philanthropy, other  
17 social justice organizations. And the last muscle is  
18 community organizing campaigns of some type, because  
19 that's what activates people.

20           So we know there's some framework where we can  
21 make sure your investments are creating capacities in  
22 communities for communities to determine what they want,  
23 how they're going to get there -- which has been a  
24 question that you posed; so rather than us imposing it's  
25 really coming out of their work.

1 I think the tension -- not the tension, but the  
2 issues for First 5 LA will be around what if communities  
3 come up with items that are outside of your strategic  
4 plan; right? So those are things that you deal with at  
5 the level of strategies and tactics and protocols just to  
6 make sure that there's something in alignment.

7 But those, I think, are problems you want to  
8 have, versus the other kinds of problems where we  
9 reproduce the history of public sector (unintelligible).  
10 I'm sorry. I went off and -- and my bad.

11 COMMISSIONER HEGER: I guess my concern has  
12 always been access to excellence, but the idea of not just  
13 giving. We have traditionally -- and I'm talking about  
14 being part of a system -- we've given them a list of  
15 things we think they should have, and then we don't -- and  
16 it might be right. We might be right on that list. But  
17 we do nothing to connect them to the essentials on that  
18 list. We let them figure it out.

19 And if there's one thing, is like they want a  
20 warm handoff. They want someone to take their hand and  
21 say, hey, listen. You've never -- you've never believed  
22 us. You've never had faith that the services are there.  
23 So can we help you find the services by, you know, making  
24 sure you are connected?

25 MR. RODRIGUEZ: Right.

1           COMMISSIONER HEGER: You know, and -- and it's  
2 frustrating for the -- for people to come say yeah, yeah,  
3 yeah. I got that -- that list I've got a million times  
4 and I call, nobody answers. And it's like that. I don't  
5 know where the resources are. So, you know, we did talk  
6 about this in small groups. We talked about where to  
7 locate services so that individuals know how to get them  
8 in every community. And I believe, personally, that  
9 schools are a really good place to put them because most  
10 people in this city are walking distance from elementary  
11 schools. And the idea of being able to give them choices  
12 in a location that they can actually access.

13           MR. RODRIGUEZ: And that's close by. And I think  
14 that's where that Community School Initiative that --  
15 trying to transform schools; so that it goes beyond just  
16 the funding, but literally transforms schools so that they  
17 have a deep community engagement platform. There's family  
18 and community engagement workers at those elementary  
19 school. You can have wellness centers at (inaudible) have  
20 neighborhood leadership teams supported by schools. And  
21 so I think we're on the right track because those can't  
22 even access resources -- right? -- then their basic needs  
23 might not be met.

24           Is there anyone else?

25           SUPERVISOR MITCHELL: Who are the community

1 partners that you'll be meeting with next week?

2 MR. RODRIGUEZ: I will defer to Joaquin and Lee?

3 SUPERVISOR MITCHELL: I think it would be helpful  
4 just (inaudible) for giving a context as to who you'll be  
5 --

6 MS. WERBEL: I can give you some examples if I  
7 have a second to find them.

8 SUPERVISOR MITCHELL: Okay. Yeah.

9 MR. RODRIGUEZ: I think I saw two hands up. If  
10 you could raise them? So one and two. Okay.

11 COMMISSIONER McBRIDE: One of the questions I  
12 have in regards to community partners is whether you touch  
13 on some of the more granular data points. Like, one thing  
14 that sticks out from one of the presentations we received  
15 was how, for example -- and I could be wrong on the exact  
16 ratio. But it seemed that more African American families  
17 access things like CalFresh, versus home visitation  
18 services. So in talking to these community partners, will  
19 there be some investigation into maybe why families access  
20 some services and not others? Because we can make all of  
21 them available but if they're still (inaudible) for them  
22 to not access the service, then that can inform once we  
23 get to the strategies and tactics.

24 COMMISSIONER RAMOS: Yeah. So --

25 MS. PLEITEZ HOWELL: Rigo, can we -- some framing

1 for the community partners conversations. So we are  
2 having one briefing with a really small group of  
3 community-based organizations on the 18th. And then a  
4 larger one with RNGs and Lee will share some of that  
5 information.

6 But the granular piece is part of what we hope to  
7 be part of. We're really clearly hearing from the board a  
8 community engagement strategy, very clearly. And I think  
9 it is that part of how are we going to continue to grow  
10 that muscle.

11 But these briefings will be on two main issues:  
12 One, feedback on the goals from community so that they  
13 don't hear it the first time after the board has looked at  
14 it -- yeah -- in November; and then the second will be  
15 what does community engagement looks like where you are?  
16 (Inaudible) The question you're lifting up about deep  
17 authentic community engagement is part of what we'll be  
18 working out with that strategy.

19 COMMISSIONER McBRIDE: Thank you.

20 MR. RODRIGUEZ: Did that answer your --

21 COMMISSIONER McBRIDE: Perfectly.

22 COMMISSIONER McCROSKEY: I didn't think about it  
23 before because I jumped into the one that was top of my  
24 mind. But will we have additional conversations about  
25 these indicators? I'm concerned about a number of them.

1 And I'm concerned because as you know, Rigo, I've worked  
2 on a lot of indicator reports, starting with the First  
3 Children's Scorecard in 1998. And you really do want to  
4 think about measures that are sensitive to change. I know  
5 you mentioned population level. But even with a lot of  
6 partners, there are a number of these measures that we may  
7 not see changes in. Right? And so I -- I hope we're not  
8 -- that this is a step on the way there. Because I think  
9 that -- that's where First 5 could really be helpful and  
10 it could be -- and in the deed, it could really be helpful  
11 to us if it's much more targeted to what we specifically  
12 have to offer.

13 MR. RODRIGUEZ: I agree with you on that.  
14 There's two ways that you can still -- after this meeting,  
15 feel free to contact us and we will be able to meet with  
16 you and go through each of those if you'd like to  
17 one-on-one to do that.

18 And then also doing a couple of other  
19 consultations to be able to get to the right indicators,  
20 but those are going to be brought back to you in October;  
21 so you'll be able to review them again before final  
22 decision gets made. But yeah.

23 COMMISSIONER HEGER: So one of the things that I  
24 -- I think a lot of communities are used to various  
25 agencies coming in and questioning them about what they

1 want or sort of postulating things or having  
2 conversations. I'm going to ask this question, if you're  
3 having these focused meetings and you're meeting  
4 individuals from the community and there's somebody that  
5 comes up to you afterwards -- and this is a hypothetical  
6 -- and says right now my acute need is this, I need  
7 somebody to respond to this need, how are we as a group  
8 going to respond as a demonstration to that individual, to  
9 that family, or to whatever -- how are we going to act to  
10 meet that need so that the community has a "aha" moment  
11 that they're serious about making a difference here.  
12 We're not just talking about it.

13 I mean, I would like, (inaudible) because if I'm  
14 in a meeting in a community and somebody comes up and says  
15 there are four or five of us that have an acute need right  
16 now, that we would be able to give them a warm hand off.  
17 That seems -- that's just -- just a question that I have.

18 MR. RODRIGUEZ: So there's the -- they  
19 hypothetical that you presented already moves us past  
20 prevention, so to speak; so part of it is being able to  
21 get to prevention before a real acute need happens. So I  
22 think part of what we're trying to do is make sure we  
23 select strategies that gets that prevention.

24 But if someone does bring up a need of that sort,  
25 you've all mentioned that one of the roles that you want

1 to play is make sure there's navigational capacity in and  
2 across systems; right? So if that comes up at a mental  
3 health meeting and the need is housing, we don't say: Oh,  
4 we're about mental health. We're not about housing.  
5 Right?

6 So that's about systems capacity, connection  
7 between community-based organizations systems to make sure  
8 that in those -- in the -- in those instances, there's the  
9 ability to connect folks to a wide variety of resources  
10 that are really going to take care not just of the urgent  
11 moment, but very systemically a help that families and  
12 individuals get to a place where they're not in an  
13 emergency; so I think that systems that could be a  
14 strategy -- well, we do have a strategy that we're  
15 thinking about with system changes; so those are the kinds  
16 of things that we can make sure there are pilots, there's  
17 initiatives that really ensure that that's working well.  
18 Right?

19 COMMISSIONER HEGER: I'm just trying to build  
20 confidence from the community that we're actually serious.

21 MR. RODRIGUEZ: Uh-huh.

22 SUPERVISOR MITCHELL: We all have different  
23 perspectives. I don't know from the work I do every day  
24 that that hill is -- is that steep. Have ongoing  
25 relationship with community and there's trust there. And

1 I think we will always have people in the room that if  
2 that hypothetical would happen would figure it out.  
3 That's my experience. That's what I believe. And I  
4 believe First 5 has that street cred if you will in the  
5 community. But that's also why I asked the question about  
6 who the CDOs that you're reaching out to.

7 MR. RODRIGUEZ: Can we have that?

8 SUPERVISOR MITCHELL: I'm curious to know that.

9 MS. WERBEL: So there are many organizations that  
10 we reached out to, but I'm going to give you a sample of  
11 who we reached out to who's coming on Monday. Like  
12 Community Coalition, Back Women for Wellness, Catalyst  
13 California, Crystal Stairs, Weingart Foundation Families  
14 and Schools, Long Beach Forward, Active San Gabriel, and  
15 that's the like.

16 And then on Friday, a separate session for the  
17 regional network grantees for Best Start efforts which  
18 include Children's Real -- El Nido Family Service who are  
19 in the and room with us, and Rising Communities California  
20 -- California, well CHC, but they're now called Rising  
21 Communities and the Nonprofit Partnership, and I'm missing  
22 one. Ah, Para Los Ninos.

23 SUPERVISOR MITCHELL: Thank you. I think that  
24 just kind of gives me a context about the community kind  
25 of as, you know, a generic entity which we know it's not.

1 So that is helpful. And I also talked about it when you  
2 talked about wanting to make sure that we have people who  
3 have agency. Who just have agency. So I thought about,  
4 like, some of the organizations you mentioned, I jotted  
5 down -- because I can't trust my memory -- but even  
6 something like the funders like Liberty Hill or who  
7 supports organizations across the board to help build  
8 agency.

9 So thank you for the list. I think that's  
10 helpful.

11 (Inaudible.)

12 COMMISSIONER SIGALA: We need to be mindful of  
13 that. And thank you.

14 MR. RODRIGUEZ: And the last couple of panels  
15 have gotten us into strategy already; so I'm wondering if  
16 we can open it up to strategy already. So maybe we can  
17 start populating the other one around strategy?

18 SUPERVISOR MITCHELL: Let's get Commissioner  
19 Ramirez who hasn't spoken; so I want to make sure she --

20 MR. RODRIGUEZ: I had Commissioner Ramos raising  
21 his hand, and then can I go to Commissioner Ramirez?

22 SUPERVISOR MITCHELL: Beautiful.

23 MS. VO: And if I may just interject,  
24 Commissioner Martinez is having a hard time hearing; so  
25 just want to remind commissioners to speak into their

1 mikes loudly and clearly.

2 MR. RODRIGUEZ: And I won't take it personally, I  
3 don't feel like you're going to be yelling at me.

4 All right? Commissioner Ramos.

5 COMMISSIONER RAMOS: Thank you. I just wanted to  
6 underscore the community portion that we're talking about.  
7 I think we're all in agreement that community is key. But  
8 just as we move forward, we need to remember to go back to  
9 the community. And I just want to add this one, final  
10 thought. Community is CBOs, it's our families. I think  
11 it's also our staff here at First 5 LA, because we have a  
12 rich opportunity to engage them in the future without  
13 needing necessarily to reach out to families, etcetera, as  
14 the families are here too at First 5 LA.

15 So I just wanted to underscore that portion that  
16 we have an opportunity. And you did mention that, by the  
17 way, that's been spoken to. But moving forward, let's  
18 continue to do that as well. Because we've got a lot of  
19 subject matter experts that are wearing the family hat  
20 too.

21 So it -- just because my other job, DCFS, it's  
22 very difficult at times to engage families because we  
23 don't -- they don't come to us; right? And we talked  
24 about systemic racism of all systems. And so it's very  
25 important that we continue to push forward and persevere

1 so that we can, at the end of the day know that we spoke  
2 to the right people. Which is what Astrid and everyone  
3 else was saying. We need to speak to the right people and  
4 somehow show supports -- and First 5 LA can't do it all --  
5 so that people go: Okay. It's not just the same old  
6 spiel. And they move on to check off a box around that.

7 MR. RODRIGUEZ: Commissioner Ramos, may I ask a  
8 question around that?

9 COMMISSIONER RAMOS: Sure.

10 MR. RODRIGUEZ: So it sounds like it's one of the  
11 strategies -- I'm right behind you. We should put  
12 community engagement.

13 COMMISSIONER RAMOS: Yes.

14 MR. RODRIGUEZ: That we need to make sure we  
15 strengthen and build.

16 In what way, for example, might First 5 LA help  
17 DCFS with that community engagement? Any thoughts on  
18 that?

19 COMMISSIONER RAMOS: Well, we know that the --  
20 well, DCFS knows that the State requires Child/Family Team  
21 Meetings. And so those are meetings that -- where the  
22 parent is supposed to -- the caregiver and/or parent is  
23 supposed to be able to utilize their voice to tell us --  
24 to tell the group, the multidisciplinary group -- which  
25 may include First 5 LA, based on bandwidth -- I don't want

1 to commit First 5 LA. But it's working together really as  
2 a team to making an informed decision, and allowing -- and  
3 I say allowing because sometimes we don't allow the parent  
4 to tell us what they need. So I think the Child/Family  
5 Team meeting is a great opportunity for that to happen,  
6 but that's one strategy.

7 MR. RODRIGUEZ: Sure.

8 COMMISSIONER HEGER: And I think, Frank, it's  
9 also important that DCFS -- and you know how I feel about  
10 this -- is that is there a support system for the worker  
11 so the that the worker is seen as part of the community  
12 trying to find a solution rather than as the opposition.

13 COMMISSIONER RAMOS: Yes.

14 COMMISSIONER HEGER: Because that's a very  
15 difficult position to put the DCFS worker in. And also  
16 puts them at odds with the community. And I think as a  
17 strategy, the idea of incorporating social workers and  
18 supporting them as a positive force in that community  
19 towards safety and etcetera, and making good decisions --

20 MR. RODRIGUEZ: May I suggest that that's a  
21 system change strategy? That's building that team,  
22 nurturing that team, supporting that internal team as a  
23 way of making sure that system is performing well; right?

24 Commissioner Ramirez?

25 COMMISSIONER RAMIREZ: I wanted to go back to

1 indicators on Goal Number 2.

2 MR. RODRIGUEZ: Sure.

3 COMMISSIONER RAMIREZ: For Early Care and  
4 Education. So I guess my question is -- like, you know,  
5 the word "access" is in several indicators. And I'm just  
6 curious, like, how we move beyond access to actual, you  
7 know, participation or, you know, active involvement in.  
8 And I wonder if maybe that's part of the strategy. But  
9 that is a question I have about some of these indicators.

10 MR. RODRIGUEZ: Would you be implicitly  
11 recommending that we work more at participation and  
12 involvement?

13 COMMISSIONER RAMIREZ: Absolutely. I think  
14 that's important. Because for example, when you have  
15 Early Care and Education, one could argue that everybody  
16 has access to it. But maybe -- maybe not.

17 MR. RODRIGUEZ: It's the actual utilization --

18 COMMISSIONER RAMIREZ: Right.

19 MR. RODRIGUEZ: Got it. Got it.

20 Anything else?

21 COMMISSIONER McBRIDE: I would just add -- oh, I  
22 just had a quick question, and forgive me if I should know  
23 this, but the community (inaudible) are there foster care  
24 agencies? And what role are the conversations being had  
25 in that space.

1 MR. RODRIGUEZ: Let me ask if there are any in  
2 that list? Do we have any (unintelligible). That would  
3 probably next level engagement.

4 COMMISSIONER McBRIDE: Okay.

5 MR. RODRIGUEZ: So it sounds like your  
6 recommendation is for us to reach out to agencies that are  
7 providing foster care.

8 COMMISSIONER McBRIDE: Yes.

9 MR. RODRIGUEZ: Okay. Got it.

10 SUPERVISOR MITCHELL: And given the amount of  
11 time we've spent talking about communities, now that we've  
12 heard, kind of, the initial list, that people have other  
13 ideas, let's be sure and provide it to staff.

14 I just wanted to go back to Goal 1 as we talked  
15 about yesterday under economic security indicator,  
16 measuring and trying to reduce the number of children  
17 living in LA County living in poverty, and I would add a  
18 second one because I think it requires perhaps sometimes  
19 separate strategies, and perhaps up to us to prioritize to  
20 reduce the number of children birthed to five in deep  
21 poverty. Only recognize their level of vulnerability.  
22 And sometimes the different programs that they have access  
23 to.

24 So I would add that.

25 MR. RODRIGUEZ: I'm pausing on that because I'm

1 trying to -- I'm trying to visualize what that would look  
2 like. Because we tend to just say (unintelligible)  
3 because the poverty life in and of itself is really --  
4 it's tough. Right?

5 SUPERVISOR MITCHELL: It is.

6 MR. RODRIGUEZ: But it's not like -- it's, like,  
7 a segment within families that are living below the  
8 poverty line are in deep poverty. And you envision a  
9 child prenatal to five that's only seen and experienced  
10 deep poverty; right? So if we were to select that -- an  
11 indicator like that, we'd have to really seek out who and  
12 where families live that are living below or in deep  
13 poverty right now.

14 SUPERVISOR MITCHELL: Uh-huh. Uh-huh.

15 MR. RODRIGUEZ: Yeah.

16 SUPERVISOR MITCHELL: And I think we figure that  
17 out the same way we know the number of children living in  
18 poverty, because we know the family income level and we  
19 know the deep poverty income level. And those children, I  
20 figure, would be the same way that we would find children  
21 of poverty.

22 Commissioner Martinez? Anything from you? I  
23 wanted to make sure you could hear us so make sure that we  
24 see and you include you.

25 COMMISSIONER MARTINEZ: No, I feel included and

1 seen. No, I think all of these questions are incredible  
2 and thoughtful and I concur, especially with the community  
3 input concerns and questions; so thank you.

4 MR. RODRIGUEZ: That came out loud and clear. I  
5 am not sure how much more time I have.

6 S. PLEITEZ HOWELL: I wonder if we take a break  
7 right now, because it's a nice time to have a break. You  
8 have probably -- let's see, about 30 minutes.

9 MR. RODRIGUEZ: Okay. Let's take a break. You  
10 want to do a five-minute break?

11 SUPERVISOR MITCHELL: Five minutes, please.  
12 We'll be back at 3:05.

13 (A brief break.)

14 SUPERVISOR MITCHELL: We're back. It's 3:05.

15 MR. RODRIGUEZ: All right. So appreciative of  
16 this time and what you're giving to this topic. I am also  
17 feeling like I never get this amount of time, but I'm  
18 starting to feel like I'm freaking out. Like, my gosh.  
19 So Karla mentioned that we can go until --

20 MS. PLEITEZ HOWELL: 3:50.

21 MR. RODRIGUEZ: 3:50. And then we'll transition  
22 over to the other topic. Okay?

23 So we now want to transition to a slightly  
24 different topic, but they're all interconnected. If you  
25 still want to come back to goals and indicators, we can,

1 because we can toggle between these two.

2 Now, this question that we want to move into is  
3 around strategies and key roles; right? And just want to  
4 say that the questions that we have -- in light of these  
5 draft goals that you saw and some of these indicators, we  
6 want to make an impact in that direction, what are the  
7 kinds of strategies that will really help First 5 LA  
8 achieve those goals? We've already mentioned community  
9 engagement; so really being very robust around that is  
10 really important.

11 But what other kinds of strategies come to mind  
12 before you? And it's a brainstorming session; so whatever  
13 comes to mind, we'll jot up there and then we'll find  
14 patterns; right?

15 And then, as we have that conversation, if  
16 there's this other dimension around racial equity and  
17 justice that you have lifted up as a Board that you would  
18 like. And so if you would like to comment on both at the  
19 same time, feel free to do that.

20 At the end, we'll pull out again and we'll ask  
21 what are the roles for First 5, just like we did with the  
22 last conversation. In light of the strategy, really  
23 important, again, that the strategies are a means to  
24 achieve a goal. Right? This visual, we've got the goals  
25 on the right-hand side. We've already said that.

1 Community engagement, there's a lot of interest around  
2 that. Any other kinds of strategies that you think can  
3 get us there? Any other kinds of strategies?

4 Commissioner McCroskey?

5 COMMISSIONER McCROSKEY: Well, I seem to have a  
6 lot to say about this. But I'm going to take advantage of  
7 it. One of the things I want you to help me think about  
8 is the fact that we, at the beginning, talked about these  
9 initiatives that are just -- and I'm not feeling that  
10 we've got full alignment in terms of where are the  
11 opportunities given those. So I don't know whether  
12 that's, like, in tactics or later, but just because I'm  
13 involved in some of them, I have a sense of where some of  
14 the pilot projects are already being planned, are already  
15 underway, for example, might be of great interest to First  
16 5.

17 And so, look, how do we align the funding  
18 opportunities for new prevention approaches with our sort  
19 of thinking about strategies.

20 MR. RODRIGUEZ: So Ofelia, I just heard a couple  
21 things. So, like, aligning the funding opportunities with  
22 the strategies is going to be really important in order to  
23 harness these opportunities.

24 My thought is can we stay on one of those  
25 opportunities, just talk to one, and then maybe

1 collectively see how we can connect it? Here is what I'm  
2 hearing is your concern. Given that there's these issues  
3 that you mentioned, whether that be FFPSA or the CalAIM or  
4 all the things that are happening, if we miss the boat --  
5 right? -- how are we going to make sure that there's a  
6 connection. That's what I'm getting.

7 So I wonder if you can talk to one of those, and  
8 then maybe together figure out how do we make sure that  
9 there's a -- that a strategy or a tactic is going to  
10 harness that. Sound good?

11 COMMISSIONER McCROSKEY: (Inaudible) as part of  
12 the FFPS -- the community-wide planning for prevention,  
13 there's something we're calling th Community Pathway which  
14 is primary prevention of (inaudible) and in particular  
15 focus on children not coming into the system. Or if they  
16 do come into the system, providing all that additional ray  
17 of support (inaudible) --

18 MR. RODRIGUEZ: But that's already happening;  
19 right?

20 COMMISSIONER McCROSKEY: That's already  
21 happening. The law was passed. The State -- or LA County  
22 plan was approved of an allocation or block grant. There  
23 are pilot projects. They're already -- the first set are  
24 already started.

25 And they include things like partnership with

1 school districts to assure that families with very young  
2 children can make an easy connection to home visiting.  
3 That one is one where First 5 is already very much  
4 involved. But there are others where, for example, saying  
5 all the families who are receiving subsidized childcare in  
6 any particular part of the County, how many would also be  
7 interested in home visiting. And how does that overlap  
8 with the Help Me Grow work that's in the Antelope Valley.

9 I'm just saying there's opportunities that I can  
10 think of because I know some of the details that I feel  
11 like we're not -- so there aren't any indicators at all,  
12 for example, about preventing child abuse.

13 MR. RODRIGUEZ: One way we can elevate as an  
14 indicator something that connects with those initiatives.  
15 That would be a critical (unintelligible). Because if we  
16 don't have an indicator that's tied to the particular  
17 initiative, then in some ways --

18 COMMISSIONER McCROSKEY: Right. Then how do we  
19 --

20 MR. RODRIGUEZ: -- the disconnect is already  
21 there. So we're going to have to really brush through and  
22 culture the indicators to see which ones are really  
23 connected to those key initiatives.

24 The other thing that really stands out to me in  
25 what you said is that maybe here -- we already have some

1 initiatives that you brought up. But maybe we need to  
2 have an explicit list of initiatives that you know about.  
3 Like, you mentioned MHSA today and then the other one  
4 about the Measure J; right? So maybe the Board knows and  
5 we can really identify what are those core initiatives  
6 that you feel like are a must. Because I think that's  
7 going to help us align it to the indicators, because I  
8 think that's where we have great potential or greater  
9 potential to then impact that change. Right?

10 So those things are coming up in my mind based on  
11 this quick conversation that we're having on this one.  
12 How does those sound -- at least those two steps that we  
13 can take?

14 Anything else?

15 COMMISSIONER McBRIDE: Just looking at what part  
16 of that can be allowing families to tell us what they know  
17 and building on the knowledge that's already there in the  
18 community, which is sort of the basis of, like, centering  
19 as a form of prenatal care and other models that are being  
20 used for, like centering diabetes. It centers the patient  
21 and what they already know and the shared wisdom in the  
22 community. And that may be more of an incentive to draw  
23 people in not -- just access the services, but to also  
24 help us know how we can help improve the services.

25 MR. RODRIGUEZ: So as part of our strategy we

1 really do need to have a clear way of centering the family  
2 and tapping into their knowledge or sources of knowledge  
3 so they can tell how certain things should work. And so  
4 that should be a key component of any kind of anything  
5 else.

6           COMMISSIONER HEGER: I think the community -- I  
7 think this whole idea of the community needs to be like a  
8 portal that a family or mother or father can walk through  
9 and say as they go into that, I know when I enter this  
10 room that I'm going to have -- my questions are going to  
11 be answered, that I'm going to have access to services,  
12 that individuals are going to treat me with respect and  
13 not expect me to figure out -- you know, here's a list,  
14 you go figure it out. But they're actually going to help  
15 me find that and I think you engage one of the strategies  
16 I would love to see is giving a young family -- we were  
17 just talking about this -- but begin to demonstrate very  
18 quickly that we care about this community and I am -- we  
19 want to get rid of isolation. And, I mean, I think that  
20 -- personally, I think you have to do something. We have  
21 to begin to deliver a service of some kind into the  
22 community and that could be with the community-based  
23 organizations, but see what they bring to the table and  
24 see what they're willing to give in that room once that  
25 person has come through the door, that you say: Yes, yes.

1 I can help you with that.

2 When they're working -- I mean, I work around the  
3 County separate from this. About, like, how do we take  
4 care of families? How do we deliver things to them?  
5 Where do I get that blankety blank refrigerator for that  
6 family? There are a lot of places to go for that. But  
7 many community organizations don't know the other person  
8 exists. Don't know that if you go into a community to do  
9 a community needs, that you could call me and say: Hey,  
10 Astrid. Do you know where there's somebody who would do  
11 X, Y, or Z, for this family that was brought to my  
12 attention. You begin to build a credibility rather than  
13 just words. And I'm really, really interested in how we  
14 as an agency begin to help people get the stuff they need.

15 MR. RODRIGUEZ: I'm picking up on two things.  
16 One is a very concrete recommendation on respite care for  
17 those who have two year olds (unintelligible). And that's  
18 why.

19 But the other thing I'm picking up on which I  
20 think is a little bit deeper, is that at the community  
21 level, being able to have portals. I think you mentioned  
22 that are portals into integrated, culturally competent  
23 concrete supports; so we can envision a strategy that  
24 enables --that lands those kinds of -- that creates those  
25 portals in our community to access that high quality

1 service and support. Yeah?

2 COMMISSIONER HEGER: Right. And asking the  
3 people with reach that have unique skill set within that  
4 community to help deliver that back to the community.  
5 Whether they're a community based organization or just a  
6 community member. You have an ex-bask -- professional  
7 basketball player, that left. And they say can you come  
8 into this community and begin to do after school athletics  
9 for kids, that you look at the skill sets and -- and begin  
10 to -- begin to build those communities.

11 MR. RODRIGUEZ: So we draw on the assets of our  
12 community and fund people in our community to deliver some  
13 of those services will be critical. All right. Any other  
14 ideas?

15 (Inaudible.)

16 MR. RODRIGUEZ: If you speak into the mike real  
17 quick?

18 COMMISSIONER SIGALA: Because it would streamline  
19 the process. Though it may be something like that where  
20 community organizations were linked to each other so we  
21 could follow the individual. And, again, it would give us  
22 the data we're looking for as well.

23 MR. RODRIGUEZ: So investing in a data -- I'm  
24 going to use the term data infrastructure that the County  
25 and other formal organizations can also use in conjunction

1 with community-based organizations.

2 COMMISSIONER SIGALA: Referrals and support and  
3 also follow-up.

4 MR. RODRIGUEZ: That that could be a real  
5 critical strategy. And how would that help?

6 COMMISSIONER SIGALA: Well, I think, first of  
7 all, we can -- we don't see the follow-up themselves. We  
8 can figure out if they need more support within the  
9 community, community workers, whatever agency was the last  
10 we went through. If they're sending them to a referral,  
11 is that referral -- where's the problem there?

12 So I think it's good at problem solving. And  
13 also in looking at, you know, our -- we have wanting to  
14 have data, is this effective; so we need to see where the  
15 problems are in terms of the community agencies and our  
16 regular systems that's where is the links working and  
17 where are they not.

18 MR. RODRIGUEZ: Yeah. And I'm trying to tie some  
19 of those to some of the goals. Because in the end, they  
20 have to tie in to some of the goals. So this idea of data  
21 sharing and data infrastructure and capacity definitely  
22 would be Number 2. And maybe even Goal Number 1 because  
23 then basic needs are met. We're able to connect them;  
24 right? And then also with -- with Goal Number 2 around  
25 bringing in community access. Those build relationships

1 -- right? -- because that's, I think, strategy that can  
2 support at least two goals. Yeah? Right?

3 COMMISSIONER RAMOS: There are a couple companies  
4 out there -- maybe we assess the landscape. There are a  
5 couple companies out there that already have platforms  
6 where people can lock on and they can identify the type of  
7 services that they need. There are a bunch out there.  
8 But I think there's a few that have really done a good job  
9 of reaching out to extensive communities, and so they have  
10 that ability already for us to -- as lay people, to go on  
11 there and search for what we need. And I think there's at  
12 least one that will actually send referrals in Spanish for  
13 those that speak Spanish. In terms of resources, maybe  
14 that's something that we can look into, is are there other  
15 -- you know, it's the digital divide. Are there ways for  
16 us to connect our community families with some of these  
17 platforms that -- electronic platforms; so that what we  
18 can provide today. We know it's out there already. At  
19 least a lot of it is. Maybe we can do a little more  
20 research into that.

21 MR. RODRIGUEZ: Tap into those existing platforms  
22 that are already connecting communities, see how to align  
23 with that. So that information in connection could happen  
24 more effectively. And so do like a landscape of whose  
25 doing that out in the community.

1           COMMISSIONER RAMOS: And then maybe to take us  
2 further. There are households that don't have an iPad or  
3 a computer. Is there a way we can leverage some funding  
4 maybe to support -- within working with others to support  
5 providing those to our families.

6           MR. RODRIGUEZ: And does that get up to the  
7 digital divide you mentioned earlier.

8           (Inaudible.)

9           MR. RODRIGUEZ: Did you get that, Ophelia? Both  
10 the divide and the Internet service and connection.

11          All right. Anything else that comes to mind?

12          COMMISSIONER HEGER: Can I just speak to the idea  
13 of data. I love data when I'm doing research or whether  
14 I'm writing a report or writing a grant. But, actually, I  
15 -- the people that I deal with don't know about data.  
16 They do know about food, refrigerators, day care,  
17 transportation, and activities for their kids after  
18 school; so I think there has to be a duality and a  
19 strategy here where we do talk about we'd like to know  
20 what the data is on the families, but we'd also like to  
21 come in and make sure that that portal links them with the  
22 things they need.

23          And, Frank, speaking to what you're talking  
24 about, is there are -- I can -- can give you names of  
25 organizations that we should link to. And, you know,

1 we're working on putting together a clearinghouse of  
2 information that -- I want to have a Yelp with it as well.  
3 So you figure out who actually does respond and so that  
4 families, when you ask them what they need, that there's  
5 an answer and it's not a list. You know, that there's  
6 actually action. And that way I think --

7 MR. RODRIGUEZ: Provide active and responsive.

8 COMMISSIONER RAMOS: Provide capacity because  
9 sometimes there's -- there is a waiting list at times; so  
10 address that as well. And then what can we as a  
11 collective do to support that.

12 And then going back to data. I mean, we can find  
13 out via that platform where are the gaps where --

14 MR. RODRIGUEZ: Let me go as to racial equity and  
15 racial justice. And I think this last part is a good  
16 segue. So from a result-based accountability standpoint,  
17 and also following the work of the Government Alliance for  
18 Racial Equity, we tend to define racial equity and racial  
19 justice in this way: So racial justice is about the  
20 outcome; right? It's that condition of wellbeing that we  
21 want for everyone, regardless of the racial category that  
22 they were slotted into.

23 Racial equity is how we get there. It's about  
24 the means by which we get there. One way I know we tend  
25 to do is we tend to disaggregate data. So we look at

1 data, we look -- we disaggregate it by race and ethnicity  
2 by other factors as well -- language and things like that.  
3 We look at based on the outcomes of what the data reveals  
4 -- right? -- we look at disparities or disproportionate  
5 outcomes. And then that gets us thinking about, well,  
6 then what are the equity strategies that we would need to  
7 implement to make sure that those who are most impacted by  
8 a certain area get supports they need? Right? And those  
9 supports may be the same or different -- usually different  
10 and very targeted; right?

11 So that's specifically how we end up thinking  
12 about racial equity. Starts with the data, figure out  
13 what those disproportionalities are, and then we start  
14 thinking about what are the factors that are leading to  
15 the disproportionate outcome. And then how do we  
16 intervene.

17 In light of that set up -- so we've got some  
18 strategies here. What would make these strategies -- how  
19 do we make sure they have a racial equity lens in mind or  
20 what can we do to make sure that that happens? Because  
21 one of the things that can happen -- and this is one of  
22 the things we notice with more broadly other blind racism  
23 is that we erase the differences. We name the differences  
24 and then adjust those.

25 Any thoughts on this question?

1           COMMISSIONER HEGER: Well, other than us all  
2 moving to Norway where we don't have any history of that  
3 at all and everybody is equal and equal access to  
4 everything --

5           MR. RODRIGUEZ: That's another one.

6           COMMISSIONER HEGER: We can't do that. But you  
7 can't afford to live there. Other than that, I would like  
8 to acknowledge the trauma associated with having -- with  
9 being a minority in this country. Acknowledge it as a  
10 real trauma, and then begin to find deliverable solutions  
11 that are real. And in other words, I mean, I don't want  
12 to go into details here because I could go on for six  
13 hours. But the idea that we actually acknowledge that we  
14 end up putting African American kids in jail at a  
15 disproportional rate to any other -- anybody else in this  
16 country, And why is that? And then how do we address that  
17 before they trip and fall and find themselves in DCFS or  
18 Central Juvenile Hall and ultimately in adult prisons.  
19 But begin to look at that as zero to three, zero to two.  
20 Begin to look at ways to deliver a preventive system at  
21 that level. Acknowledge that they're at highest risk.  
22 Like, as if they had a certain, you know, propensity for  
23 inborn error or metabolism and that inborn error is the  
24 culture that we have in this country. And then we seek  
25 ways to solve that in a very consistent, creative, giving

1 way that we actually deliver a service that would teach  
2 parents how to be parents, so we give the kids a place  
3 where they go four or five days a week, even as a little  
4 kid, where they're loved and nurtured and taken care of  
5 and they learn something different.

6 And, I mean, I think that's the only way I feel  
7 from the teenagers that I see that have been raised with a  
8 sense of them being not part of our culture and not part  
9 of our society and outsiders. And I'd like to bring them  
10 in in a real way. In a real way. And I think that goes  
11 with the we can begin to look at outcomes from that --  
12 recommending that, doing some pilots. And it will spread  
13 like wildfire if we do it, because it will be successful.

14 I mean when I started doing this a long, long  
15 time ago, and I thought I would do a control study to look  
16 at groups of kids that didn't have the multidisciplinary  
17 approach with DCFS in the clinic and follow-up and  
18 services and everything else that went with that. And  
19 then I would take a group over here that we didn't give  
20 that to. So comparison groups. And within six months you  
21 saw a difference. And we couldn't do it anymore,  
22 ethically and morally. You just couldn't not -- you had  
23 to give the services to everybody. And I think that's  
24 what we would see. But I think we have to -- to be -- be  
25 lobbyists for that.

1 MR. RODRIGUEZ: Thank you for getting us started  
2 in this conversation.

3 So what are other things -- instead of me  
4 rephrasing or reframing, let's just hear what others think  
5 and we can figure out something together.

6 COMMISSIONER McBRIDE: I think one way is through  
7 the lens that we do this work. It's sometimes when you  
8 look at the reality of conditions of people of color,  
9 marginalized people in this country, it's easy to see the  
10 trauma. It's easy to take into consideration the history  
11 of violence and oppression.

12 But sometimes you miss that there are -- it takes  
13 on a more deficit-based approach as opposed to an  
14 asset-based approach because there's a duality.

15 Just speaking for myself, because I grew up in  
16 Watts. And when people hear that, they immediately,  
17 depending on the community they're from, feel sorry for  
18 me. But there's no need because I enjoyed my life in  
19 Watts. We were food insecure, there were many of us  
20 living in the home, but I had a very good upbringing. And  
21 sometimes the work that's done is presented in a form of  
22 charity as opposed to correcting the wrongs and making  
23 sure that people are being elevated to their rightful  
24 place in this country, as opposed to just being given a  
25 hand out out of guilt or out of a way of, you know,

1 wanting to show that, you know, we care about you we're  
2 here for you. And no one wants to feel like they're a  
3 charity case. And a lot of times when people go into  
4 communities in education, they're, you know, we've changed  
5 the language from at-risk to at-promise because a child  
6 who is labeled at-risk automatically knows that people are  
7 looking at everything they're showing up without, and none  
8 of what they're showing up with. And so I don't know if  
9 this is necessarily a strategy or just -- just a lens that  
10 we can do this work through.

11 MR. RODRIGUEZ: And that's why I'm asking for  
12 reflections. Not necessarily action, but these are the  
13 reflections that we want to hear.

14 COMMISSIONER BARRAZA: I couldn't agree more.  
15 And I think what she's saying is what I've been thinking  
16 in terms of community engagement, we have to be strategic  
17 in destigmatizing access to services.

18 Because I think there is, particularly for  
19 communities of color -- right? -- you need services.  
20 Instead of building on the resilience, it's building on  
21 the weak -- the so-called weakness; right? And so making  
22 sure that we destigmatize accessing services. In true  
23 prevention form, we're preventing any kind of problem.  
24 We're helping build the resilience. We're building on the  
25 strengths instead of weaknesses, and I think we need to be

1 strategic in how we do that, if you're going to be  
2 reaching out to communities of color.

3 MR. RODRIGUEZ: What comes to mind when you think  
4 about being strategic about doing that for communities of  
5 color?

6 COMMISSIONER BARRAZA: I think a lot of  
7 communities of color don't access services for that reason  
8 because if you access services, it's playing into the  
9 weakness; right? The perceived weakness. And I think  
10 that's what we want to avoid.

11 COMMISSIONER McBRIDE: Right. I think --

12 COMMISSIONER BARRAZA: Being proactive -- right?  
13 -- by reaching out for services, but we have to change  
14 that narrative.

15 COMMISSIONER HEGER: Right. And I think by  
16 asking them how can we help you and letting them guide  
17 that -- that narrative. I think it's important.

18 SUPERVISOR MITCHELL: Can we go to Commissioner  
19 Martinez? Because I don't want her to be left out.

20 COMMISSIONER MARTINEZ: I was just going to give  
21 an example of that. When we provide free meals to  
22 everyone, which we just started doing, then that starts,  
23 you know -- we just started. I can't believe it, after  
24 all these years. But, I mean, then it takes -- it will  
25 take a few years to get in the habit of it and the whole

1 stigmatization or destigmatization will start fading away.  
2 So just like going to therapy or whatever, if we provide  
3 mental health services for everyone, then it takes away  
4 the stigma of only you need to go to therapy or whatever  
5 it is. Everyone does. So I think this is really  
6 important and this is the beginning of breaking down some  
7 of these old ways of doing business.

8 MR. RODRIGUEZ: Commissioner Martinez, if the  
9 free meals is the universal approach, then folks don't  
10 have to distinguish themselves; right?

11 COMMISSIONER MARTINEZ: Right. Everybody knows  
12 when you were a kid who got the free meals and who didn't.

13 MR. RODRIGUEZ: How about others?

14 SUPERVISOR MITCHELL: I was just going to say as  
15 we talk about the everyone is impacted, when we think  
16 about the trauma associated with white supremacist  
17 ideology. You know, my team and I read an amazing book,  
18 Grandma's Hands. I can't think of the author. That  
19 basically suggested that everyone is impacted and  
20 traumatized by white supremacist ideology. White people  
21 equal to people of color.

22 And so, you know, I think if we -- if we're going  
23 to talk trauma, we should really understand the trauma  
24 that is inflicted on everybody and start the frame from  
25 there.

1 MR. RODRIGUEZ: Start the frame from showing that  
2 the trauma is not just on people of color, but on white  
3 folks as well through a particular way of seeing and  
4 experiencing the world.

5 SUPERVISOR MITCHELL: Exactly. Exactly.

6 MR. RODRIGUEZ: That's all potentially a way of  
7 destigmatizing the concept of trauma.

8 SUPERVISOR MITCHELL: Exactly. Or at least  
9 broadening it.

10 MR. RODRIGUEZ: How about folks that haven't had  
11 a chance to --

12 COMMISSIONER McBRIDE: Well, I --

13 MR. RODRIGUEZ: I want to make sure --

14 COMMISSIONER McBRIDE: I'll take it back.

15 MR. RODRIGUEZ: Any other thoughts on this side  
16 of the room?

17 All right. Commissioner McBride?

18 COMMISSIONER McBRIDE: Well, I was just going to  
19 piggy back off of what the Supervisor said. Because  
20 racism and capitalism are two sides of the same coin. And  
21 so the more we look at the country, it's not just people  
22 of color -- like, black folks happen to be at the bottom  
23 of pretty much every indicator, but you have white people  
24 who are there as well. You have people -- and we were  
25 having a conversation earlier that immigrants of color,

1 the first five years, they may enjoy some level of, like,  
2 autonomy, independence, and agency. But then they start  
3 to experience those same levels of racism and  
4 discrimination. So it's affecting us all. And it matters  
5 when we talk about just the workforce and having a living  
6 wage that affects everyone. But that's also a form of  
7 white supremacy culture that's impacting more than just  
8 people of color.

9 MR. RODRIGUEZ: So I'm getting if we take a more  
10 asset-orientation as opposed to deficit -- we looked at we  
11 don't take a charity approach but more of a corrective  
12 action approach around how systems function, that we not  
13 do this out of the guilt of hand-outs, but rather around  
14 really uplifting and supporting the whole community.  
15 Language shifts from at-risk to at-promise would help.  
16 Universalizing services so folks don't have to classify  
17 themselves as in need and expanding and broadening some of  
18 these concepts like trauma so that we can see how all of  
19 us are impacted; right?

20 And anything else that can guide us in the right  
21 direction so that we're implementing these strategies. We  
22 are not, again, reproducing the entirety but just  
23 expanding them. Is that good?

24 All right. Let's just open it up for just final  
25 comments. We've gone through a conversation on goals and

1 indicators, racial equity, role for First 5 LA.

2 In light of this conversation, anything else that  
3 you want to share around what would be a good, effective  
4 role for First 5 LA in terms of moving these strategies  
5 forward, taking this racial equity approach, golden  
6 indicators. Any other thoughts?

7 COMMISSIONER HEGER: I'd like to see an equal  
8 (inaudible) across the board. I think in my practice it's  
9 -- it's -- it's everyone that ends up -- and, actually, to  
10 be completely candid, it is often the very poor and the  
11 very rich whose children are not happy (inaudible) the  
12 environments, because there's a -- there's somebody  
13 holding down three jobs at one end and somebody holding  
14 down three social events at the other end. And the kids  
15 are the ones that get lost in the middle.

16 So, I mean, I'm talking about services across the  
17 board for everyone that we asked -- that we're investing  
18 in the kid, but often times we talk about keeping kids in  
19 families and helping the families achieve status. It's  
20 the poor family that needs to be asked how can I help you  
21 and then we can really respond to that. Regardless of  
22 their race or whatever, it's that nobody's ever asked them  
23 that. They are expected to pull themselves up by  
24 bootstraps that we never gave them. And that's -- it's  
25 the boots that we have to be able to deliver as well.

1 MR. RODRIGUEZ: Commissioner Tilton.

2 COMMISSIONER TILTON: Well, there's been a lot of  
3 really good discussion here today. And I think my comment  
4 is it needs to be out there. Our message needs to be out  
5 there. And our discussions with staff -- it was very  
6 clear that none of us believes that our constituencies  
7 understand what First 5 is doing. It -- it's seen as a  
8 funder, of course. But can we maybe start thinking  
9 creatively about how we get the message out about all the  
10 -- all of these issues, and where we're going and what we  
11 want to hear back and how we can be better at it.  
12 Listening to the community, talking with the community,  
13 but also among ourselves.

14 And it's -- it's this whole issue of  
15 communications that I keep bringing up, that it's very  
16 amazing how much effort we put into trying to improve the  
17 lives of children prenatally to five in the families, and  
18 it's not recognized. Frankly, I think the State First 5  
19 when they put out their PSAs, people are paying attention  
20 to those. This whole toxic -- this whole toxic loss of  
21 children being around violence, for example, I think  
22 that's the latest one. And people will say, oh, you're on  
23 that commission that has those wonderful PSAs. But not --  
24 that's not us at all. So I would really like -- I would  
25 really like us to start thinking creatively about how

1 (inaudible). And I would like to have it to take because  
2 I have a very large (inaudible) private publics. I mean,  
3 and I don't have that package -- I don't have that package  
4 easily accessible to me. And I'm ashamed of that. I've  
5 been on this commission longer than anybody. I'm the  
6 elder commissioner here. And I still have a problem  
7 explaining --

8 MS. VO: I'm sorry to interrupt. Commissioner  
9 Martinez dropped off and per AB 2449, we have to hold the  
10 meeting until she's back on.

11 SUPERVISOR MITCHELL: Okay. Oh, she's back.  
12 Thank you so much. My apologies, Commissioner Tilton.

13 MR. RODRIGUEZ: So the communications piece is  
14 really critical.

15 COMMISSIONER TILTON: I really would like to  
16 think about how we do that. And take all of this rich  
17 discussion and jewels of information and insights out to a  
18 larger community. And maybe we do PSAs. I don't know.  
19 Maybe we have, you know, more media connected to us. So  
20 just my thought.

21 SUPERVISOR MITCHELL: And right before,  
22 Commissioner Tilton, you made the comment, the ED passed  
23 me a note that said: And this is about our communications  
24 plan. And so I think it needs to be top of mind for us  
25 once we finalize our document and we're clear what our

1 "it" is, that -- that every commissioner should feel  
2 completely comfortable, particularly since all of us have  
3 been engaged in building it, that even through muscle  
4 memory we'll be able to pull it out in terms of where we  
5 land because we've all been actively engaged in building  
6 it. So you have my commitment as Chair to make sure you  
7 are going to have a communication plan. Thank you.

8 MR. RODRIGUEZ: We're pretty much towards the  
9 very end of this. I wanted to see if Karla or  
10 Commissioner Mitchell -- if you wanted to share the  
11 reflections based on the -- you just did right now as the  
12 Chair. So any reflections that you'd like to share on  
13 what you're hearing that you think really stands out for  
14 you?

15 MS. PLEITEZ HOWELL: Yeah. And in looking at --  
16 so first and foremost, the goals, indicators -- really  
17 clearly, there's a lot more work on the indicators; so I  
18 want to make sure we're really explicit. It's been named.  
19 Thank you, Rigo.

20 And then for the strategies, seeing things on  
21 community engagement, we're really, really thrilled about  
22 that. We have monthly staff meetings and have a work  
23 group doing a lot of the thinking that you hear here. And  
24 community engagement is something that the whole First 5  
25 LA team in their wisdom has called out very clearly as an

1 important strategy moving forward. And the alignment here  
2 with the board is really, really exciting.

3 The second thing we're hearing is this continued  
4 elevation of system changes navigation within systems and  
5 hearing that really deeply and clearly. And then this  
6 communication strategy plan is something that our  
7 communications team sitting back there has named several  
8 times about wanting to make sure to get this information  
9 to the board, and having this sort of insight and clarity  
10 that you all are giving is really helpful for that.

11 So just really thrilled with the alignment with  
12 the team internally and many of the things that you all  
13 are lifting up.

14 SUPERVISOR MITCHELL: I would just add that we  
15 shouldn't be surprised given how and why all of us got on  
16 this commission in the first place that there would be so  
17 many common through lines that you're hearing woven  
18 through our comments. I hope you're feeling it based on  
19 the one-on-one conversations you had.

20 So I think that -- and if you would -- actually,  
21 I asked you that yesterday. So help me again -- or I  
22 don't know if it's more appropriate for Karla but just to  
23 walk us all through. We're clear where we are today.  
24 What are the next steps? Because I want people to  
25 throughout the process understand where we're going to get

1 to and where we are in the process. So everyone is  
2 confident in terms of what comes next to the Commission.  
3 That whole piece.

4 MR. RODRIGUEZ: I'll highlight two next steps.  
5 One very short, short term. And then one over the course  
6 of this month. We only really have one month at most to  
7 bring this to closure because by October 11th, when you  
8 meet again, we have to put something before you.

9 So first step is next week we have that -- you  
10 have those two conversations with -- on community  
11 engagement. So just know that as part of that over the  
12 next two weeks, we are consulting with different dot  
13 partners, yourselves included. Going back to Commissioner  
14 McCroskey's point, like, if you want to contact us, if you  
15 really want to discuss indicators, feel free to reach out  
16 to me and we'll work with you. So, again, bringing,  
17 closure to the indicators conversation over the next week  
18 or two.

19 The next second step is to start developing the  
20 strategies -- this conversation that we started with the  
21 strategies, we wanted to also hold those over the next two  
22 weeks. With that, we'll come back to you for the October  
23 session with goals, opportunities, and -- goals,  
24 objectives, and strategies. So you can expect that for  
25 your October meeting.

1           After that -- so after the -- is November 9th  
2 when you meet again?

3           MS. PLEITEZ HOWELL: November 9th.

4           MR. RODRIGUEZ: I'm getting those. Muscle  
5 memory.

6           When that is done, then we're going to shift over  
7 to very tactical conversations. And we'll let you know  
8 more about that. And that's where we're going to get into  
9 the granular level and specifics about that. I hope that  
10 is making sense.

11           SUPERVISOR MITCHELL: That was helpful. And I  
12 know we have new commissioners that will be joining us  
13 representing SD3. And even -- I know my SD2 alternate is  
14 in the audience. Just to make sure that commission  
15 alternates have an opportunity to provide feedback in some  
16 way just to make sure that everyone feels a sense of  
17 ownership. And so I don't know how we plan to kind of  
18 onboard the SD3 employees since they're coming in mid  
19 stream. But I'd ask that we give that some thought just  
20 so they can get caught up and feel like they too -- their  
21 voice can be heard.

22           MS. PLEITEZ HOWELL: I'll offer for the folks  
23 here and alternates, Rigo and Chrissie have reached out to  
24 -- so thank you for the offer. And anything related to  
25 goals, objectives, indicators -- Rigo is the person to go

1 to.

2 We are -- we also have the pleasure of working  
3 with Nancy Stroll (phonetic). Nancy Stroll has worked at  
4 the -- worked with our chair, and Nancy will be reaching  
5 out to all commissioners to make sure that the strategies  
6 and potential ideas for tactics are heard from all of you;  
7 so there will be really deep gathering of additional  
8 information from you all.

9 And then I really want to callout the First 5 LA  
10 staff. All this thinking and what you're hearing is  
11 really based on the foundation that a lot of the team here  
12 has done already; so we have (inaudible) on most we've  
13 engaged at and internal staff meetings. So that when you  
14 hear some of this, it's that wisdom and insight that's  
15 coming. So a lot of places for additional input.

16 And then some conversations with you all with our  
17 team of consultants helping us.

18 MR. RODRIGUEZ: That is 3:50. On time.

19 SUPERVISOR MITCHELL: Fabulous. Fabulous. Thank  
20 you very much for leading us through that process.

21 MR. RODRIGUEZ: I never have this much time with  
22 the board. Thank you I appreciate it.

23 SUPERVISOR MITCHELL: Thank you very much. Are  
24 we going to have to take public comment on Item 6?

25 MS. VO: We're going to wait for Part B.

1 SUPERVISOR MITCHELL: Perfect. And so let's move  
2 into Part B, the sustainability framework.

3 Good afternoon.

4 MR. NINO: Good afternoon, Commissioners.  
5 Appreciate the rich conversations and the good  
6 discussions, Rigo, for everything that you've done for  
7 this -- this board meeting for today.

8 So now that we've talked about the goals and  
9 indicators that will inform our objectives, now we're -- I  
10 acknowledge that we're slowly becoming laser focused in  
11 terms of what we'll do for the children and families of LA  
12 County.

13 Now, one of the biggest challenges, again, to  
14 achieve this mission is our accelerated fiscal reality.  
15 So earlier this year, we presented the impact of our  
16 fiscal reality from Prop 31.

17 So how are we addressing this challenge? So  
18 today we'll provide a short presentation about the  
19 sustainability overview, which will provide some of our  
20 initial thinking on how we're going to address this  
21 challenge. This overview will present two items. A  
22 definition of sustainability. That word has come up in  
23 even prior discussions (inaudible) talk a couple minutes  
24 ago.

25 And the other one is a framework for this to help

1 us narrow in and show what efforts we're doing to address  
2 our fiscal reality. This work has been put together by  
3 a cross-sectional work group. Now, that work group is  
4 beyond Raoul and I, so it included policy, it included  
5 program folks, operations, and program center support. So  
6 quick thank you to Diana Carreaga, Ophelia Medina, Anna  
7 Cortere, and Tamesha Williams. And I want to thank them  
8 in advance because this work is not over.

9 So let's get into this. On slide two, this is  
10 our definition of sustainability. And the reason why we  
11 started with this is because even discussing internally,  
12 there was a lot of interpretation of what that is.  
13 We use that word a lot. So what we landed on with this  
14 term is hearing First 5 LA can achieve long-lasting  
15 impact, stability, and flexibility toward our mission that  
16 I mentioned earlier.

17 The initial thinking here is to really to keep  
18 things simple and to allow us to really think creatively,  
19 because some sustainabilities that we don't know today may  
20 come up later. And how we approach sustainability in  
21 general.

22 So as you will see later in the framework is  
23 there are areas that we are sure about and also  
24 (inaudible).

25 And also there are areas that we -- that are in

1 development. So let me repeat that. In the  
2 sustainability framework, there are areas that we are sure  
3 about, and there are still areas that are in development.

4 So here is our sustainability framework. And I  
5 will start from the top where we are being explicit here  
6 that our efforts that we do below and the sustainability  
7 efforts are tied or within First 5 LA's role. I know we  
8 just discussed earlier with Rigo about what our role is;  
9 so once we land on that role, the efforts that we do  
10 should align to the role we eventually land on.

11 So within that there are two areas within this  
12 framework that will help us with our sustainability. One  
13 is maximizing our assets or what we already have. Now,  
14 there are efforts that we do now, as you can see in the  
15 bottom left over there, the operations. And there are  
16 efforts that are evolving, as I said, earlier or in  
17 development, like this investment strategy which will go a  
18 little bit more in detail.

19 On the other side, we do have alternative  
20 revenue. And under that we talk about policy advocacy.  
21 This new area of business models of how we perhaps could  
22 address or assess what different models we could do to get  
23 additional revenue, and then finally what we're coining  
24 this term is collective impact. In other words partnering  
25 with other organizations to pool our funding.

1           And I do want to make it clear that I know I'm  
2 talking about alternate revenue, but it's necessarily not  
3 only money coming in to First 5 LA, but it's also implying  
4 that it's money, how we can rely less on Prop 10 revenue.  
5 For that, in the case of what I described in collective  
6 impact for that.

7           All right? So we'll go a little bit more in  
8 detail with this. So I'll turn it over to my colleague  
9 here, Raoul, to get into each of these. First is  
10 maximizing assets.

11           MR. ORTEGA: Thank you, JR.

12           So to achieve long-lasting stability and  
13 flexibility towards our mission, we need to start to look  
14 internally at our current assets and how we maximize our  
15 fiscal and fixed assets, and our talent, meaning our  
16 people.

17           So starting with our fixed assets such as our  
18 building and technology, we need to think about strategies  
19 that can bring additional revenues and/or drawers to  
20 offset our costs. One of those greatest opportunities is  
21 to think how we use our facilities -- this building -- as  
22 a revenue generating opportunity. We do see with the  
23 square footage of this organization, this building that  
24 we're sitting in, there are great opportunities to  
25 leverage additional revenue. And if not increasing our

1 revenues, it's helping our partners -- community partners  
2 -- community-based organizations. And offsetting some of  
3 their costs. So inherently, it may offset some of our  
4 costs. So that's one great opportunity we have as we look  
5 at some of our assets such as our building.

6 Another opportunity is really maximizing and  
7 utilizing our existing systems. We acquire systems like  
8 our financial X Black Box System that has many different  
9 attributes. And sometimes, we just get so focused on how  
10 we're using it at the current opportunity that we're  
11 implementing these systems, but we don't really think  
12 about how do we revive or rethink about how we use these  
13 systems to better leverage and really take advantage of  
14 the full capabilities that these systems offer us.

15 And then there's also our talent management --  
16 our people. Making sure that we're maximizing our talent  
17 staff by putting them in the right place within the  
18 organization, and also taking advantage of their smarts.  
19 And we will be talking about that as we look into revenue  
20 opportunities later on in our slide deck.

21 And then the last and most importantly is how we  
22 maximize our current fund balance, our fiscal resources by  
23 thinking about different investments.

24 But before we go into our different investments,  
25 I also want to talk about how we look at our operating.

1           On an annual basis we incur many different costs  
2 from health insurance to how we look at our benefit  
3 packages to our salaries to just basic operating  
4 expenditures. There are great opportunities, and we in  
5 our organization -- we're always looking at what are our  
6 opportunities to most efficient reduce our overhead cost  
7 by always negotiating our health care, always looking at  
8 our retirement plan, and just really being more strategic  
9 about the expenses that we incur.

10           And then moving to our other physical resources  
11 is our fund balance, which is our cash on hand.  
12 Historically, our organization has invested our resources  
13 in the general pool. We have almost doubled our return by  
14 specifically working with the treasuries office and  
15 looking on how we can specifically invest our fund  
16 balance.

17           So between this great partnership, we have  
18 increased our overhead rate of return on our cash because  
19 of that partnership. And that's a great opportunity on  
20 how we can maximize our current assets.

21           Now, moving on to how we think about investment  
22 strategies. Moving to investment strategies, on this  
23 slide, what we are trying to emphasize is to shift and  
24 promote a diligent approach to how we prioritize and how  
25 we use our resources by adopting a return on investment

1 mind set.

2           We realize this that is work that we need do, and  
3 it's not only just a traditional investment, meaning a  
4 dollar spent in the specific investment or work today here  
5 offsets resources or costs in different systems down the  
6 line -- years down the line. We're not just looking at  
7 traditional fiscal return on investment, but we're also  
8 wanting to look at return on investment through the lens  
9 of impact. Making sure that we are -- when we invest in  
10 certain -- in opportunities, that we're looking at this  
11 dollar is making this type of impact. And we feel like  
12 it's very important that this organization really starts  
13 adopting a mindset that really anchors on return on  
14 investment so that as we monitor our success and we  
15 monitor our program, we can also be prioritizing where we  
16 invest our precious resources.

17           MR. NINO: Yeah. Thanks, Raoul.

18           So we just covered part of the sustainability  
19 framework under maximizing assets. So now we're going  
20 into the alternative revenue strategy portion.

21           Before we get into the alternate revenue portion,  
22 we know that there are revenue opportunities that are  
23 ahead of us. So which ones are the right opportunities  
24 for First 5 LA? For example, could there be policies that  
25 we could advocate for? Are there different business

1 models we should consider? The bottom line is are there  
2 opportunities to align with our mission for First 5 LA.

3 So as we progress with this, we will develop a  
4 criteria to help us identify and assess some of these  
5 opportunities to help our decision making so that  
6 alternative revenue criteria is in development. And a  
7 sample of that you can see in the appendix. What we  
8 should get out of this is that criteria will help us make  
9 decisions on, again, what opportunities better align with  
10 First 5 LA.

11 So I'll turn it over to Raoul.

12 MR. ORTEGA: So we begin with the strategy around  
13 our policy and advocacy work. We need to acknowledge that  
14 our policy work has been one of First 5 LA's greatest  
15 strengths for securing and promoting alternative revenues  
16 for improving child well being and development.

17 We have proven to be successful at the local,  
18 State, and federal level, and we will continue to lead and  
19 support opportunities that advances our work and the field  
20 through our policy and advocacy work.

21 In addition to leading and supporting those  
22 opportunities, we are also wanting to proactively be  
23 monitoring to ensure that all resources that have been  
24 secured are being fully utilized, and not returned. A  
25 perfect example is the conversations we're having earlier

1 around MHSA. So a perfect example is the recent  
2 collaboration between the First 5 Association, First 5 LA,  
3 and other children advocacy groups that secured that a  
4 portion of MHSA dollars still focuses on children and the  
5 youth population. And as mentioned, there's the other  
6 opportunities where we have done that good work.

7 Now, moving on to a different strategy for  
8 alternative revenue is to explore our business model and  
9 how we can expand and take advantage of our current  
10 infrastructure. And, again, as I mentioned earlier, our  
11 people -- the talent that we have within the organization  
12 and the infrastructure that we have within the  
13 organization.

14 We proactively want to explore opportunities to  
15 expand our role as a fiscal intermediary that aligns to  
16 First 5 LA's role, expands and leverages funding to  
17 support our work, and advances our goal in outcomes, and  
18 most importantly to offset our administrative cost.

19 We have been doing this for many years with First  
20 5 California, and through many of the partnerships with  
21 County departments where we have played the mediator.

22 We also believe within the organization, we carry  
23 a lot of expertise that may lend to reimbursable  
24 opportunities to help different entity's capacity, and  
25 support coalition involvement.

1           Which leads me to the next strategy, which is our  
2 last strategy, but I would believe it's the most important  
3 one. It's collective impact.

4           The reality is that we can't do this work by  
5 ourselves. By creating partnerships to pull funding to  
6 have a greater collective impact, we are able to be  
7 critical to how we advance our goals and our outcomes.  
8 And we must always be exploring those new opportunities at  
9 all levels, including at the philanthropic level all the  
10 way up to the County departments, who many of them share a  
11 common goal to advance our child well-being.

12           Now, to move to the different strategies at work.  
13 So this slide represents current work that's currently  
14 underway of the different strategies in place -- our  
15 policy advocacy work, our business model, and collective  
16 impact. As you see, these are all strategies that are  
17 currently being underutilized through our Medi-Cal  
18 efforts, our work with Family First Prevention Service  
19 Act, the work that we're doing currently with DMH, and, of  
20 course, the Children and Youth Behavior Health Initiative.

21           Now for next steps, JR.

22           MR. NUNO: Yeah, thanks, Raoul. So that is our  
23 presentation. In terms of next steps, as I mentioned  
24 earlier, there are areas that we are sure about and there  
25 are areas that are in development. All right? The one

1 area that we are sure about is maximizing our assets  
2 within operations. As Raoul mentioned earlier,  
3 specifically our building, our staff, technology, and our  
4 fund balance. So we'll proceed with that.

5 Further development in terms of our next steps is  
6 further development in our criteria to inform our  
7 decision, which I alluded to earlier, regarding the sample  
8 that can be found in appendix. Again, that will help us  
9 make decisions when opportunity arises, whether or not it  
10 aligns with our mission for First 5 LA. And then finally,  
11 the last two, it is really working on and developing  
12 approaches around seeking alternative revenue as well as  
13 further developing what Raoul mentioned, a return on  
14 investment approach to our work.

15 So this concludes our presentation. And we'll  
16 now open it up for questions.

17 SUPERVISOR MITCHELL: Thank you very much.  
18 Questions of commissioners? Commissioner McBride? I'm  
19 not going to leave you hanging.

20 COMMISSIONER McBRIDE: Yeah.

21 I have a question. And I want to ask this under  
22 the understanding that there are no silly questions.

23 With the investments, are there risks involved  
24 and what are those risks?

25 R. ORTEGA: With the way we're investing our

1 current fund balance?

2 COMMISSIONER McBRIDE: Yes.

3 MR. ORTEGA: Because we are a government entity,  
4 there are requirements on how we can use our resources.  
5 So it's just as secured as being or investing in the  
6 general pool. The only difference between the general  
7 pool is -- being outside of the general pool is we can  
8 target our investments. So I can see a menu of where  
9 there's a higher yielding, and I can move our money under  
10 those different opportunities.

11 COMMISSIONER McBRIDE: Okay.

12 MR. ORTEGA: Instead of just the County's  
13 Treasurer's Office, monitoring their best on a weekly to  
14 monthly basis.

15 COMMISSIONER McBRIDE: Thank you.

16 MR. ORTEGA: You're welcome.

17 MR. NINO: Just to add to that, that menu is a  
18 very restricted menu. It's not anything you can buy. So  
19 it is under a strict menu.

20 MR. ORTEGA: I don't have the power to just say:  
21 Hey, let's put all our money in Microsoft or something  
22 like that.

23 COMMISSIONER McBRIDE: Okay. Thank you so much.

24 SUPERVISOR MITCHELL: Commissioner?

25 COMMISSIONER McCROSKEY: I'm really pleased with

1 how well this is aligning with the discussion we just had  
2 it's fabulous. But in particular for me seeing you giving  
3 some specific examples in alignment with the MHSA, you  
4 know, the -- to the current day, but as to how we follow  
5 it up. The work that you've already done around FFPSA,  
6 but how do we follow it? And I'm sure that's coming and  
7 all those opportunities are ripe. But it does feel like  
8 there's some mapping to your current areas of expertise.  
9 Because I absolutely agree with you that you have a  
10 fabulous resource in your staff, and they have a lot of  
11 very broad and very deep expertise. So trying to  
12 understand how that could maximize potential for really  
13 using that expertise to a lot of people's benefit, not  
14 just First 5.

15 MR. ORTEGA: I think that's what's so exciting  
16 about this work, is we're starting with framework and our  
17 next phase is that implementation. so really start taking  
18 about taking an inventory, especially when it comes to  
19 staff and analyzing and seeing the expertise because  
20 there's a lot of expertise and a lot of smart people  
21 within our organization. Other organizations have reached  
22 out to us for some of our staff's expertise. And it's  
23 just a great opportunity. It may not bring in a lot of  
24 revenue, but it would definitely be an opportunity to  
25 build strong partnerships for -- so that in the future, it

1 creates great partnerships, strong partnerships, which  
2 then inherently will reduce our cost.

3 COMMISSIONER HEGER: I recently had a meeting  
4 from the Kemp Center in Denver, because they're going  
5 bankrupt in their -- in the child abuse role. And the  
6 question came up is how do you sustain yourself from an  
7 economic standpoint and, you know, in today's economy,  
8 etcetera. And I think it has to do with what is the  
9 product that you -- you bring to the -- I mean, speaking  
10 from a business standpoint, that you bring to the table.  
11 I mean, I'll just throw this out because this is a safe  
12 environment to throw those ideas out there and you can  
13 comment on how dumb it is. Because I think one of the  
14 great advantages that First 5 has would be to coordinate  
15 and act as editors and managers for a couple of products.

16 One, being individuals and agencies and CBOs who  
17 are writing grants for the zero to five age, and that they  
18 would act as editor, data, helping researchers, and for a  
19 percentage of the grant so that you're not looking just  
20 for grants. Lot of people see First 5 as very rich and  
21 not needing the grants, say, if you went to a foundation  
22 and asked for it.

23 So the idea that you would be an intermediary and  
24 maybe manage that, because you have so many smart people  
25 working in the building. And I think that could be very

1 helpful.

2 I think the other -- the other product that First  
3 5 could -- could run and sell as something that you do is  
4 -- is licensing and helping people set up therapeutic day  
5 cares and rest wood cares, a lot of which is tremendously  
6 difficult for many people to figure out but could help you  
7 with your community based -- you know, the earlier part of  
8 today, a community-based response to high-needs  
9 communities. And LA County -- just a thought, I mean, at  
10 this time, the idea we're kind of a natural to move in  
11 that direction.

12 And a lot of people, you know, I mean, I get  
13 people asking me to edit what they're writing and it would  
14 be great to think about maybe that's part of what we do  
15 here is we're facilitators, editors, and managers for a  
16 certain percentage of what -- what the grants were.

17 Just a thought.

18 MR. NINO: Thanks commissioner.

19 SUPERVISOR MITCHELL: I appreciate what you  
20 brought forward and your out of the box thinking in terms  
21 of recognizing that you all are an asset. First 5 LA is  
22 an asset.

23 And I just had a flashback when you talked about  
24 the space on a previous life when I led an R and R agency.  
25 And we ended up subletting a floor to DCFS over in

1 Waterridge. And just it was interesting, just the  
2 proximity between the two teams, it fostered a different  
3 kind of working relationship and different ideas in  
4 creativity and true partnership; so it was a good thing  
5 all the way around, I think, for both entities. And so,  
6 you know, if that comes to play, I can only imagine the  
7 various -- we talked about through-lines. Entities and  
8 organizations that would make perfect sense to share space  
9 with First 5 LA.

10 So wanted to thank you for, again, your  
11 creativity and ways in which you could raise money, in  
12 ort. And shore up our budget in different ways.

13 Any other questions, comments? Commissioner  
14 Martinez, anything from you?

15 Okay. Excellent. All right. You're done from  
16 your end.

17 MR. ORTEGA: Thank you.

18 SUPERVISOR MITCHELL: So now we will go to public  
19 comment for Agenda Items 6, sub A and B.

20 MS. VO: Confirming that we do have two public  
21 comments. We'll be doing them in order received,  
22 beginning with Yoli Flores who is joining us on Zoom, and  
23 then Wendy Wexler who is in person.

24 Ms. Flores, you do have two minutes beginning  
25 now.

1           Speaker: Thank you. Good afternoon, Honorable  
2 Mitchell, and Board of Commissioners. My name is Yoli  
3 Flores, and I'm president and CEO of (unintelligible).

4           SUPERVISOR MITCHELL: Hey Yoli.

5           Speaker: Hello. I'm here to speak on Goal  
6 Three. Children prenatal to five having a solid  
7 foundation for well-being, lifelong learning, and success.  
8 When we speak of providing children with a foundation for  
9 learning, we're essentially nurturing the roots from which  
10 lifelong learning and success will grow. This foundation  
11 encompasses a broad spectrum of competency skills and  
12 knowledge. But today, I'd like to emphasize the critical  
13 importance of giving kids preliteracy skills. Preliteracy  
14 skills are the building blocks of reading and writing, and  
15 they serve as the very foundation upon which all future  
16 academic achievements are constructed.

17           I'm particularly focused on pre and early  
18 literacy because as many of us know, reading is the  
19 gateway to all learning and success.

20           For most children who can't read, it is  
21 practically game over. Reaching self-actualization will  
22 be difficult to achieve. Unfortunately, only 43 percent  
23 of third graders in LA County are meeting State standards  
24 in reading proficiency. For kids in poverty, black and  
25 brown kids, and our EL students, the data are even more

1     troubling. According to '21/'22 State data, 70 to 85  
2     percent of these students are not meeting standards.  
3     Clearly, we're not setting the foundation for too many  
4     children.

5             While we can blame the pandemic for those  
6     results. The literacy crisis is actually not new. We've  
7     been here for a very long time. But we cannot allow it to  
8     continue. As you build-out Goal Three, I invite First 5  
9     to consider elevating pre and early literacy as an  
10    indicator with increased key strategies, and join the  
11    growing number of leaders in Los Angeles who are working  
12    to lift early literacy as a priority through our region.  
13    Thank you for your consideration.

14            SUPERVISOR MITCHELL: Thank you very much. Next  
15    public witness.

16            MS. VO: Ms. Wexler.

17            Speaker: Thanks so much. Fabulous  
18    presentations. And sitting there, I was, like, bursting  
19    at several points. But the key point I wanted listening  
20    and have been thinking about is, you know, First 5 has a  
21    limited budget. Goals are huge. I mean, so aspirational.  
22    And we don't really know as an organization, nor does  
23    really anyone, how much the County is spending already on  
24    so many of the initiatives that each of you is involved  
25    with in and so many others that are relevant to First 5

1 achieving its goals. And having been engaged personally  
2 for the last three years in the equity and County  
3 contracting initiative that Supervisor Mitchell's office  
4 really started and the commission pushed forward, I think  
5 there's a real opportunity here for us to be asking or at  
6 least for us to better know, what is the County already  
7 spending and how can we best use our dollars to achieve  
8 the goals that we set.

9 So I think really my comment is in the category  
10 of indicators. It would be an indicator much, how much  
11 money is being spent towards each of the different  
12 elements within the -- to achieve the goals.

13 So I just want to throw that out there. And also  
14 along those lines, as you're meeting with the CEOs of the  
15 community organizations, it would be great to know about  
16 how much do they currently get in terms of County funding  
17 and or City funding. And is there stuff that we as an  
18 organization could be doing to help augment community  
19 funding, not just from our end budget, but more broadly  
20 within the County so to really become an advocate for both  
21 transparency in County funding on these issues and  
22 leveraging our own dollars to fill the gaps or to address  
23 existing need more than we all believe.

24 MS. VO: Thank you, Ms. Wexler.

25 We have one more public comment from Mr. Justin

1 Blakely.

2 SPEAKER: Good afternoon. My name is Justin  
3 Blakely, here representing Crystal Stairs. I wanted to  
4 just, one, give greetings; and, one, say very excited to  
5 see the work being done in 6A in terms of the strategies  
6 and goals and North Star for lack of other words for where  
7 First 5 will be heading for in the next five years.

8 And also switching hats, I come here also  
9 representing as vice chair of the policy round table for  
10 Childcare and Development representing our Supervisor's  
11 District. And so really just exciting to be here with you  
12 all.

13 But throwing back on my Crystal Stairs hat again,  
14 really excited to continue to be here and engage in the  
15 conversations with you all. It's been a really great  
16 meeting. Thank you.

17 MS. VO: And that concludes our public comments  
18 from our item.

19 SUPERVISOR MITCHELL: We got public comments.  
20 Yay. All right.

21 Thank you so much for taking part of this  
22 experience with us. We appreciate that very much.

23 Moving on to Agenda Item 7, which is general  
24 public comments.

25 Do we have any? General public comment is an

1 opportunity to comment on items that are not reflected in  
2 today's agenda.

3 MS. VO: Confirming we do not have any general  
4 comments for today's meeting.

5 SUPERVISOR MITCHELL: Thank you very much,  
6 Commissioners.

7 We're going to -- you know, scheduled to adjourn  
8 at 4:30. We're going to give nine minutes back of your  
9 day. Don't ever say we didn't ever give you anything.

10 Mary, thank you very much for being here today  
11 representing DMH. It was important to have your agency's  
12 perspective; so thank you very much.

13 SUPERVISOR MITCHELL: Anything else we need to  
14 do?

15 MS. PLEITEZ HOWELL: Lots of gratitude to  
16 Commissioner Martinez and your including her.  
17 Appreciated.

18 SUPERVISOR MITCHELL: Very. Very much. I know  
19 it's hard to participate virtually. I know. So make sure  
20 we know, we saw. So thank you for your time. And with  
21 that, we stand adjourned until the October --

22 MS. PLEITEZ HOWELL: 12th.

23 SUPERVISOR MITCHELL: Our next regular board  
24 meeting will be October 12th. Thank you so much. We  
25 stand adjourned.

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(At 4:22 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 1st day of October 2023.

DocuSigned by:  
Heatherlynn Gonzalez  
AE10E8980664405...  
CERTIFIED SHORTHAND REPORTER  
FOR THE STATE OF CALIFORNIA

**FIRST 5 LA**

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

**RECOMMENDATION:**  
**Approval of the monthly financial statements for the months ending July 31, 2023, and August 31, 2023.**

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

**DISCUSSION:**  
For the FY 2022-23 year-end closing purposes, we converted from a cash basis to modified accrual basis and accounted for all assets and liabilities as of June 30, 2023. Beginning July 1, 2023, these statements revert to a cash basis and account for reversals of any accruals for either revenues or expenditures.

**July 31, 2023**  
First 5 LA began the month of July with a cash balance of \$299.8 million. During the month of July 2023, we had \$698,716 in program expenditures and \$1.4 million in operating expenditures. Tobacco tax revenue for May and June in the amount of \$8.5 million was booked as a receivable in FY 2022-23. First 5 LA ended the month with a cash balance of \$297.7 million.

**August 31, 2023**  
First 5 LA began the month of August with a cash balance of \$297.7 million. During the month of August 2023, we received \$515,368 in revenues. We had \$5,314,703 in program expenditures, and \$1.3 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$291.7 million.

This report includes detailed financial information for the months ending July 31, 2023, and August 31, 2023. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- **Revenue and Expense Statement:** Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- **Balance Sheet:** Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of July 31, 2023, and August 31, 2023.
- **Detailed operating and program expenditures:** Shows expenses against the FY 2023-24 Budget approved on June 8, 2023, concluding with a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Revenue and Expense Statement  
July 31, 2023, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Net Position as of June 30, 2023</b>	<b>\$ 299,820,752</b>	
<b>Revenue</b>		
Monthly State Allotments	-	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	-	
Investment Income - Other	-	
<b>Total Revenue</b>	<b>\$ -</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2020-2028 Strategic Plan: Focusing For The Future	\$ 698,716	
Legacy Investments	-	
<b>Total Initiative/Program Expenses</b>	<b>\$ 698,716</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,239,059	
General Operating	126,514	
Consultant Services	-	
Professional Services	2,233	
Travel Expenses	2,682	
Professional Development	5,540	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,376,027</b>	
<b>Total Expenses</b>	<b>\$ 2,074,743</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (2,074,743)</b>	
<b>Net Position as of July 31, 2023</b>	<b>\$ 297,746,009</b>	<b>(2)</b>

**NOTE:**

- 1) Tobacco tax revenue for May and June 2023 in the amount of \$8.5 million was booked as a receivable in FY 2022-23.
- 2) Net Position excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)**  
**PROGRAM EXPENDITURES BY FY 2022-23 BUDGET**  
**JULY 31, 2023, UNAUDITED**

INITIATIVE/PROGRAM	FY 2022-23 BUDGET	JULY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2020-2028 STRATEGIC PLAN</b>				
Center for Child and Family Impact				
Family Supports	39,103,000	-	-	39,103,000
Communities	14,367,200	-	-	14,367,200
Early Care & Education	6,174,615	509,316	509,316	5,665,299
Health Systems	4,750,550	134,000	134,000	4,616,550
Center Support	450,000	-	-	450,000
Office of Government Affairs & Public Policy				
Early Childhood Policy and Advocacy Fund	4,000,000	-	-	4,000,000
Policy Advocacy Fund Technical Assistance Provider	596,000	-	-	596,000
Organization-wide Sponsorships	300,000	-	-	300,000
Organizational Memberships	175,000	-	-	175,000
Organization-wide Partnerships	175,000	-	-	175,000
Federal & Advocacy Stakeholder Engagement	180,000	-	-	180,000
State Policy and Sustainability Advocate	320,000	-	-	320,000
Strategic Plan Advocacy Strategies	819,500	-	-	819,500
Office of Communications				
Strategic Communications	1,587,417	50,000	50,000	1,537,417
Strategic Communications Partnerships	200,000	-	-	200,000
Strategic Marketing	1,400,000	5,400	5,400	1,394,600
Office of Data for Action				
Annual Reporting	63,000	-	-	63,000
Data Requests	5,000	-	-	5,000
Children's Data Network (CDN)	723,000	-	-	723,000
County Data Partnership	75,000	-	-	75,000
WIC Data Mining Research Partnership	407,000	-	-	407,000
First 5 LA Data Strategy	200,000	-	-	200,000
Impact Framework	122,000	-	-	122,000
<b>Subtotal 2020-2028 Strategic Plan</b>	<b>76,193,282</b>	<b>698,716</b>	<b>698,716</b>	<b>75,319,566</b>
<b>LEGACY INVESTMENTS</b>				
Little by Little/One Step Ahead Program	2,027,000	-	-	2,027,000
<b>Subtotal Legacy Investments</b>	<b>2,027,000</b>	<b>-</b>	<b>-</b>	<b>2,027,000</b>
Emerging Opportunities Fund	150,000	-	-	150,000
<b>TOTAL</b>	<b>78,370,282</b>	<b>698,716</b>	<b>698,716</b>	<b>77,496,566</b>

The FY 2023-24 program budget was approved by the Board of Commissioners on June 8, 2023.

**NOTES:**

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

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
 EXPENDITURES - PASS-THROUGH  
 JULY 31, 2023, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
JULY 31, 2023, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	JULY ACTUAL	FISCAL YTD ACTUAL	FY 2023-24 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	963,882	963,882	12,274,806	11,310,924
Fringe Benefits	275,177	275,177	3,996,716	3,721,540
<b>Total Personnel Services</b>	<b>1,239,059</b>	<b>1,239,059</b>	<b>16,271,521</b>	<b>15,032,464</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	-	-	42,000	42,000
Workers Compensation Insurance	63,993	63,993	45,000	(18,993)
Utilities	-	-	170,000	170,000
Corporate Insurance	12,414	12,414	113,300	100,886
Mileage, Parking and Other Transportation	295	295	28,825	28,530
Telephones	8,480	8,480	71,600	63,120
Cell Phones & Mobile Devices	9,200	9,200	122,000	112,800
Outside Printing & Publishing	-	-	1,450	1,450
Other Supplies	20	20	6,250	6,230
Postage & Delivery	-	-	6,000	6,000
Educational Supplies	93	93	3,850	3,757
Office Supplies	2,292	2,292	63,655	61,363
Subscriptions & Publication	671	671	28,325	27,654
Equipment-Rents & Leases	1,390	1,390	13,000	11,610
Building Repair & Maintenance	-	-	185,000	185,000
Equipment Repair & Maintenance	-	-	7,500	7,500
Offsite Storage	211	211	5,500	5,289
Hardware & Software Maintenance	20,350	20,350	394,000	373,650
Miscellaneous/Contingency	3,142	3,142	60,000	56,858
Stipend Honorarium	-	-	2,500	-
Internal Meeting	3,962	3,962	99,240	95,278
Divisional Capacity Building	-	-	20,000	20,000
<b>Total General Operating Expenses</b>	<b>126,514</b>	<b>126,514</b>	<b>1,488,995</b>	<b>1,359,981</b>
<b>Consultant Services</b>				
Consultant Fees	-	-	1,462,500	1,462,500
Other Professional Fees	-	-	291,000	291,000
<b>Total Consultant Services</b>	<b>-</b>	<b>-</b>	<b>1,753,500</b>	<b>1,753,500</b>
<b>Professional Services</b>				
Audit	-	-	72,000	72,000
Legal Fees	-	-	225,000	225,000
Professional Dues	680	680	55,370	54,690
Staff Recruitment	-	-	15,000	15,000
Commission Stipends	750	750	20,000	19,250
Web-Based Services	-	-	88,000	88,000
Bank & Other Service Charges	803	803	11,000	10,197
<b>Total Professional Services</b>	<b>2,233</b>	<b>2,233</b>	<b>486,370</b>	<b>484,137</b>
<b>Travel Expenses</b>				
Airfare	2,191	2,191	107,562	105,371
Lodging	-	-	104,354	104,354
Per Diem	395	395	47,602	47,207
Other Travel Expense	96	96	12,158	12,062
<b>Total Travel Expenses</b>	<b>2,682</b>	<b>2,682</b>	<b>271,676</b>	<b>268,994</b>
<b>Professional Development</b>				
Training Material & Supplies	-	-	15,780	15,780
In-house Training	-	-	77,200	77,200
Leadership Programs	-	-	81,500	81,500
Conference/Training Registrations	5,540	5,540	112,300	106,760
Outside Training	-	-	57,700	57,700
<b>Total Professional Development</b>	<b>5,540</b>	<b>5,540</b>	<b>344,480</b>	<b>338,940</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	-	-	130,000	130,000
<b>Total Capital Improvements</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>130,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,376,027</b>	<b>1,376,027</b>	<b>20,746,542</b>	<b>19,368,016</b>

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

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

The FY 2023-24 operating budget was approved by the Board of Commissioners on June 8, 2023.

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
July 31, 2023 Unaudited**

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**Current Assets:**

Cash	\$	925,957
Cash- Morlin Mgmt Corp		237,380
Investment:		
Operating and Allocated funds		151,205,423
Specific Investment - County Pooled		134,000,000
Advance - Regional Network (RN)		3,306,999
Advance - Various		197,075
Other Receivables		9,087,591
<b>Total Current Assets</b>	<b>\$</b>	<b><u>298,960,425</u></b>

**Fixed Assets:**

Land	\$	2,039,000
Building & Improvements		15,822,441
Furniture & Fixtures		627,671
Computer, Software & Accessories		2,262,881
Office Equipment		346,044
Accumulated Depreciation		(7,633,402)
<b>Total Fixed Assets</b>	<b>\$</b>	<b><u>13,464,635</u></b>

<b>Total Assets</b>	<b>\$</b>	<b><u><u>312,425,060</u></u></b>
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**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$	(30,359) (1)
<b>Total Current Liabilities</b>	<b>\$</b>	<b><u>(30,359)</u></b>

**Net Assets:**

Investment in capital assets	\$	13,464,635
Restricted		298,990,784
<b>Total Net Assets</b>	<b>\$</b>	<b><u>312,455,419</u></b>

<b>Total Liabilities and Net Assets</b>	<b>\$</b>	<b><u><u>312,425,060</u></u></b>
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**NOTES:**

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

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Revenue and Expense Statement  
August 31, 2023, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Net Position as of July 31, 2023</b>	<b>\$ 297,746,009</b>	
<b>Revenue</b>		
Monthly State Allotments	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	515,368	
Investment Income - Other	-	
<b>Total Revenue</b>	<b>\$ 515,368</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2020-2028 Strategic Plan: Focusing For The Future	\$ 5,163,098	
Legacy Investments	151,605	
<b>Total Initiative/Program Expenses</b>	<b>\$ 5,314,703</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,101,398	
General Operating	84,959	
Consultant Services	67,456	
Professional Services	20,530	
Travel Expenses	1,458	
Professional Development	7,196	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,282,996</b>	
<b>Total Expenses</b>	<b>\$ 6,597,699</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (6,082,331)</b>	
<b>Net Position as of August 31, 2023</b>	<b>\$ 291,663,678</b>	<b>(1)</b>

**NOTE:**

1) Net Position excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)**  
**PROGRAM EXPENDITURES BY FY 2022-23 BUDGET**  
**AUGUST 31, 2023, UNAUDITED**

INITIATIVE/PROGRAM	FY 2022-23 BUDGET	AUGUST EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2020-2028 STRATEGIC PLAN</b>				
Center for Child and Family Impact				
Family Supports	39,103,000	782,994	782,994	38,320,006
Communities	14,367,200	-	-	14,367,200
Early Care & Education	6,174,615	18,347	527,663	5,646,952
Health Systems	4,750,550	143,533	277,533	4,473,017
Center Support	450,000	-	-	450,000
Office of Government Affairs & Public Policy				
Early Childhood Policy and Advocacy Fund	4,000,000	4,000,000	4,000,000	-
Policy Advocacy Fund Technical Assistance Provider	596,000	-	-	596,000
Organization-wide Sponsorships	300,000	102,600	102,600	197,400
Organizational Memberships	175,000	70,000	70,000	230,000
Organization-wide Partnerships	175,000	-	-	175,000
Federal & Advocacy Stakeholder Engagement	180,000	-	-	180,000
State Policy and Sustainability Advocate	320,000	-	-	320,000
Strategic Plan Advocacy Strategies	819,500	5,625	5,625	813,875
Office of Communications				
Strategic Communications	1,587,417	36,399	86,399	1,501,018
Strategic Communications Partnerships	200,000	-	-	200,000
Strategic Marketing	1,400,000	-	5,400	1,394,600
Office of Data for Action				
Annual Reporting	63,000	3,600	3,600	59,400
Data Requests	5,000	-	-	5,000
Children's Data Network (CDN)	723,000	-	-	723,000
County Data Partnership	75,000	-	-	75,000
WIC Data Mining Research Partnership	407,000	-	-	407,000
First 5 LA Data Strategy	200,000	-	-	200,000
Impact Framework	122,000	-	-	122,000
<b>Subtotal 2020-2028 Strategic Plan</b>	<b>76,193,282</b>	<b>5,163,098</b>	<b>5,861,814</b>	<b>70,456,468</b>
<b>LEGACY INVESTMENTS</b>				
Little by Little/One Step Ahead Program	2,027,000	151,605	151,605	1,875,395
<b>Subtotal Legacy Investments</b>	<b>2,027,000</b>	<b>151,605</b>	<b>151,605</b>	<b>1,875,395</b>
Emerging Opportunities Fund	150,000	-	-	150,000
<b>TOTAL</b>	<b>78,370,282</b>	<b>5,314,703</b>	<b>6,013,419</b>	<b>72,481,863</b>

The FY 2023-24 program budget was approved by the Board of Commissioners on June 8, 2023.

**NOTES:**

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

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
 EXPENDITURES - PASS-THROUGH  
 AUGUST 31, 2023, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
AUGUST 31, 2023, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	AUGUST ACTUAL	FISCAL YTD ACTUAL	FY 2023-24 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	816,153	1,780,035	12,274,806	10,494,771
Fringe Benefits	285,245	560,421	3,996,716	3,436,295
<b>Total Personnel Services</b>	<b>1,101,398</b>	<b>2,340,457</b>	<b>16,271,521</b>	<b>13,931,065</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	2,947	2,947	42,000	39,053
Workers Compensation Insurance	-	63,993	45,000	(18,993)
Utilities	-	-	170,000	170,000
Corporate Insurance	55,922	68,336	113,300	44,964
Mileage, Parking and Other Transportation	359	655	28,825	28,170
Telephones	119	8,599	71,600	63,001
Cell Phones & Mobile Devices	8,700	17,900	122,000	104,100
Outside Printing & Publishing	-	-	1,450	1,450
Other Supplies	448	467	6,250	5,783
Postage & Delivery	-	-	6,000	6,000
Educational Supplies	186	279	3,850	3,571
Office Supplies	1,198	3,490	63,655	60,165
Subscriptions & Publication	482	1,154	28,325	27,171
Equipment-Rents & Leases	5,529	6,919	13,000	6,081
Building Repair & Maintenance	-	-	185,000	185,000
Equipment Repair & Maintenance	-	-	7,500	7,500
Offsite Storage	464	676	5,500	4,824
Hardware & Software Maintenance	3,757	24,107	394,000	369,893
Miscellaneous/Contingency	-	3,142	60,000	56,858
Stipend Honorarium	-	-	2,500	-
Internal Meeting	4,848	8,810	99,240	90,430
Divisional Capacity Building	-	-	20,000	20,000
<b>Total General Operating Expenses</b>	<b>84,959</b>	<b>211,473</b>	<b>1,488,995</b>	<b>1,275,022</b>
<b>Consultant Services</b>				
Consultant Fees	60,074	60,074	1,462,500	1,402,426
Other Professional Fees	7,382	7,382	291,000	283,619
<b>Total Consultant Services</b>	<b>67,456</b>	<b>67,456</b>	<b>1,753,500</b>	<b>1,686,044</b>
<b>Professional Services</b>				
Audit	-	-	72,000	72,000
Legal Fees	14,123	14,123	225,000	210,877
Professional Dues	30	710	55,370	54,660
Staff Recruitment	-	-	15,000	15,000
Commission Stipends	-	750	20,000	19,250
Web-Based Services	1,284	1,284	88,000	86,716
Bank & Other Service Charges	5,093	5,896	11,000	5,104
<b>Total Professional Services</b>	<b>20,530</b>	<b>22,763</b>	<b>486,370</b>	<b>463,607</b>
<b>Travel Expenses</b>				
Airfare	516	2,707	107,562	104,855
Lodging	497	497	104,354	103,857
Per Diem	138	533	47,602	47,069
Other Travel Expense	307	403	12,158	11,755
<b>Total Travel Expenses</b>	<b>1,458</b>	<b>4,140</b>	<b>271,676</b>	<b>267,536</b>
<b>Professional Development</b>				
Training Material & Supplies	-	-	15,780	15,780
In-house Training	-	-	77,200	77,200
Leadership Programs	3,650	3,650	81,500	77,850
Conference/Training Registrations	3,047	8,587	112,300	103,713
Outside Training	499	499	57,700	57,201
<b>Total Professional Development</b>	<b>7,196</b>	<b>12,736</b>	<b>344,480</b>	<b>331,744</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	-	-	130,000	130,000
<b>Total Capital Improvements</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>130,000</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,282,996</b>	<b>2,659,024</b>	<b>20,746,542</b>	<b>18,085,019</b>

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

*The administrative expenses are within the maximum authorized under 125 Board policy.*

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

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
August 31, 2023 Unaudited**

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**Current Assets:**

Cash	\$	5,138,521
Cash- Morlin Mgmt Corp		237,380
Investment:		
Operating and Allocated funds		135,960,054
Specific Investment - County Pooled		134,000,000
Advance - Regional Network (RN)		2,822,417
Advance - Various		197,075
Other Receivables		3,904,909
<b>Total Current Assets</b>	<b>\$</b>	<b><u>282,260,357</u></b>

**Fixed Assets:**

Land	\$	2,039,000
Building & Improvements		15,822,441
Furniture & Fixtures		627,671
Computer, Software & Accessories		2,262,881
Office Equipment		346,044
Accumulated Depreciation		(7,633,402)
<b>Total Fixed Assets</b>	<b>\$</b>	<b><u>13,464,635</u></b>

<b>Total Assets</b>	<b>\$</b>	<b><u><u>295,724,992</u></u></b>
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**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$	(30,976) (1)
<b>Total Current Liabilities</b>	<b>\$</b>	<b><u>(30,976)</u></b>

**Net Assets:**

Investment in capital assets	\$	13,464,635
Restricted		282,291,333
<b>Total Net Assets</b>	<b>\$</b>	<b><u>295,755,968</u></b>

<b>Total Liabilities and Net Assets</b>	<b>\$</b>	<b><u><u>295,724,992</u></u></b>
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**NOTES:**

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

**First 5 LA**

**SUBJECT:**

**Contracts for approval**

**RECOMMENDATION:**

**Approve one (1) amendment and one (1) renewal 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 on behalf of the First 5 LA."

First 5 LA's proposed programmatic budget for FY 2023-24 totals \$78,370,282 and the approved operating budget totals \$ 20,746,542. Funding for the amendment and the renewing agreement is included in the FY 23-24 budget approved at the June 8, 2023, Board of Commissioners meeting.

**Amendment:**

On June 8, 2023, the Board approved an amendment to the Strategic Partnership with 13 hospitals in Los Angeles County in the amount of \$54,223,060 to continue implementing the Welcome Baby Program through June 30, 2025, and authorized First 5 LA staff to execute agreements with each of the 13 hospitals for a cumulative amount up to \$26,861,154 for FY 23-24.

The Strategic Partnership included two hospitals and allocated the following anticipated FY 23-24 contract amount: Prime Health Care Centinela, LLC (\$1,090,426) and Martin Luther King Jr.- Los Angeles (MLK-LA) Healthcare Corporation (\$1,072,758). Prime Health Care Centinela, LLC's Maternal Health Services Unit will be closing as of October 25, 2023. As a result, First 5 LA entered into an agreement with Prime Health Care Centinela for the period of July 1, 2023, through October 25, 2023, for a total of \$329,668. First 5 LA staff seek to amend the Martin Luther King Jr.- Los Angeles (MLK-LA) Healthcare Corporation agreement to include funds to sustain services for families currently enrolled in the Welcome Baby Centinela program and to minimize disruption of services and staffing structure at MLK-LA, given that Centinela and MLK-LA utilized the same subcontractor and shared personnel across both programs.

**Renewal:**

The Contractor proposed for the renewal is to continue or complete a multiyear project or initiative. A description of the contractor's project and scope of work for FY 23-24 is provided in Attachment A. Staff analyzed the progress of the contractor and determined whether the contractor is making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A. The anticipated project end date noted in Attachment A is subject to change based on First 5 LA's new strategic plan. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement.

Upon approval of the agreements presented below, staff will complete the final execution of the agreements.

**DISCUSSION:**

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

Attachment A  
October 2023

AMENDMENTS									
	TEAM	TEAM/ INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
1	Family Supports Team	Families/Home Visiting/Welcome Baby Hospitals	<p><b><u>MARTIN LUTHER KING, JR. - LOS ANGELES (MLK-LA) HEALTHCARE CORPORATION (08979)</u></b></p> <p>The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as a hospital visit at the time of the child's birth. In FY 22/23, the Grantee continued to enroll and serve families across Best Start Communities, which included up to nine engagement points - prenatal, hospital and postpartum. In FY 23/24, the Grantee will continue to enroll and serve families, participate in the last year of the Welcome Baby Impact study conducted by First 5 LA, and participate in pilots to help increase learning for the Family First Prevention Services Act (FFPSA) and sustainability efforts. The amendment seeks to add additional funding in the amount of \$516,523 to allow the Grantee to continue providing services for families currently enrolled in the Welcome Baby Centinela program as well as avoid disruption to the staffing structure at MLK who also support the Welcome Baby Centinela program to be closed in October 2023.</p> <p>On June 8, 2023, the Board approved an amendment to the Strategic Partnership with 13 hospitals in Los Angeles County in the amount of \$54,223,060 to continue implementing the Welcome Baby Program through June 30, 2025 and authorized First 5 LA staff to execute agreements with each of the 13 hospitals for a cumulative amount up to \$26,861,154 for FY 23-24. Funding for this amendment was included in the FY 23-24 budget also approved on June 8, 2023.</p>	Strategic Partnership	9 years, 9 months	\$1,053,248	\$516,523	\$1,569,771	129  Yes

Attachment A  
October 2023

RENEWALS											
TEAM/OFFICE	TEAM/ INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?	
2	Office of Government Affairs and Public Policy	<p><b><u>FIRST 5 ASSOCIATION OF CALIFORNIA, INC. (10000)</u></b>                      The Contractor will continue to support statewide Policy, Communications, and Systems Change coordination to advance the goals of First 5 LA's Strategic Plan. During FY22-23, the Contractor developed and executed public policy and advocacy strategies to advance First 5 LA's shared statewide policy goals and built the policy and advocacy capacity of the First 5 Association. The primary goals for FY23-24 will be to continue expanding and developing the work from FY 22-23 while the Contractor is evolving as an organization. Some examples of this are: coaching and empowering local First 5 commission staff to support their engagement with policymakers, implementing a new First 5 Association strategic plan, organizing an annual Association summit, and strengthening the Association's capacity.</p> <p>On May 11, 2017, the Board approved the establishment of a Strategic Partnership through June 30, 2021, and First 5 LA contributed \$2,457,000. On June 10, 2021, the Board approved an amendment to the Strategic Partnership in the amount of \$3,920,000 for a total estimated project amount not to exceed \$6,377,000 through June 30, 2028. Funding is included in the budget for FY 23-24, which was approved at the June 8, 2023, Board of Commissioners meeting.</p>	Strategic Partnership	10 years, 9 months	\$6,377,000	\$567,000	10/15/2023	6/30/2023	6/30/2028	130% Yes	

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

## FIRST 5 LA

### **SUBJECT:**

Approve a Strategic Partnership with Health Federation of Philadelphia in the Amount of \$400,000 to Pilot the Thriving Providers Guaranteed Basic Income Model in Los Angeles County for the period of 24 months and Authorize First 5 LA Staff to Execute an Agreement in the Amount of \$400,000

### **RECOMMENDATION (PROVIDED FOR ACTION):**

This memo was provided as information for the Board's consideration at the September 28, 2023 Special Board/Program and Planning Meeting. At today's October 13, 2023 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Health Federation of Philadelphia (Home Grown) for an amount not to exceed \$400,000 for the period of 24 months for a total of \$400,000 and authorize staff to execute a contract from October 14, 2023 to April 14, 2025 for \$400,000. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent if required. Funds for FY 23-24 are included within the current First 5 LA Programmatic Budget under Quality Improvement System – Home Based Child Care Strategy, which was approved by the Board of Commissioners on June 8, 2023. Beyond FY 23-24, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

### **BACKGROUND:**

In September 2021, the Board approved a strategic partnership to launch a landscape analysis of home based child care. This landscape analysis was the first step in First 5 LA's Early Care and Education (ECE) team's journey to better understand the assets and needs of Los Angeles County home based child care providers and the children and families in their care in order to develop to strategies to sustain and improve families' access to this type of child care. Home based child care, both licensed and license-exempt, is the primary setting of non-parental care in Los Angeles County and is particularly conducive to the care of infants and toddlers. Home based care often offers families more flexible hours, more affordable pricing, and more cultural and linguistic competence relative to center-based settings. Despite their prominence and strengths, relatively little is known about these providers and what supports they need to provide optimal care for children. These settings generally have fewer resources and receive less targeted support relative to licensed center-based care settings. Additionally, there is emergent data on the reliance on and preference of parents for home based care for children, specifically for infants and toddlers. This reliance is reflected among families from various economic backgrounds in Los Angeles County and California.

[The Landscape of Home Based Child Care in Los Angeles County: A Framework for Future Planning](#) was shared with the Board at the July 13, 2023 Board of Commissioners meeting. In addition to data to illuminate families' reliance on and preference for home based child care, the report also elevates key recommendations to support the quality, sustainability, and accessibility of the home based child care system and ensure parents have access to this care setting. First 5 LA staff, in partnership with the Child Care Alliance of Los Angeles (CCALA), Child Care Resource and Referral agency (CCRC), and members of the First 5 LA Early Childhood Educator Advisory Committee (ECEAC) have begun to identify potential strategies and partnerships to move these recommendations forward to improve families access to and experience of home based child care. The Homegrown Thriving Providers Project is an opportunity to advance strategies that support these recommendations for home based child care in Los Angeles County by leveraging the expertise, learning, and funding of national collaborators.

The Home Grown Thriving Providers Project (TPP) is aligned to two of the recommendations in the home based child care landscape analysis: 1) support a mixed delivery system and livable wages for home based child care providers; and 2) ensure seamless, responsive and holistic model of support for providers.

Home Grown is a national collaborative of funders committed to improving the quality of and access to home based child care. The Thriving Providers Project aims to stabilize home based child care providers so that children can succeed. The program works with regional partners to provide direct cash payments to Family, Friend, and Neighbor (FFN) providers and newly licensed Family Child Care (FCC) providers. In addition to direct payments, providers also receive peer and professional support that reduces isolation and increases access to other resources. This pilot will allow First 5 LA to gather data and build partnerships that support advocacy for increased wages and access to benefits for providers. It will also advance the recommendation to create more seamless, responsive, and holistic supports through the additional layers of support offered to providers who participate in the TPP pilot.

To implement this model, Home Grown provides significant support, funding, and guidance. Home Grown provides regional partners with project management support, policy and strategy advising, payment and data collection tools, peer learning tools, and backbone funding and support. Home Grown has successfully launched TPP pilots in several municipalities including New York City and in Colorado. Home Grown has also partnered with the Stanford Center for Early Childhood to provide evaluation of the project both nationally and locally for each regional partner.

As a regional partner, First 5 LA will support this project in Los Angeles County in several ways. First 5 LA will support local implementation and project management, identify and convene local stakeholders and partners to advise the project and implement components of the model, identify opportunities for additional local funding, support recruitment and enrollment of providers, and ensure data and lessons from the pilot are part of larger local advocacy to support home based child care providers and children in their care.

The Thriving Providers Pilot in Los Angeles will support 25 Family, Friend and Neighbor providers for a period of 24 months. Following the Home Grown model, these providers will also receive additional holistic supports and resources. A full implementation plan, including developing these supports, will be created in partnership with local community-based organizations and stakeholders once the partnership with Home Grown is approved.

The anticipated cost for the entire pilot program in Los Angeles is \$780,000. The First 5 LA contribution will be \$400,000. Home Grown will manage these funds, in addition to other national and local funding sources and in-kind supports, to provide all project components described above. Home Grown's funding and in-kind support will cover the remaining \$380,000.

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting the establishment of a Strategic Partnership for an amount not to exceed \$400,000 to comply with this policy.

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

The Thriving Providers Pilot in Los Angeles County is designed to run for a period of 24 months. Data gathered from the pilot will be used to inform advocacy, policy work, and future funding if needed. A portion of this advocacy and policy work will be sustained through the ongoing work of Home Grown at national scale. As described above, this pilot leverages both funding and in-kind support from Home Grown.

#### **JUSTIFICATION:**

A strategic partner is defined as having an existing infrastructure or substantial investment in a program or project that either cannot be duplicated or would be duplicated at the expense of First 5 LA, and has the demonstrated resources, ability, program reach, or level of expertise to support First 5 LA's systems change work. Strategic Partnerships also include entities that administer jointly funded programs or entities with key relationships when these are critical to advancing First 5 LA's Strategic Plan

Home Grown has unique expertise and infrastructure which justify First 5 LA entering in a strategic partnership. The Thriving Providers Project is a model that is unique to Home Grown. While there are several programs across the County exploring the benefits of direct cash payments or guaranteed basic income, the Thriving Providers Project is uniquely designed to meet the needs of child care providers by layering in specific supports and resources relevant to this child care setting and provider type. Home Grown has also piloted this model in other regions, and as a result has tools, learnings, and infrastructure for payment and data collection that are unique to the Home Grown model and could not be recreated without significant additional investment. The opportunity to leverage funding from national and local partners, in-kind support from Home Grown, and participate in a national evaluation of the pilot are also unique components to a partnership with Home Grown.

First 5 LA staff conducted research on other guaranteed income pilots to evaluate if they were uniquely tailored to the needs of child care providers like the Home Grown model and did not find any comparable models.

As described above, the objective of the program is to gather data and learnings and develop partnerships to advance recommendations from the landscape analysis that describe the need for increased wages and more holistic and seamless support models for home based providers. The anticipated outcomes are data to support advocacy for increased wages, learning and data about how to connect to providers to additional supports and resources, and data about the benefits of networked and peer supports for providers. The data gathered, lessons learned, and partnerships built will inform future work to scale these initiatives through advocacy, policy recommendations, and other systems change strategies.

The anticipated cost for the entire pilot program in Los Angeles is \$780,000. The First 5 LA contribution will be \$400,000. The entirety of this amount will be contracted to Home Grown, who will manage these funds, in addition to other national and local funding sources and in-kind supports, to implement the full model. The costs include: monthly payments of approximately \$954 per provider for a cohort of 25 providers over 24 months, project management and implementation cost for a community-based partner leading provider recruitment, enrollment, and supports (partner yet to be identified), use of a payment platform and data collection tools, evaluation costs, policy advising, and national peer learning efforts.

**NEXT STEPS:**

Staff anticipates executing a contract with Health Federation of Philadelphia (Home Grown) for an amount not to exceed \$400,000 for the period of 24 months.

# Memo

**To:** Board of Commissioners

**From:** Karla Pleitéz Howell, Executive Director

**Date:** October 12, 2023

**Subject:** **EXECUTIVE DIRECTOR’S REPORT**

## I. EXECUTIVE DIRECTOR’S HIGHLIGHTS

First 5 LA continues to work to better understand the current conditions of children and families and how we can create meaningful results to support the healthy development of L.A. County’s youngest children. Recent media coverage has shown the poverty rate in the U.S. has risen dramatically in the year since pandemic benefits ran out – and the child poverty rate has more than doubled, according to the U.S. Census Bureau’s annual data on poverty. This is the largest year-to-year increase in U.S. child poverty on record, revitalizing the debate over bringing back an expanded child tax credit, a proven policy that provided families with critical support when they needed it the most. Parents overwhelmingly used that extra tax credit money on household essentials like rent and food.

As early childhood advocates, First 5 LA supports sustainable policies that prioritized the immediate basic needs of families to bolster the healthy development of their children. Working in partnership to develop long-lasting sustainable solutions continues to motivate and guide the development of First 5 LA’s new Strategic Plan.

It is with urgency and the need to be responsive to the new conditions of children and families in L.A. County following the pandemic and in the wake of First 5 declining revenue that drives the need for First 5 LA’s strategies to be focused to achieve the greatest impact possible for this generation and generations to come. A recent article published in *The Los Angeles Times* highlighted the crucial role First 5s play in supporting children and families in California. While the article acknowledged our fiscal realities, it also uplifted the importance of programs and services that are responding to the needs of families, spotlighting the reporter’s first-hand experience in witnessing a family engaged in First 5 LA’s Welcome Baby program.

Partnership continues to be a driving strategy for our work and throughout the month of September we were engaged in multiple discussions with key partners and community members to inform our strategic direction and will continue these conversations this month.

In September, First 5 LA hosted two in-person community engagement sessions with key partners, community-based organizations, and Best Start Regional Network Grantees. These sessions represented an important step in our process to create spaces to gather community input for our new Strategic Plan. Community partners shared their perspective of the many benefits of engaging with community, voiced what they want to see from First 5 LA in a strategy moving forward and shared the

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**EXECUTIVE DIRECTOR**

Karla Pleitéz Howell

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

unique roles First 5 LA has an opportunity play as a trusted partner. The insights and experience shared through both sessions were invaluable and guided the strategies the board will review.

Foundational to First 5 LA's Strategic Plan is the articulation of our organization's Vision, Mission, Values. Today, we will also present First 5 LA's vision for every child in L.A. County, our mission, built upon months of discussion on what actionable and measurable results we need to achieve so that every child can reach their full developmental potential. In addition, we will share our values statements, which signal our beliefs that guide and direct the actions we take as an organization.

It is with gratitude to our board members, the dedicated First 5 LA team, our community partners, and consultants (Chrissie Castro and Rigoberto Rodriguez), for your unwavering commitment to pave a more focused path for the future of our organization.

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

### **Best Start Community of Practice Dialogue: Cultivating a Commitment to Sustainability**

On September 22, 2023, First 5 LA Communities Team staff and Regional Network Grantees (RNGs), engaged in a learning conversation about sustainability. The convening provided an opportunity to share and learn about the current thinking and efforts underway for ensuring the long-term sustainability of the Best Start effort. Participants offered valuable insights including lessons learned, best practices and challenges that could further support our collective efforts. The meaningful exchange of ideas and perspectives was facilitated using a practice that provides a structured group experience and encourages critical reflection and self-analysis through multiple, sequenced reflections and conversations. Panelists from First 5 LA and the RNGs (Para Los Ninos, CHC/Rising Communities, El Nido Family Service, The Nonprofit Partnership, and Children's Bureau) provided participants an opportunity to reflect, learn and engage on the topic of sustainability.

### **Early Screening, Better Outcomes Toolkits Shared with National Audience**

On September 19, 2023, Health Systems Program Officer Ann Isbell with Marian Williams from Children's Hospital Los Angeles (CHLA) presented on the Early Screening, Better Outcomes: Exploring Developmental Screening and Referral Toolkits at the national ZERO TO THREE LEARN Conference in Minneapolis, MN. Additionally, Ann Isbell helped to promote the conference on ZERO TO THREE's social media channels via a video talking about data on developmental delays. This two-hour session, attended by almost 200 attendees 1) Identified steps to implement a high-quality developmental screening and linkage approach within programs and organizations; 2) Summarized the approach to having effective developmental conversations with families who have a child with a developmental delay; and 3) Recognized cultural and linguistic considerations in developmental screening and linkage. (The toolkits were developed in partnership between CHLA and First 5 LA based on lessons learned and promising practices from the First Connections program: <https://www.first5la.org/early-screening-better-outcomes-developmental-screening-referral-toolkits/>.)

### **Rate and Quality Advisory Panel**

CDSS has been convening the Rate and Quality Advisory Panel to recommend an alternative methodology for funding childcare with the goal of covering the true cost of care. As part of this work, a survey was released to document providers' true costs of running their businesses. To encourage increased participation from childcare providers across LA County, the Early Care and Education team consulted with the ECE Advisory Committee of family childcare providers to strategize high-impact ways to promote the urgent nature of the survey and facilitate its accessibility. The ECE team has also partnered with the Communications team and P-5 Fiscal Strategies to create a social media push that encourages childcare providers to complete the survey.

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

The 2023 State Legislative session came to an end on September 14, 2023 and the Governor has until October 14, 2023 to sign or veto any bills passed by the legislature. AB 1015 (Calderon) related to diaper and wipe distribution programs, is the one First 5 LA support bill that passed the legislature this year. First 5 LA has sent a letter to Governor Newsom asking that he sign the legislation into law (see here, list of 2023 First 5 LA Support positions). In addition, First 5 LA continued to monitor the movement of SB 326 (Eggman), related to reforming the Mental Health Services Act (MHSA), which passed the legislature, and has been sent to the Governor for review. On the federal level, First 5 LA has joined national partners in advocating for \$16 billion in supplemental funding to extend the child care investments expiring under the American Rescue Plan Act (ARPA); and will continue to advocate for additional child care development allocations in the FY 23-24 Appropriations package.

### **Los Angeles Times article, "Hefty cigarette taxes cut smoking big-time. But there's a downside for children"**

The Office of Communications in partnership with Family Supports, secured and coordinated a ride-along opportunity for early childhood reporter, Jenny Gold at the Los Angeles Times with a Welcome Baby home visitor, providing the opportunity to report on her first-hand experience in witnessing the family experience and benefits of home visiting services. OOC and Family Supports also provided the reporter with additional information on our work with partners on sustainability efforts, data and context on First 5s declining revenue and impact of Prop 31 on investments like home visiting services, resulting in story that included quotes from multiple First 5 leaders throughout the state and other early childhood field experts on the outlook of First 5s as a sole funder of programs for children and families. Read the full story here: <https://www.latimes.com/california/story/2023-09-20/california-tobacco-ban-putting-family-services-at-risk>.

## **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 August 15, 2023, and September 11, 2023, by Executive Director Karla Pleitéz Howell and her designees.

### **#10397 Nancy Strohl – Contract Amount: \$10,000**

**Contract Period: 8/21/2023 – 12/31/2023**

The Contractor will work with First 5 LA's Board of Commissioners to seek feedback on ideas regarding the future direction of First 5 LA.

### **#10409 Being Present, Inc. – Contract Amount: \$14,560**

**Contract Period: 8/24/2023 – 6/30/2024**

The Contractor will facilitate a series of retreats to increase collaboration, purpose, alignment, and passion within the Center for Child & Family Impact to achieve First 5 LA's vision and strategy.

## **IV. RECENT AND UPCOMING EVENTS SPONSORED BY FIRST 5 LA**

**Name: Zero to Three Conference**

**Date: September 19 – 23, 2023**

**Amount: \$5,000**

Policy Analyst Erika Witt attended this annual learning conference, along with Health Systems Program Manager Ann Isbell who presented a session.

**Name: Coalition for Humane Immigrant Rights**

**Date: September 21, 2023**

**Amount: \$2,500**

Communities Team Program Officer Roberto Roque was joined by community colleagues Manuel Fierro, Associate Director of Early Childhood Policy, Catalyst California, and Brenda Aguilar, Director of Community Transformation, Para Los Niños.

**Name: Esperanza Community Housing 22nd Annual Gala: Dancing Under the Stars**

**Date: September 22, 2023**

**Amount: \$2,500**

Regional Network Grantee Para Los Niños represented First 5 LA at this annual gala in support of our joint priorities in south Los Angeles.

**Name: Unite-LA 25th Anniversary Event “Celebrating the Future of Collaboration”**

**Date: September 29, 2023**

**Amount: \$2,500**

Office of Government Affairs and Public Policy staff attended this event in recognition of First 5 LA's long-standing partnership with Unite-LA and joint advocacy strategies.

**Name: Coro Southern California's Annual Crystal Eagle Awards Gala**

**Date: October 5, 2023**

**Amount: \$5,000**

First 5 LA staff and commissioners joined this event to help recognize Board of Commissioners Chair Sup. Holly Mitchell as she received the Coro Alumni Impact Award for her transformative leadership in Southern California.

**Name: Annual Child & Adult Care Food Program Conference**

**Date: October 9 – 11, 2023**

**Amount: \$7,500**

First 5 LA provided support for this annual conference to center our Home-Based Child Care strategy, expanding our partnerships and advocacy for greater access to the federal food program and other wrap-around services for home-based providers.

**Name: Rising Communities Policy Forum: Fantastic Futures**

**Date: October 11, 2023**

**Amount: \$6,000**

This event was the official launch of the initiative Mothers Rising Fund for Guaranteed Basic Income, benefiting mothers and young children in South Los Angeles. First 5 LA's support builds upon a strong and collaborative partnership and current Guaranteed Basic Income grantee.

**Name: InnerCity Struggle's Annual Adelante Awards Gala**

**Date: October 12, 2023**

**Amount: \$5,000**

First 5 LA staff and commissioners attended this grantee's annual gala in recognition of community leaders' commitment and service to Eastside Los Angeles.

**Name: Breastfeed LA's 2023 Equity Summit: Lactation Justice: Activating Our Community Response**

**Date: October 12 - 13, 2023**

**Amount: \$2,500**

This annual summit centers people historically marginalized in the breast/chestfeeding community and provided First 5 LA an opportunity to elevate our community-based priorities. Board Chair Holly Mitchell provided the opening remarks.

# Los Angeles County Children and Families First – Proposition 10 Commission Annual Comprehensive Financial Report for the Year Ended June 30, 2023

Board of Commission Meeting

Presented by: Raoul Ortega  
October 12, 2023



# Presentation Overview

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- Independent Auditor's Report
- Fiscal Year 2022-23 Highlights
- Fund Balance
- Next Steps



139

# Independent Auditor's Report

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- Clean audit:
  - The CPA firm of Eide Bailly LLP, noted that the financial statements are presented fairly
  - Unmodified opinion
  - Findings/Adjustments

140

# Revenue Highlights

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- Total revenue of \$83.5 million:
  - Tobacco tax = \$47.3 million
  - Prop. 56 backfill = \$16.2 million
  - CA Electronic Cigarette = \$1.1
  - Other revenues = \$15.3 million
  - Fair Value Adjustment/Unrealized Loss = \$3.6 million

(Other revenues - IMPACT Program, Investment income, MAA Program, F5CA grants (Dual Language Learner and HV Coordination)

# Expenditures Highlights

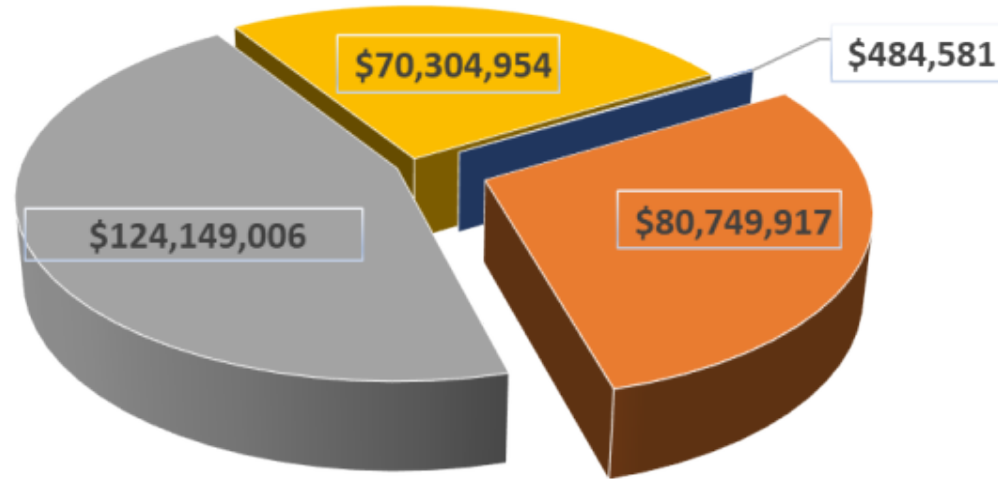
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- Total expenditures of \$91.9 million:
  - Program expenditures = \$73.0 million
  - Program/Operating expenditures = \$6.6 million
  - Administrative expenditures = \$12.3 million

142

# Fund Balance

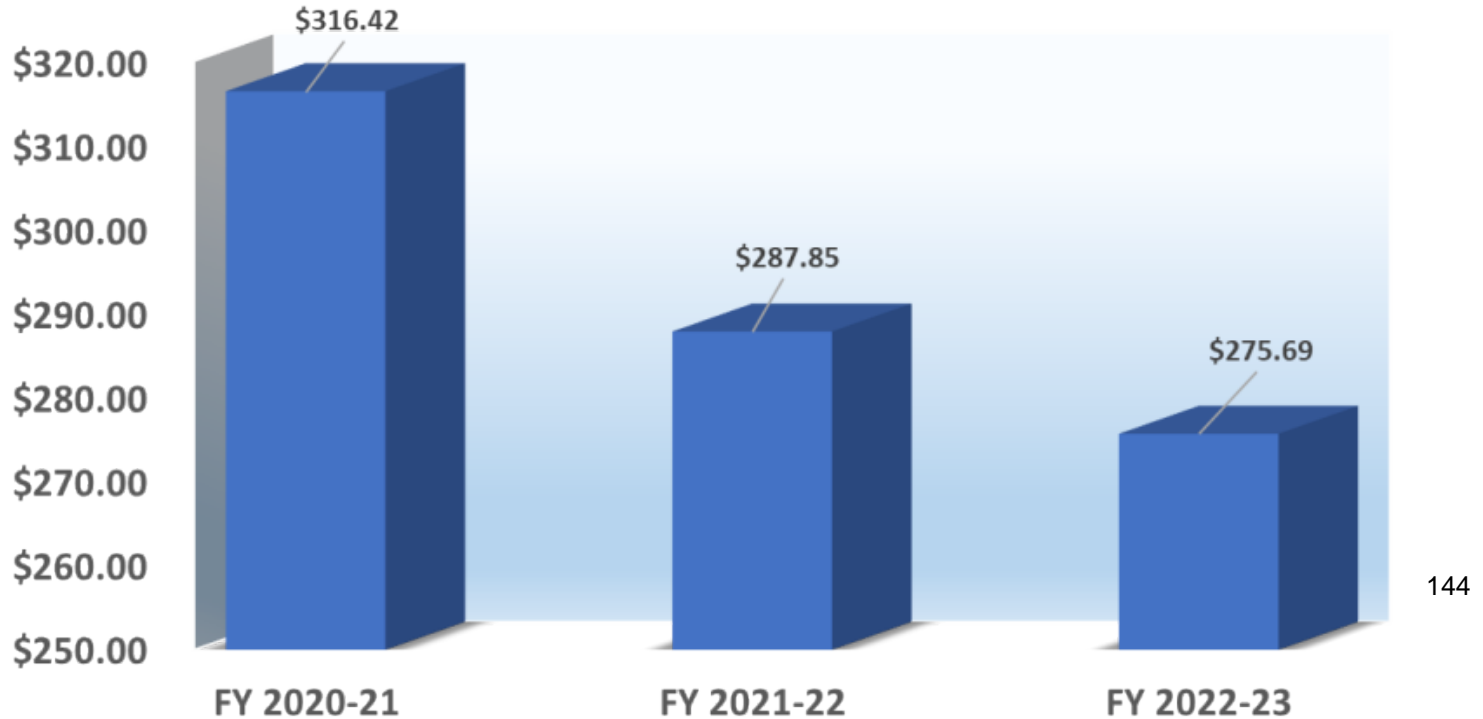
Total Fund Balance: \$275,688,458



143

■ Nonspendable   ■ Committed   ■ Assigned   ■ Unassigned

# 3 – Year Comparison: Fund Balance



# Next Steps

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- Submission of the Financial Report by 11/1:
  - State Controller's Office
  - First 5 California
- Update the Long Term Financial Plan (LTFP)

145



Questions?

146

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

Annual Comprehensive Financial Report  
For the Year Ended June 30, 2023

**Los Angeles County Children and  
Families First – Proposition 10  
Commission**

(a Component Unit of the County of Los Angeles, California)

Los Angeles County Children and Families First – Proposition 10 Commission

Table of Contents

For the Year Ended June 30, 2023

**Introduction Section**

Letter of Transmittal..... i
Board of Commissioners..... vi
Organizational Chart..... vii
GFOA Certificate of Achievement ..... viii

**Financial Section**

Independent Auditor’s Report ..... 1
Management’s Discussion and Analysis ..... 5

Financial Statements

Statement of Net Position and Governmental Fund Balance Sheet .....17
Statement of Activities and Governmental Fund Revenues, Expenditures and Changes in Fund Balance.....18
Notes to Financial Statements .....19

Required Supplementary Information

Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund .....34
Note to the Required Supplementary Information .....36

Other Supplementary Information

Schedule of First 5 California Funding .....37

**Statistical Section (Unaudited)**

Financial Trends

Net Position by Component.....39
Changes in Net Position .....40
Fund Balances – General Fund .....41
Changes in Fund Balances – General Fund .....42

Revenue Capacity

First 5 California County Tax Revenue Projections for FY 2020-2021 – FY 2023-2024.....43
Cigarette Taxes and Other Tobacco Products Surtax Revenue 1959-60 to 2021-22 .....44

Demographic Information

Demographic Data and Economic Statistic .....46
Unemployment Rate .....47
Ten Largest Industries.....48

Operating Information

Capital Assets Statistics.....49
Authorized Positions by Function.....50

**Compliance Section**

Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards.....51

Independent Auditor’s Report on State Compliance .....53

October 12, 2023

To the Board of Commissioners and  
 Citizens of County of Los Angeles  
 750 North Alameda Street, Suite 300  
 Los Angeles, CA 90012

Dear Commissioners and Citizens of County of Los Angeles:

The Annual Comprehensive Financial Report of the Los Angeles County Children and Families First – Proposition 10 Commission (First 5 LA) for the year ending June 30, 2023, is hereby submitted, as mandated by applicable statutes. These statutes require First 5 LA to annually issue a report of its financial position and activity.

A complete audit of the report by an independent firm of certified public accountants is also required. Responsibility for both accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with the Commission’s management team. The information in this report is intended to present the reader with a comprehensive view of the Commission’s financial position and the results of its operations for the fiscal year, along with additional disclosures and financial information designed to provide an understanding of First 5 LA’s financial activities.

Eide Bailly LLP, Certified Public Accountants, has issued an unmodified (“clean”) opinion on First 5 LA’s financial statements for the year ending June 30, 2023. The independent auditor’s report is located at the beginning of the financial section of this report. Management also provides a narrative introduction, overview, and analysis of the basic financial statements in the form of the Management’s Discussion and Analysis (MD&A).

**PROFILE OF THE COMMISSION**

First 5 LA was created by the Los Angeles County Board of Supervisors in December 1998 following the passage of Proposition 10, through which California voters made an unprecedented investment in early childhood development.

Over the last 25 years, First 5 LA has made a lasting positive impact in Los Angeles County through its allocation of more than \$2.5 billion to support diverse partnerships, innovative programs, leading policy, and systems change efforts and operations that improve the well-being of young children and families.

**COMMISSIONERS**

Los Angeles County Supervisor Holly J. Mitchell <i>Chair</i>	Judy Abdo Robert Byrd, Psy.D Astrid Heger, M.D. Yvette Martinez	Summer McBride Maricela Ramirez Carol Sigala
Brandon Nichols <i>Vice Chair</i>		

**EX OFFICIO MEMBERS**

Barbara Ferrer, Ph.D.,  
 M.P.H., M.Ed.  
 Jacquelyn McCroskey, DSW  
 Deanne Tilton

**EXECUTIVE DIRECTOR**

Karla Pleitéz Howell

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

**A PUBLIC ENTITY**

## ADVANCING OUR STRATEGIC DIRECTION

In Fiscal Year 2022-2023, First 5 LA completed its third year of implementation of the 2020-2028 Strategic Plan which reflects a shift in approach from mainly funding programs toward a focus on systems change – changing policy, practice and public will to strengthen families and improve child outcomes— greater collaboration and partnership. This strategic approach is based on First 5 LA’s desire to direct its resources to have the greatest impact on families and children prenatal to age 5 in Los Angeles County. Consistent with the Commission-approved strategic direction, First 5 LA has continued to place greater emphasis on efforts to contribute to sustainable public financing, public policy and systems-level change, and less emphasis on funding direct services. Our four strategic priority areas remain:

Strengthen Public and Community Systems: Improve, integrate, and expand systems of early prevention, intervention and learning to become family-centered, child-focused and promote equitable outcomes.

Advance and Build on Community Experience: Connect, maximize, and coordinate public resources, relationships and local assets, and relationships within our 14 Best Start geographies.

Expand Influence and Impact with Data: Expand the availability, use and power of data and parent voice to call attention to disparities, amplify advocacy, and drive policy change, practice change, and will building.

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

Building on these priorities, First 5 LA will be focusing on integrated “whole child” advocacy strategies and the pursuit to leverage learning from our programmatic efforts to inform and drive state policy change.

The Commission continues to conduct all decision-making processes in accordance with the governance guidelines, approved in March 2014, with the intention of advancing important First 5 LA goals, including:

- Transparency and consistency in First 5 LA’s decision-making;
- Coordination, coherence, and integration of First 5 LA investments; and
- Accountability, acknowledging First 5 LA’s declining revenues.

These guidelines continue to ensure that decisions made by the Commission are guided by the principles of financial responsibility, accountability, and adherence to the Commission’s 2020-2028 Strategic Plan which is currently being refined to better align with the evolving nature of our work and fiscal reality while continuing to be responsive to the communities we serve in the years ahead.

## ORGANIZATIONAL HIGHLIGHTS

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

Although First 5 LA's primary source of funding, Proposition 10 Tobacco Tax, has been on a gradual rate of decline since FY 2004-05 because of a decreasing number of smokers and births in L.A. County, approval of a recent California ballot measure, Proposition 31, prohibiting the sale of certain flavored tobacco products which took effect December 2022, has exacerbated our fiscal reality. The fiscal effect of this legislation is a reduction to state tobacco tax revenues, and thus an accelerated reduction in revenues to the First 5 Commissions, including First 5 LA. The net effect of this legislation is a decline in the projected revenue beginning in FY 2022-23 and a significant decline in the projected available fund balance for fiscal year ending 2028. As a result of this impact to revenue, we are leveraging the strategic plan reset process to review and reassess our strategic plan priorities, our short-term and longer-term work priorities and proposed spending. As an organization, we will continue to filter our investments through a diversity, equity and inclusion lens to ensure we are engaging and operating in a manner that is reflective and responsive to the needs of our communities.

First 5 LA's work continues to evolve, informed by experience, learning and the dynamic context in which we work. Our ongoing experience has made it clear that one of our primary endeavors of promoting systems change work requires time and effort to effectively develop the partnerships necessary to achieve the desired goals outlined in our strategic plan, and we will continue to invest the time and resources required for systems change. Nevertheless, a long-term emphasis on sustainability, particularly in light of recent changes to tobacco tax revenue, continues to undergird the investment decisions to advance results for children and families in our communities.

## LOOKING AHEAD

- Continued refinement and implementation of our 2020-2028 Strategic Plan.*** The FY 2023-2024 budget represents resources that will support year four implementation of the 2020-2028 Strategic Plan. Completion of year three and the formation of the budget for year four represents the culmination of internal collaboration across teams, alignment of program costs to our strategic direction and fiscal realities of declining tobacco tax revenues, and the continued evolution of First 5 LA as it fulfills its multiple roles as advocate, convener, funder, catalyst, communicator, and partner. The reduced level of spending, compared to the prior year, largely driven by the Proposition 31 approved ballot, has forced us to think more critically and creatively about how we employ our funds for greatest impact as we continue to uphold and advance the goals and priorities of the strategic plan through our work. First 5 LA will continue to evolve as we revisit and update key elements of our strategic plan in an effort toward greater alignment of the Commission's objectives and fiscal realities, as well as the evolving needs of the children and families we serve.
- Long term financial planning.*** First 5 LA's approach to sustainability requires that we take a multi-year view beyond the budget year. Towards that end, the Board-approved Long Term Financial Plan (LTFP) provides financial guardrails to focus and discipline First 5 LA's expenditures over the course of the 2020-2028 Strategic Plan. The LTFP represents a framework for multi-year financial planning to manage continued reduction in tobacco revenue. By taking proactive measures grounded in a longer view, First 5 LA is able to responsibly plan for the future and mitigate the need for dramatic and disruptive reductions in the future. Given the evolving context of our work, guided by refinements to the strategic plan, as well as recent legislative changes impacting our primary source of tobacco tax revenue, First 5 LA will be revisiting the long term plan spending limits and revenue projections to identify the appropriate level of resources for distribution in support of our new fiscal reality and revised strategic plan goals.

## OTHER FINANCIAL INFORMATION

### Internal Controls

Management assumes full responsibility for the completeness and reliability of the information contained in this report, based upon a comprehensive framework of internal controls that has been established for this purpose. The internal control structure is designed to protect the Commission's assets from loss, theft, or misuse and to ensure that adequate accounting data is compiled for the preparation of the financial statements in conformity with Generally Accepted Accounting Principles. Because the cost of internal controls should not exceed anticipated benefits, the objective is to provide reasonable rather than absolute assurance that the financial statements are free of any material misstatements.

### Budgetary and Accounting System

The Commission is not required to adopt a budget for the following year before the end of each fiscal year. However, the Commission has historically adopted a budget to ensure controlled spending. Any increase to previously adopted appropriations during the fiscal year requires Commission approval. The Executive Director has the authority to adjust the operating budget in an amount not to exceed \$25,000, and any adjustments to the adopted fiscal year budget for programs must be approved by the Commission. Monthly financial updates are also provided to the Board of Commissioners. The Commission has not adopted or revised any financial policies that may have a significant impact on the current period's financial statements.

### Long Term Financial Plan

First 5 LA has annually prepared a long-term financial projection which forecasts future revenues and fund balance, assuming spending trends continue as forecasted and approved. The projection allowed us to test what the future would look like, and it helped the Commission establish financial guardrails to inform future budgeting and spending. Given First 5 LA's declining revenues, fund balance and increased priority on addressing sustainability, First 5 LA staff, with input provided during the June 8, 2023, meeting of the Board of Commissioners, has transitioned to implement a higher degree of fiscal discipline through the adoption of a long-term financial plan in place of the long-term financial projection. While both processes provide important planning and context for the Board on future spending, the Long-Term Financial Plan will change how the organization plans, adjusting to the organization's fiscal reality and 2020-2028 Strategic Plan goals and establishing spending limits for outer years which will help us to better manage our ever-decreasing fund balance. The future spending limits, grounded in an 85%-15% maximum split of total expenditures between programmatic and administrative costs, respectively, will require changing current norms but also promote shared resources and decision making across the organization to leverage and maximize resources and partnerships. Deviations from the established annual limits will require Board review and approval.

## CERTIFICATE OF ACHIEVEMENT

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to First 5 LA for its annual comprehensive financial report for the fiscal year ended June 30, 2022. This was the 15th consecutive year that First 5 LA has achieved this prestigious award. In order to be awarded a Certificate of Achievement, First 5 LA must publish an easily readable and efficiently organized annual comprehensive financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current annual comprehensive financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

**ACKNOWLEDGEMENTS**

The Commission's Annual Comprehensive Financial Report was prepared through the combined efforts of all First 5 LA staff. Special recognition is due to the Finance Department staff for their effort to ensure timely and accurate reporting. I would also like to thank the Board of Commissioners for your responsible and thoughtful fiscal stewardship of First 5 LA's financial operations.

Sincerely,

Karla Pleitéz Howell  
Executive Director

KPH:ro

**FIRST 5 LA**

**Commissioners**

Holly J. Mitchell, Los Angeles County Supervisor, Chair  
Brandon T. Nichols, J.D., Los Angeles County DCFS, Vice Chair  
Judy Abdo  
Robert Byrd, Psy.D.  
Astrid Heger, M.D.  
Yvette Martinez  
Summer McBride  
Maricela Ramirez, Ed.D.  
Carol Sigala, Ph.D.

**Ex-Officio Commissioners**

Barbara Ferrer, Ph.D., M.P.H., M.Ed.  
Jacquelyn McCroskey  
Deanne Tilton Durfee

**Alternate Commissioners**

Deborah Allen, Sc.D.  
Mary Romero Barraza  
Luis Bautista  
Victor Manalo, Ph.D.  
Kristin McGuire  
Frank Ramos  
Sylvia S. Swilley, M.D.  
Winnie Wechsler

**Executive Director**

Karla Pleitéz Howell, J.D.

**Executive Vice President**

John A. Wagner

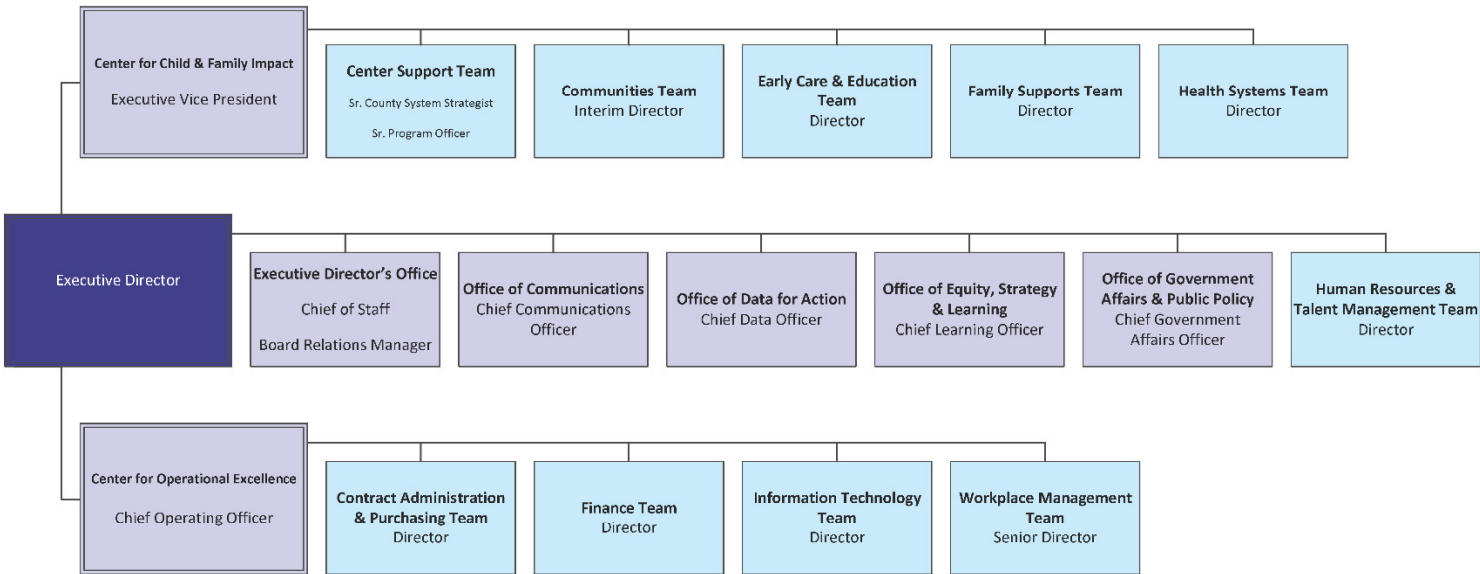
**Chief Operating Officer**

Teofilo "JR" Nino

**Team/Center/Office Chiefs/Directors**

Antoinette Andrews-Bush, Office of Equity, Strategy and Learning  
Diana Careaga, Family Supports  
Galina Collins, Human Resources & Talent Management  
Jennifer L. Eckhart, Contract Administration & Purchasing  
Tara Ficek, Health Systems  
Jasmine Frost, Information Technology  
Kim Hall, Office of Data for Action  
Raoul Ortega, Finance  
Becca Patton, Early Care and Education  
Lee Werbel, Communities

Organization Structure First 5 LA





Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**First 5 LA  
California**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2022

*Christopher P. Morill*

Executive Director/CEO

## Independent Auditor's Report

Board of Commissioners  
Los Angeles County Children and Families  
First – Proposition 10 Commission  
Los Angeles, California

### Report on the Audit of the Financial Statements

#### *Opinions*

We have audited the financial statements of the governmental activities and the general fund of the Los Angeles County Children and Families First – Proposition 10 Commission (Commission), a component unit of the County of Los Angeles, California, as of and for the year ended June 30, 2023 and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the general fund of the Commission, as of June 30, 2023, and the respective changes in financial position, thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinions*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Commission's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Commission's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

***Supplementary Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Commission's basic financial statements. The Schedule of First 5 California Funding is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule of First 5 California Funding is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

***Other Information***

Management is responsible for the other information included in the annual report. The other information comprises the introductory section and statistical section but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated **report date**, on our consideration of the Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Commission's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Commission's internal control over financial reporting and compliance.

Rancho Cucamonga, California

**Report date**

**Los Angeles County Children and Families First – Proposition 10 Commission  
Management’s Discussion and Analysis  
(Unaudited)**

This section of the Los Angeles County Children and Families First – Proposition 10 Commission (the “Commission”) annual comprehensive financial report presents management’s discussion and analysis of the Commission’s financial performance during the year ending June 30, 2023. This discussion and analysis is intended to be read in conjunction with the Commission’s basic financial statements and accompanying notes.

**Financial Highlights**

- The Commission recognized a total of \$70.4 million in program revenues which include tobacco taxes, Proposition 56 backfill, IMPACT/Hubs funds, Refugee Family Support Grant and pass-through funds for Medi-Cal Administrative Activities. Revenues from First 5 California (the State) totaled \$69.7 million, reflecting a 9.9% decrease of \$7.7 million from \$77.4 million in FY 2021-22.
- Commission expenses totaled \$91.9 million in FY 2022-23, representing a 2.6% decrease of \$2.4 million from \$94.4 million in FY 2021-22.
- The Commission’s liabilities increased from \$21.5 million in FY 2021-22 to \$21.7 million in FY 2022-23, reflecting a total increase of \$197,978, or 0.9%.
- The Commission’s total net position decreased from \$300.6 million in FY 2021-22 to \$292.1 million in FY 2022-23, a decline of approximately \$8.5 million, or 2.8%.

**Overview of the Financial Statements**

The annual comprehensive financial report consists of two parts, this management’s discussion and analysis and the basic financial statements, including: government-wide financial statements, fund financial statements, and notes to the basic financial statements. The Commission’s financial statements offer key, high-level financial information about its activities.

**Government-wide Financial Statements**

The government-wide financial statements are designed to provide readers with a broad overview of the Commission’s finances, in a manner similar to a private-sector business. These statements provide both long-term and short-term information about the Commission’s overall financial status.

The Statement of Net Position includes information on all the Commission’s assets and liabilities, with the difference between assets and liabilities reported as net position. Changes in net position may serve as a useful indicator of whether the financial position of the Commission is improving or deteriorating.

The Statement of Activities presents information showing how the Commission’s net position changed during the fiscal year. All changes in net position are reported as soon as the underlying event giving rise to when the change occurs, regardless of the timing of related cash flows.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All the Commission’s activities are accounted for in the general fund.

Governmental fund financial statements focus on near-term inflows and outflows of spendable resources and balances of spendable resources available at the end of the year.

While a nine-member Board of Commissioners governs the Commission, the Commission was created by, and ultimately is, under the authority of the Los Angeles County Board of Supervisors, in accordance with California State Law, through its appointment of the Board of Commissioners and its ability to remove the Commissioners at will. Consequently, the County of Los Angeles Auditor-Controller’s Office has designated the Commission as a “discretely presented component unit” of the County of Los Angeles and includes a summary of the Commission’s basic financial statements in the County’s basic financial statements.

Government-wide Financial Statements Analysis

The following is a summary of the Commission’s assets, liabilities and net position comparing FY 2022-23 with FY 2021-22:

	FY 2022-23	FY 2021-22	Percent Increase (Decrease)	Increase (Decrease)
<b>Assets:</b>				
Current and other assets	\$300,335,306	\$309,181,599	-2.86%	(\$8,846,293)
Capital assets	13,464,635	12,880,231	4.54%	584,404
<b>Total assets</b>	<b>\$313,799,941</b>	<b>\$322,061,830</b>	<b>-2.57%</b>	<b>(\$8,261,889)</b>
<b>Liabilities:</b>				
Long-term liabilities	\$883,953	\$935,048	-5.46%	(\$51,095)
Other liabilities	20,809,081	20,560,008	1.21%	249,073
<b>Total liabilities</b>	<b>\$21,693,034</b>	<b>\$21,495,056</b>	<b>0.92%</b>	<b>\$197,978</b>
<b>Net Position:</b>				
Unrestricted	\$278,642,272	\$287,686,543	-3.14%	(\$9,044,271)
Investment in capital assets	13,464,635	12,880,231	4.54%	584,404
<b>Total net position</b>	<b>\$292,106,907</b>	<b>\$300,566,774</b>	<b>-2.81%</b>	<b>(\$8,459,867)</b>
<b>Total liabilities and net position</b>	<b>\$313,799,941</b>	<b>\$322,061,830</b>	<b>-2.57%</b>	<b>(\$8,261,889)</b>

The Commission’s FY 2022-23 total assets of \$313.8 million represent a decrease of \$8.3 million, or a 2.6% decline, compared with the prior year. Of this total, the decrease in current and other assets is approximately \$8.8 million. The key factor contributing to this reduction in total assets is that total expenses, including program expenses (such as provider grants and contractors), were higher than the total revenue by \$8.5 million.

The \$584,404 increase in capital assets is a result of the organization’s completion of Phase 1 and launch of Phase 2 of its Capital Improvement Project to provide physical improvements to the 750 N. Alameda Street building. The depreciation expense for FY 2022-23 was \$438,429. Additional information on capital assets can be found in Note 3 of this report.

The following is a summary of the Commission’s revenues; expenses and change in net position comparing FY 2022-23 with FY 2021-22:

	FY 2022-23	FY 2021-22	Percent Increase (Decrease)	Increase (Decrease)
<b>Revenues:</b>				
<b>Program revenues</b>				
Tobacco taxes	\$47,253,504	\$55,265,755	-14.50%	(\$8,012,251)
Proposition 56	16,236,701	18,534,434	-12.40%	(2,297,733)
CA Electronic Cigarette Excise Tax	1,114,427	-	N/A	1,114,427
State Commission Program Funds	5,109,088	3,574,885	42.92%	1,534,203
Medi-Cal Administrative Activities	132,945	189,125	-29.71%	(56,180)
Other program revenue	550,017	811,368	-32.21%	(261,351)
<b>Total program revenues</b>	<b>\$70,396,682</b>	<b>\$78,375,567</b>	<b>-10.18%</b>	<b>(\$7,978,885)</b>
<b>General revenues</b>				
Investment income	\$9,440,982	\$1,629,048	479.54%	\$7,811,934
Net increase (decrease) in fair value of investments	3,649,787	(11,173,321)	-132.67%	\$14,823,108
Other general income	2,500	18,000	-86.11%	(\$15,500)
<b>Total general revenues</b>	<b>13,093,269</b>	<b>(9,526,273)</b>	<b>-237.44%</b>	<b>22,619,542</b>
<b>Total revenues</b>	<b>\$83,489,951</b>	<b>\$68,849,294</b>	<b>21.26%</b>	<b>\$14,640,657</b>
<b>Expenses:</b>				
Provider grants and other allocations	\$73,000,450	\$75,838,658	-3.74%	(\$2,838,208)
Salaries and benefits	15,672,576	15,131,025	3.58%	541,551
Operating services	1,136,076	1,217,057	-6.65%	(80,981)
Consultant services	1,274,116	1,343,030	-5.13%	(68,914)
Professional services	293,063	327,245	-10.45%	(34,182)
Professional development	68,743	113,106	-39.22%	(44,363)
Other expenses	66,365	2,087	3079.92%	64,278
Depreciation	438,429	399,451	9.76%	38,978
<b>Total expenses</b>	<b>\$91,949,818</b>	<b>\$94,371,659</b>	<b>-2.57%</b>	<b>(\$2,421,841)</b>
<b>Change in net position:</b>	<b>(8,459,867)</b>	<b>(25,522,365)</b>	<b>-66.85%</b>	<b>17,062,498</b>
Net position – beginning	300,566,774	326,089,139	-7.83%	(25,522,365)
Net position – ending	\$292,106,907	\$300,566,774	-2.81%	(\$8,459,867)

## Revenues

The Commission received a total of roughly \$83.5 million in revenues for FY 2022-23, reflecting an increase of \$14.6 million, or 21.3% compared with the prior year's total revenues of \$68.8 million. The overall changes in revenue are due to the following:

### Tobacco Tax

Tobacco tax revenue decreased from \$55.3 million in FY 2021-22 to \$47.3 million in FY 2022-23, a decrease of roughly \$8 million, or 14.5%. Revenue decreased due to a decline in overall tobacco sales and the enactment of Proposition 31 (SB 793) in December 2022, which prohibits in-person stores and vending machines from selling most flavored tobacco products or tobacco product flavor enhancers.

### Proposition 56

Proposition 56 backfill (or "hold harmless") amounts are calculated in arrears, which considered in FY 2016-17 actual revenue loss was attributable to Proposition 56. The backfill amount increases revenue in FY 2022-23 by \$16.2 million compared to \$18.5 million in the prior fiscal year, a decrease of \$2.3 million, or 12.4%. The backfill is received the following fiscal year and the actual amount represented here is for FY 2021-22.

### California Electronic Cigarette Excise Tax

Beginning July 1, 2022, retailers of electronic cigarettes (in-state or out-of-state) are required to collect from the purchaser at the time of sale the California Electronic Cigarette Excise Tax (CECET) at the rate of 12.5% of the retail selling price of electronic cigarettes containing or sold with nicotine. First 5 California receives 12% of that total tax, which is then distributed following the First 5 County disbursement guidelines to the 58 individual counties. The collection of the CECET is estimated to total \$1.1 million in FY2022-23.

### State Commission Program Funds

State Commission program funds increased from \$3.6 million in FY 2021-22 to \$5.1 million in FY 2022-23, an increase of \$1.5 million or 42.9%. This increase was primarily due to several programs from First 5 CA including IMPACT/Hubs funds and Refugee Family Support Grant.

### Medi-Cal Administrative Activities

The Medi-Cal Administrative Activities (MAA) program decreased from \$189,125 in FY 2021-22 to \$132,945 in FY 2022-23. This is a decrease of \$56,180 or 29.7%. The program, contracted through the County of Los Angeles, assists in the administration of the Medi-Cal program by improving the availability and accessibility of Medi-Cal services to eligible participants.

### Other Program Revenue

Other Program revenue decreased from \$811,368 in FY 2021-22 to \$550,017 in FY 2022-23. This is a decrease of \$261,351 or 32.2%. This revenue includes grants from a Medi-Cal Managed Care Plan, Los Angeles County Office of Education, and Los Angeles County – Department of Public Health.

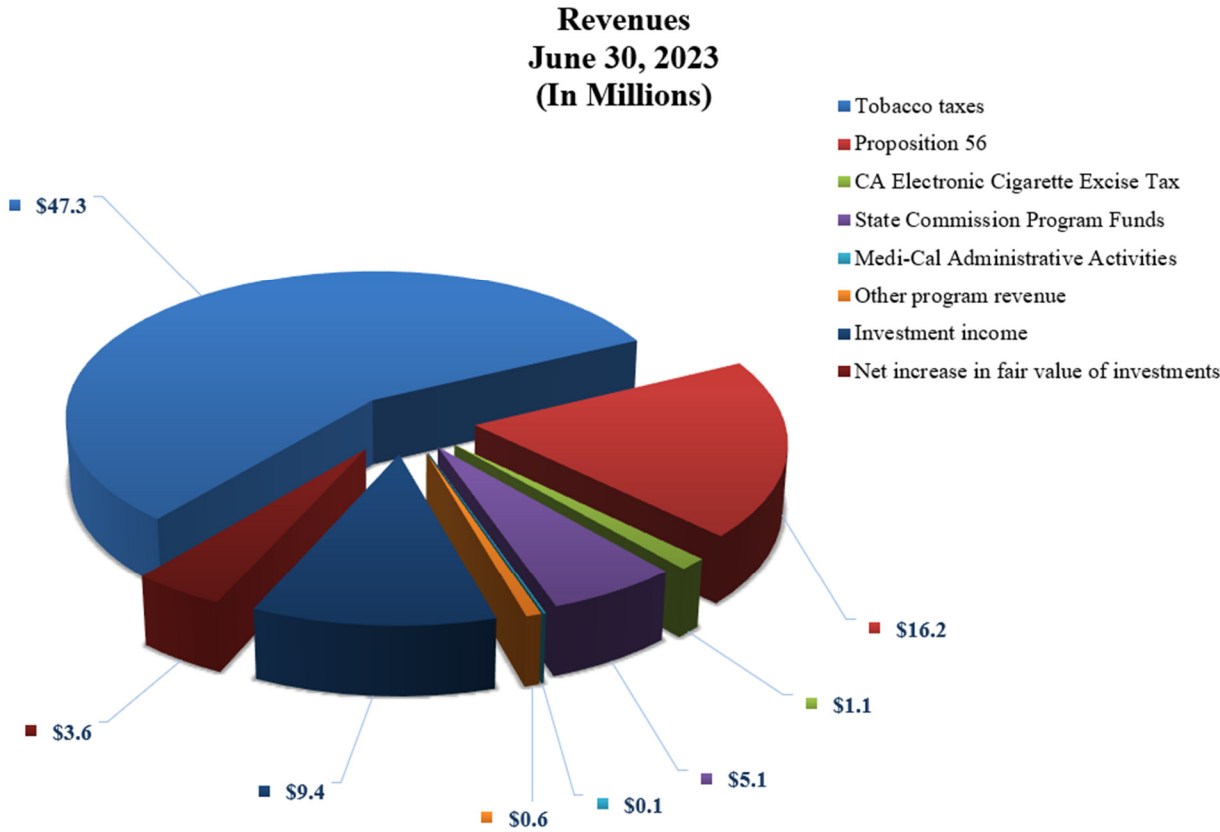
### Investment Income

The Commission earned \$9.4 million of investment income in FY 2022-23, which was an increase of \$7.8 million, or approximately 480%, compared with the \$1.6 million earned in the prior year. The overall rate of return for FY22-23 was 2.89%, an increase of 2.24% over the prior year. This was due to increases in interest rates over the course of the fiscal year and the establishment of the three-year specific investment with the County of Los Angeles.

Fair Value Adjustment

First 5 LA separates the fair value adjustment under investment income from the Statement of Activities to more accurately reflect true interest earned. In FY 2022-23, the fair value of First 5 LA’s investment portfolio adjustment increase was roughly \$3.6 million, compared to the \$11.2 million unrealized loss in FY 2021-22. This increase can be attributed a significant increase in interest rates in the prior year and improvements to the ongoing external macroeconomic factors affecting overall economic health at this point-in-time.

The fair value adjustments included an unrealized gain on investments in the County Pooled investment account of \$4.9 million offset by an unrealized loss of \$1.3 million for the 3-year specific investment with Los Angeles County.



**Expenses**

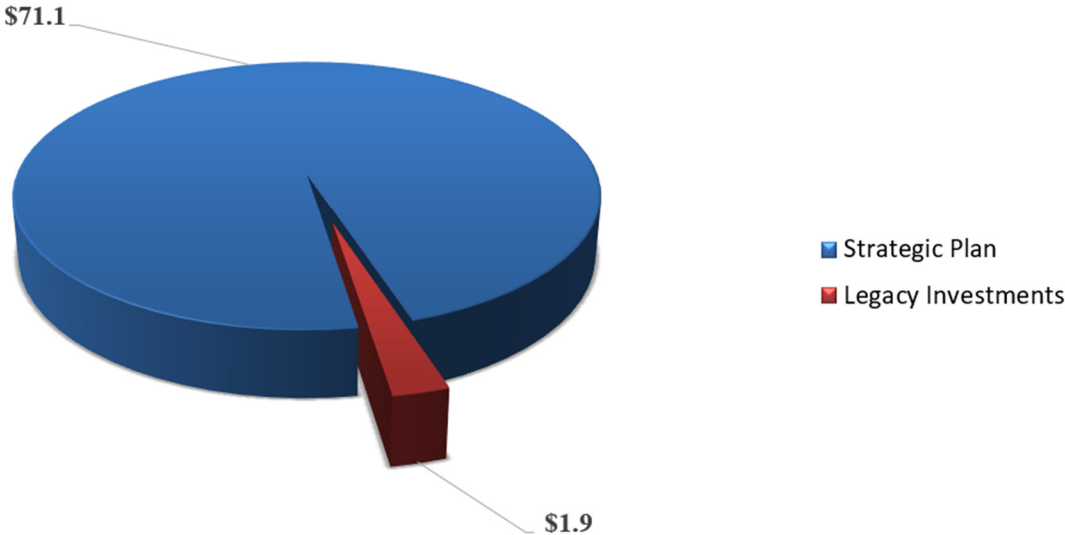
The Commission recognized expenses of \$91.9 million in FY 2022-23 compared with \$94.4 million in FY 2021-22, a decrease of \$2.4 million, or 2.6%. The \$2.4 million net decrease in overall expenses encompasses the following in FY 2022-23:

**Provider Grants and Other Allocations**

The Commission experienced a decrease of \$2.8 million, or 3.7% in support of “Provider grants and other allocations,” spending approximately \$73.0 million in FY 2022-23 compared to \$75.8 million in FY 2021-22. The net decrease is the result of the continued learning and refinement to the work and proposed spending in alignment to the Long-Term Financial Plan spending limits and downward revenue trajectory, as well as adjusted activity timelines and sunsetted or ramped down projects. The following details activity based on the Commission’s investment categories, during the fiscal year:

- 2020-2028 Strategic Plan: Focusing for the Future: FY 2022-23 marks the third year of the eight-year 2020-2028 Strategic Plan. Roughly \$71.1 million was expended in FY 2022-23, a decrease of approximately \$4.7 million or 6.2% as compared to FY 2021-22. A significant driver of the strategic plan is a long-term emphasis on sustainability, particularly considering recent changes to tobacco tax revenue, which has and will continue to undergird the investment decisions to advance results for children and families in Los Angeles’ communities. As such, the decline in spending was anticipated and was consistent with the long-term financial plan and annual spending limits. Spending was reduced within the areas of Family Supports, Communities, Early Care and Education (ECE), and Office of Communications.
- Legacy Investments: This category includes existing multi-year funding representing ongoing work of the Commission that is expected to end according to the terms of the project approval or was determined to be aligned with the 2020-2028 Strategic Plan. There is only one legacy investment remaining—Little by Little. Approximately \$1.9 million of the remaining allocation balance was expended in FY 2022-23 which reflected a \$547,840 or roughly 39.4% increase in spending. This investment, with an original allocation of \$30 million, is anticipated to fully expend in 2025.

**First 5 LA Funded Provider Grants and Other Allocations Expenses  
Fiscal Year Ended June 30, 2023  
(In Millions)**



Salaries and Benefits

Salaries and Benefits increased from FY 2021-22 by \$541,551 or 3.6%. This was primarily due to annual merit increases, as well as increased costs to benefits such as health insurance.

Operating Services

Operating Services decreased by \$80,981 or 6.7% from the prior year due to stabilization of inflationary pressures and macroeconomic factors affecting general operating costs, particularly in facilities, maintenance, and utilities.

Consultant Services

The Commission recorded \$1.3 million in expenses for Consultant services in FY 2022-23, a 5.1% decrease from FY 2021-22. The decrease is primarily due to the reduced engagement of firms and individuals for assistance in ongoing strategic plan reset temporary labor support for IT services and building management services.

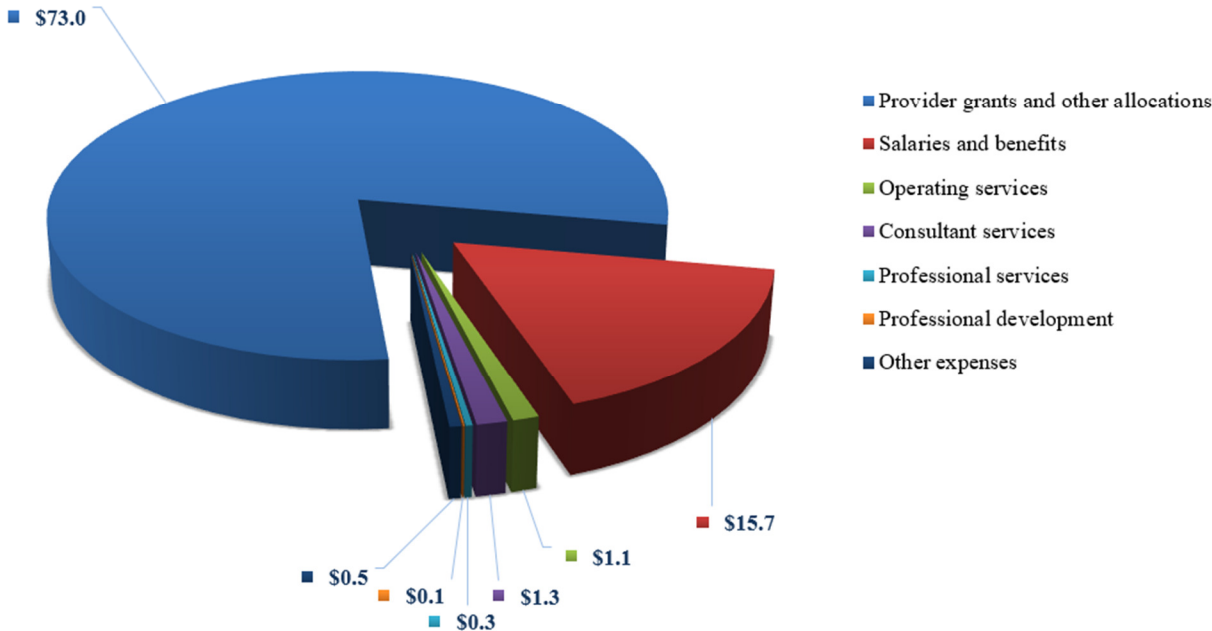
Professional Services

Professional services decreased from FY 2021-22 by \$34,182 or 10.5%. The decrease is largely due to a decline in expenses for legal, audit and staff recruitment services.

Professional Development

Professional development decreased in FY 2022-23 by \$44,363 or 39.2% from FY 2021-22. The decrease is due to a variety of factors, including the increase of virtual conferences and development opportunities which are more cost-effective than on-site gatherings. Additionally, there was a waning interest in virtual leadership programs which resulted in reduced spending for FY 2022-23.

**Program and Operating Expenses  
Fiscal Year Ended June 30, 2023  
(In Millions)**



### **Analysis of the Governmental Fund**

The activities are contained in the general fund of the Commission. The focus of the Commission's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the Commission's financing requirements. In particular, fund balance may serve as a useful measure of the Commission's net resources, both committed and available for future operation needs.

At the end of FY 2022-23, the Commission's general fund reported a total ending fund balance of \$275.7 million, a decrease of \$12.2 million, or 4.2% in comparison with the prior fiscal year balance of \$287.8 million.

Total fund balance decreased due to an ongoing decline between annual incoming revenue and the expenditures that are required to advance the activities and strategies outlined in the 2020-2028 Strategic Plan, including the ongoing responsibility to multi-year commitments for specific initiatives.

### **Budgetary Highlights:**

Based on the information provided in the Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund, the following analysis is presented:

### **Final Revenue Budget vs. Actual Revenue**

The information below provides a summary of the primary factors that caused the variance between revenue estimates and actual revenue.

#### Tobacco Taxes, Prop 56, and CA Electronic Cigarette Excise Tax (CECET)

Tobacco tax revenue recorded for FY 2022-23 was \$47.3 million of tobacco tax revenue, \$16.2 million of Proposition 56 backfill, and \$868,385 in CECET revenue. The total combined amount of \$64.4 million was approximately \$1.3 million or 1.5% lower than the anticipated amount of \$65.7 million. The original estimate of \$65.7 million was based on data provided by the California Department of Tax and Fee Administration, updated March 2023.

#### Other Program Revenue

Other program revenue recorded for FY 2022-23 was \$1.2 million which was in line with expectations estimated in the Long-Term Financial Plan approved by the Commission in June of 2023. Revenue recorded includes funds from a Medi-Cal Managed Care Plan, Los Angeles County – Department of Public Health and Los Angeles County Office of Education for the Quality Improvement System project.

#### Investment Income

Investment income of \$8.6 million was earned in FY 2022-23. The monthly average return of 2.89% is higher than the 1.25% anticipated and included in the Long-Term Financial Projection approved by the Commission in June 2023. In November 2022, the Commission invested in a 3-year specific investment which is earning an approximate \$581,000 in monthly interest in addition to the interest the Commission is earning from its County Treasurer Surplus Investment Pool.

## Original Expenditure Budget vs. Final Expenditure Budget

In February 2023, the Commission received and filed the proposed mid-year adjustments to the FY 2022-23 budget, reducing the original approved \$106 million budget by \$1.1 million or 1.1%. This streamlined approach, presented to the board and approved in November 2019, bypassed formal board-approval of the mid-year adjustments in favor of a lighter touch engagement with the board and staff. Approval of this approach was grounded in adherence to the annual spending limit approved by the board as well as full transparency of the detailed spending plan to the Commission. Materials shared for board review were comparable to those shared in previous years. Like the previous three years, the net change to the original board-approved budget for FY 2022-23 was less than 3%. The following provides a brief summary of the primary factors that contributed to the decrease in the final budgeted expenditures compared with the original budgeted expenditures:

### Provider Grants and Other Allocations

The overall Program Budget (Provider Grants and Other Allocations) was adjusted downward during the year by \$1.1 million or 1.3%. In February 2023, through the process of receiving and filing, the Commission agreed to a mid-year revised budget adjusting Family Supports downward by just over \$1.0 million, adjusting Communities upward by \$290,000, cost-neutral adjustments to Early Care & Education, an increase to Health Systems by \$177,000, a downward adjustment to the Office of Data for Action of \$129,000, and a downward adjustment to Legacy Investments reduction of \$400,000. The downward adjustment to Family Supports was a result of projected spending trends, as well as the receipt of \$100,000 from a Medi-Cal Managed Care Plan to offset existing costs. The increase to Communities was the result of new additional external funding from First 5 California for the purpose of advancing the Refugee Resettlement L.A. program. The upward adjustment to the Health Systems budget was due to the receipt of external funding from the Los Angeles County Department of Public Health (LACDPH) and corresponding activities and costs related to the African American Infant and Maternal Mortality (AAIMM) Strategic Communications initiative, along with some cost-neutral adjustments. The net downward adjustment to the Office of Data for Action was the result of postponing activities related to the Impact Framework until after the Strategic Plan Refinements were finalized, to update and align indicators and intentions.

In an effort toward sustainability, the Legacy Investment Little by Little/One Step Ahead program grantee was able to acquire additional funding at a higher rate than originally anticipated for the project, resulting in a downward adjustment to the budget for FY 2022-23.

### Operating Services

This category includes several line-item adjustments, both upward and downward, with a total net increase of \$6,000. Adjustments include a decrease of \$12,500 to the Worker's Compensation line item within the Finance Team budget, based on reduced anticipated need compared to the original budget. Additional decreases include Divisional Capacity Building (\$15,000) and Internal Meetings (\$3,000). Both line items are primarily being driven down by the Center for Child and Family Impact (CCFI) Team as they have been reduced to adjust for savings from the first half of the fiscal year. These decreases are offset by an increase to Corporate Insurance (\$10,000) which is adjusted to align with revised anticipated needs. The most notable upward adjustment is an increase to Hardware and Software Maintenance of \$27,500, which will fund an additional four Power Plan/ABM licenses of \$2,500 and offset the \$25,000 increase to the Blackbaud Grant Management (BBGM) software licensing. There has been a significant increase in the licensing fees of BBGM which have risen from \$150,000 to \$172,000.

Consultant Services

This category includes adjustments across multiple departments, resulting in a net overall increase of \$30,000. There were adjustments across two teams, resulting in a net overall decrease of \$30,000. The decrease is primarily driven by the Contract Administration & Purchasing (CAP) and CCFI teams. Both were downward adjustments due to cost savings which were used to offset additional costs in other line items.

Professional Services

This category reflects a net downward adjustment in costs of \$500 resulting from anticipated savings in professional dues.

Travel Expenses

There was a decrease in the Travel cost category of \$9,500 and the largest drivers behind the decreases were the CAP and Family Supports teams. Many of the events that required in-person visitation will be offered virtually. For this reason, airfare and lodging budgets have also decreased.

Professional Development

This category includes Training Materials & Supplies, Internal Training, Leadership Programs, Conference Registrations and External Education/Training. There was an overall decrease of \$4,000 made to the Professional Development cost category. A downward adjustment of \$3,000 was made to the Conference Training and registration line item under Family Supports due to an increase in more economical virtual trainings. Similarly, CCFI also made a downward adjustment to this line item due to cost savings they had from the first half of the fiscal year.

**Final Expenditure Budget vs. Actual Expenditure Amounts**

The following provides a summary of the primary factors causing the significant variances in the actual expenditures compared with the final budgeted expenditures:

Provider Grants and Other Allocations

The total Provider Grants and Other Allocations variance for FY 2022-23 was approximately \$9.7 million. The primary overarching factor contributing to the FY 2022-23 budget to actual variance was the residual impact related to the COVID-19 pandemic, and the challenges associated with rethinking our approach to services and engagement. In addition, more time was required to establish the needed partnerships and infrastructure to render services in redefined work structures. In addition:

- Many activity timelines were assessed and extended into the following fiscal year.
- Several activities were assessed and put on a hold or eliminated.
- New external funds were received to offset some budgeted costs.

Salaries and Benefits

Salary and Benefit costs were lower than budgeted, with a total variance of \$1.8 million. This is due to a combination of regular employee turnover during this fiscal year and vacant positions that were budgeted but not filled.

Operating Services were less than final budget by \$525,602. Below is an analysis of the significant activities comprising this variance:

Utilities

Utilities expenses were higher than budgeted, with a variance of \$64,370. This is due to macroeconomic factors including higher energy prices and continuing work on the remodel of the building during this fiscal year.

Mileage and Parking

Mileage and parking costs were lower than budgeted, with a variance of \$17,660. Staff continuing remote work in the prior fiscal year yielded significant savings in this cost category.

Telephones and Modems

Telephones, modems and related expenses were lower, with a savings of \$17,905. Existing technology and equipment were able to support much of the needs in this category, resulting in an overall decrease in expenses.

Cell Phones and Mobile Devices

Cell phone and mobile device costs came in lower than budgeted, with a variance of \$19,939. This is due to overall lower cellular reimbursements than expected due to staff vacancies and absences.

Office Supplies

Office Supplies were lower than budgeted, with a variance of \$28,469. This is due to ongoing remote work and lower utilization of the building and offices for meetings.

Building Repairs and Maintenance

Building repairs and maintenance expenses exceeded the final budget by \$20,162. Maintenance costs stayed consistently high over the course of the year. Additional costs related to the preparation of the building for the start of hybrid work schedules also contributed to expenses late in the fiscal year.

Hardware & Software Maintenance

Hardware & Software Maintenance was lower than budgeted with a variance of \$206,398. This is primarily due to several applications that were not utilized in FY 22-23 and did not require licenses to be obtained.

Miscellaneous/Contingency

Miscellaneous and Contingency expenses had a savings of \$73,038 for FY 22-23. This is due to a reduction in one-time events or emergency needs over the fiscal year.

Internal Meetings

Internal Meeting expenses were lower than budgeted, with a variance of \$61,425. This is due to a large portion of staff still working remotely during this fiscal year and lack of in-person meetings.

Division Capacity Building

There were no costs for Division Capacity Building in FY 22-23, with a variance of \$15,000 or 100%. Remote work, limited hybrid work schedules and lack of in-person meetings with internal staff and contractor/external partner meetings have created ongoing delays in spending within this expense category.

Capital Outlay

Capital Outlay fees were significantly lower than budgeted, with a variance of \$117,458. This is due to the utilization of existing computer equipment inventory and any new purchases of laptops and computer equipment transferred and added to fixed asset category and depreciated.

Consultant Services

Consultant services costs came in under budget in all categories for a total savings of \$733,984. The variance is primarily the result of a lower anticipated need for consultants.

Professional Services

Professional services costs came in under budget in all categories, for a total savings of \$227,432. Considerable decreases in legal services and web-based services led to cost savings for the organization.

Travel

Travel and travel related expenses were considerably lower than budgeted. The \$137,023 in cost savings coincides with the ongoing use of virtual instead on in-person meetings, in addition to lower levels of travel for a variety of uses, including professional development, in-person conferences and offsite meetings. Travel expenses are expected to return closer in line with expectations in the upcoming year.

Professional Development

Professional Development expenditures were \$249,807 less than the final budget. The variance was primarily the result of timing issues related to Internal Training and Conference Registration which were less than the final budget by \$116,800 and \$68,952 respectively. This is a result of ongoing delays in the ramp up of in-person professional development opportunities, particularly for in-person leadership cohorts and conferences.

**Other Potentially Significant Matters**

The State projections have assumed a roughly 3-5% rate of revenue decline on an annual basis over the last several years, through to the end of the Strategic Plan term in 2028. However, approval of the recent ballot measure prohibiting the sale of certain flavored tobacco, Proposition 31, has resulted in an accelerated decline in First 5 LA’s Proposition 10 tobacco tax funding as of November 2022. Based on the most recent forecast from the Department of Finance (DOF) and the California Department of Tax and Fee Administration (CDTFA) updated May 2023, which was adjusted in response to Proposition 31, tobacco tax revenues are projected to decline by 13.4% from FY 2023 to FY 2024, with another higher-than-average decline in revenues projected between FY 2024 to FY 2025.

The long-term impact to the primary source of funding will be closely monitored. The established long-term spending limits will be revisited, informed by the impact of Proposition 31 and the strategic plan reset process, and a revised long-term plan will be shared with the First 5 LA Commission for review and approval in FY 2023-24.

First 5 LA continues to receive backfill “hold harmless” payments from the State to keep Proposition 10 revenue whole for participating counties following the passage and implementation of SBx2 and Proposition 56.

**Contacting the Commission’s Financial Management**

This financial report is designed to provide the public with an overview of the Commission’s financial operations and condition. If you have questions about this report or need additional information, please contact the Commission’s Director of Finance at (213) 482-7545 or 750 N. Alameda Street, Suite 300, Los Angeles, California 90012.

Los Angeles County Children and Families First – Proposition 10 Commission  
Statement of Net Position and Governmental Fund Balance Sheet  
June 30, 2023

	General Fund	Adjustments (Note 1)	Statement of Net Position
<b>Assets</b>			
Cash and investments	\$ 286,758,811	\$ -	\$ 286,758,811
State receivable	11,882,953	-	11,882,953
Interest receivable	1,208,961	-	1,208,961
Advances to grantees	484,581	-	484,581
Capital assets			
Not depreciated	-	2,039,000	2,039,000
Depreciable capital assets (net)	-	11,425,635	11,425,635
<b>Total assets</b>	<b>\$ 300,335,306</b>	<b>\$ 13,464,635</b>	<b>\$ 313,799,941</b>
<b>Liabilities</b>			
Accounts payable and accrued liabilities	\$ 20,688,542	\$ -	\$ 20,688,542
Compensated absences			
Due within one year	-	120,539	120,539
Due in more than one year	-	883,953	883,953
<b>Total liabilities</b>	<b>20,688,542</b>	<b>1,004,492</b>	<b>21,693,034</b>
<b>Deferred Inflows of Resources</b>			
Unavailable revenue	3,958,306	(3,958,306)	-
<b>Total deferred inflows of resources</b>	<b>3,958,306</b>	<b>(3,958,306)</b>	<b>-</b>
<b>Fund Balance/Net Position</b>			
Fund balance			
Nonspendable	484,581	(484,581)	-
Committed	80,749,917	(80,749,917)	-
Assigned	124,149,006	(124,149,006)	-
Unassigned	70,304,954	(70,304,954)	-
<b>Total fund balance</b>	<b>275,688,458</b>	<b>(275,688,458)</b>	<b>-</b>
<b>Net position</b>			
Investment in capital assets	-	13,464,635	13,464,635
Unrestricted	-	278,642,272	278,642,272
<b>Total net position</b>	<b>-</b>	<b>292,106,907</b>	<b>292,106,907</b>
<b>Total liabilities, deferred inflows of resources and fund balance/net position</b>	<b>\$ 300,335,306</b>	<b>\$ 13,464,635</b>	<b>\$ 313,799,941</b>

Los Angeles County Children and Families First – Proposition 10 Commission  
Statement of Activities and Governmental Fund Revenues, Expenditures and Changes in Fund Balance  
For the Year Ended June 30, 2023

	General Fund	Adjustments (Note 1)	Statement of Activities
<b>Revenues</b>			
Program revenues			
Operating grants and contributions			
Tobacco taxes	\$ 47,253,504	\$ -	\$ 47,253,504
Proposition 56	16,236,701	-	16,236,701
CA Electronic Cigarette Excise Tax	868,385	246,042	1,114,427
State Commission Program Funds	2,510,249	2,598,839	5,109,088
Medi-Cal Administrative Activities	132,945	-	132,945
Other program revenue	1,153,255	(603,238)	550,017
Total program revenues	<u>68,155,039</u>	<u>2,241,643</u>	<u>70,396,682</u>
General revenues			
Investment income	8,621,291	819,691	9,440,982
Net increase in fair value of investments	3,649,787	-	3,649,787
Other general income	2,500	-	2,500
Total general revenues	<u>12,273,578</u>	<u>819,691</u>	<u>13,093,269</u>
Total revenues	<u>80,428,617</u>	<u>3,061,334</u>	<u>83,489,951</u>
<b>Expenditures/expenses</b>			
Provider grants and other allocations	73,000,450	-	73,000,450
Salaries and benefits	15,725,095	(52,519)	15,672,576
Operating services	1,136,076	-	1,136,076
Consultant services	1,274,116	-	1,274,116
Professional services	293,063	-	293,063
Professional development	68,743	-	68,743
Travel	56,365	-	56,365
Marketing	10,000	-	10,000
Capital outlay	1,022,833	(1,022,833)	-
Depreciation	-	438,429	438,429
Total expenditures/expenses	<u>92,586,741</u>	<u>(636,923)</u>	<u>91,949,818</u>
Net Change in Fund Balance	(12,158,124)	12,158,124	-
Change in Net Position	-	(8,459,867)	(8,459,867)
Fund balance/net position			
Beginning of year	<u>287,846,582</u>	<u>12,720,192</u>	<u>300,566,774</u>
End of year	<u>\$ 275,688,458</u>	<u>\$ 16,418,449</u>	<u>\$ 292,106,907</u>

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023

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**Note 1 - Organization and Summary of Significant Accounting Policies****Reporting Entity**

With the passage of a ballot initiative in November 1998, California (the “State”) voters approved the establishment of the Los Angeles County Children and Families First – Proposition 10 Commission (the “Commission”), a component unit of Los Angeles County. A thirteen-member Board of Commissioners governs the Commission. The Commission was created by and ultimately is under the authority of the Los Angeles County Board of Supervisors, in accordance with California State Law, through its appointment of the Board of Commissioners and its ability to remove the Commissioners at will. The Commission is a public entity legally separate and apart from the County. The initiative, Proposition 10, mandated an additional 50-cent-per-pack tax on cigarettes and a comparable increase in the tax of other tobacco products and required that the new funds be used on programs focused exclusively on early childhood development for children prenatal up to five years of age.

Following the directive of Proposition 10 to fund programs at the community level, each of the State’s 58 counties created a Proposition 10 Commission as well as a trust fund to receive Proposition 10 revenues. In Los Angeles County, the Board of Supervisors passed an ordinance in December 1998 to establish the Los Angeles County Children and Families First – Proposition 10 Commission, and in May 1999, the Commission held its first meeting, elected officers and established a number of ad hoc committees to address organizational and planning issues. The Commissioners and others who were involved in the effort regarded Proposition 10 as an extraordinary and unprecedented opportunity to begin making a difference in the lives of pregnant women, young children, and their families, and to do so at a point in their lives when it can make the most difference. In August 2002, the Commission introduced a new branding identity, First 5 LA, to signify the importance of the first five years of life.

The Commission’s vision statement is that all children throughout Los Angeles’ diverse communities, “are born healthy and raised in a safe, loving and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn with opportunities to reach their full potential.” The Commission’s mission, in partnership with others, is to “strengthen families, communities, and systems of services and support so all children in LA County enter kindergarten ready to succeed in school and life”.

Upon termination of the Commission, all assets of the Commission shall be returned to the State of California. The liabilities of the Commission shall not become liabilities of the County upon either termination of the Commission or the liquidation or disposition of the Commission’s remaining assets.

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023

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**Basis of Accounting and Measurement Focus****Government-Wide Financial Statements**

Government-wide financial statements consist of the statement of net position and the statement of activities. These statements are presented on an economic resources measurement focus. All economic resources and obligations of the reporting government are reported in the financial statements.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. With this measurement focus, all assets and liabilities associated with operation of the Commission's fund are included on the statement of net position. The statement of activities presents a comparison of the direct expenses and program revenues for the Commission's governmental activities. Program revenues include grants and contributions restricted for the operational requirements of a particular program. Grants and similar items are recognized as revenue as soon as all eligibility requirements have been met. Program revenues include tobacco taxes and grants and contributions that are restricted to meeting the operational requirements of a particular program. General revenues are all revenues that do not qualify as program revenues and include investment income and other income. Net position represents the resources that the Commission has available for use in providing services. Net position is composed of investment in capital assets and unrestricted funds. At June 30, 2023, the Commission reported unrestricted net position of \$278,642,272.

**Fund Financial Statements**

The fund financial statements consist of the balance sheet and the statement of revenues, expenditures and changes in fund balance of the Commission's general fund. These statements are presented on a current-financial resources measurement focus. The fund financial statements focus on near-term inflows and outflows of spendable resources and on balances of spendable resources available at the end of the fiscal year. The statement of revenues, expenditures and changes in fund balance for the governmental fund generally presents increases (revenues) and decreases (expenditures) in net current resources. All operations of the Commission are accounted for in the general fund.

The fund financial statements have been prepared on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. Revenues are considered available if they are received within 60 days after year-end. Revenues susceptible to accrual include tax revenues, grants, and investment income. Expenditures are recognized in the accounting period in which the fund liability is incurred except for compensated absences which are recorded only when payment is due.

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023

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**Adjustments Between Fund Financial Statements and Government-Wide Financial Statements**

## a. Capital Assets

Capital assets are not considered to be financial resources and therefore, are not reported as an asset in the fund financial statements. Capital assets in the amount of \$13,464,635 are capitalized and reported at cost, net of accumulated depreciation, in the government-wide financial statements. Capital assets purchased during the year in the amount of \$1,022,833 are reported as expenditures on the fund financial statements and capitalized on the government-wide financial statements. Depreciation expense for the year ended June 30, 2023 amounted to \$438,429 and is included in the government-wide financial statements.

## b. Long-Term Liabilities

As of June 30, 2023, the Commission estimated its liability for vested compensated absences to be \$1,004,492. Compensated absence obligations are considered long-term in nature and are reported in the fund financial statements as expenditures in the period paid or when due and payable at year-end under the modified accrual basis of accounting. The compensated absences have been accrued in the government-wide financial statements and are included in long-term liabilities. The decrease in compensated absences during the year of \$52,519 is reported in the statement of activities and does not require the use of current financial resources.

## c. Unavailable Revenue

Under the modified accrual basis of accounting, revenue is recognized in the fund financial statements if it has been collected after year-end within the Commission's established availability period of 60 days. All other accrued revenues due to the Commission are recognized as unavailable revenue at year-end in the fund financial statements. Governmental funds recognized unavailable revenue where receivables are not available to liquidate liabilities of the current period. As of June 30, 2023, the Commission has unavailable revenues of \$3,958,306. The change in unavailable revenue during the year of \$3,061,334 is reported in the statement of activities and is presented in the adjustments column on page 18 of the statements.

**Net Position**

In the government-wide financial statements, net position represents the difference between assets less liabilities and is classified into two components:

- Investment in capital assets – This balance reflects the net position of the Commission that are invested in capital assets. This amount is generally not accessible for other purposes.
- Unrestricted net position – This balance represents the net amount of the assets and liabilities that are available for general use.

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023

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**Fund Balance**

Fund balance classifications comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. The Commission established the following classifications and definitions of fund balance for the year ended June 30, 2023:

- a. **Nonspendable**  
Portion of net resources that cannot be spent because they are not in an expendable form (e.g., Advances to Grantees) or the portion of net resources that cannot be spent because they must be maintained intact (e.g., revolving fund or the principal of an endowment).
- b. **Restricted (externally enforceable limitations on use)**  
Amounts constrained to specific purposes by their providers (such as creditors, grantors, contributors, or laws and regulations of other governments: e.g., funds advanced by First 5 CA under specific agreements for services such as matching funds for specific initiatives). Amounts constrained by limitations imposed by law through constitutional provisions or enabling legislation (e.g., funds legally restricted by County, state, or federal legislature, or a government's charter or constitution; or amounts collected from non-spendable items such as long-term portion of loan outstanding if those amounts are subject to legal constraint).
- c. **Committed (self-imposed limitations in place prior to end of the period)**  
Amounts constrained by limitations imposed at the highest level of decision making authority that requires the same formal action at the same level to remove or modify. The formal action required by the Board of Commissioners for funds to be committed is action by way of resolution allocating funding for a specific program or initiative.
- d. **Assigned (limitation resulting from intended use)**  
Amounts or limitations that are constrained by the Commission's intent to be used for a specific purpose (the purpose of the assignment must be narrower than the general fund itself) and are not either restricted or committed. Adoption of a Strategic Plan or Long-Term Financial Plan with general spending parameters would be examples of the Commission's intent and would constitute an assignment. Accordingly, modification to the Commission's intent would not require formal action. Further, the Commission may designate a body/committee or an official who can specify such purposes. However, as of June 30, 2023, the Commission had not made such a designation.
- e. **Unassigned (residual net resources)**  
Resources in the fund balance that cannot be reported in any other classification including a minimum fund balance reserve based on 50% of the operating and programmatic budget. It also includes the negative residual fund balance that cannot be eliminated by offsetting assigned fund balance amounts.

When both restricted and unrestricted resources are available for use, it is the Commission's policy to use restricted resources first and then unrestricted resources as needed. The spending priority of fund balance is restricted, committed, assigned, and then unassigned.

Los Angeles County Children and Families First – Proposition 10 Commission  
Notes to Financial Statements  
For the Year Ended June 30, 2023

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## Effect of New Governmental Accounting Standards Board (GASB) Pronouncements

### Effective in Current Fiscal Year

**GASB Statement No. 94** – In March 2020, GASB issued Statement No. 94, *Public-Private and Public-Public Partnerships (PPPs) and Availability Payment Arrangements (APAs)*. The objective of this Statement is to establish standards of accounting and financial reporting for PPPs and APAs. The Statement requires recognition of certain assets, receivables, deferred inflows of revenues (transferor) and liabilities and deferred outflows of resources (operators) for PPP arrangements. This Statement is effective for reporting periods beginning after June 15, 2022. The Commission has determined that there was no material impact on the Commission’s financial statements.

**GASB Statement No. 96** – In May 2020, the GASB issued Statement No. 96, *Subscription-Based Information Technology Arrangements*. The objective of this Statement is to provide guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users (governments). The Statement is effective for reporting periods beginning after June 15, 2022. The Commission has determined that there was no material impact on the Commission’s financial statements.

**GASB Statement No. 97** – In June 2020, the GASB issued Statement No. 97, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans – An Amendment of GASB Statement No.14 and No.84 and A Supersession of GASB Statement No.32*. The objective of this Statement is (1) increase consistency and comparability related to the reporting of fiduciary component units in circumstances in which a potential component unit does not have a governing board and the primary government performs the duties that a governing board typically would perform; (2) mitigate costs associated with the reporting of certain defined contribution pension plans, defined contribution other postemployment benefit (OPEB) plans, and employee benefit plans other than pension plans or OPEB plans (other employee benefit plans) as fiduciary component units in fiduciary fund financial statements; and (3) enhance the relevance, consistency, and comparability of the accounting and financial reporting for Internal Revenue Code (IRC) Section 457 deferred compensation plans (Section 457 plans) that meet the definition of a pension plan and for benefits provided through those plans. The Statement is effective for reporting periods beginning after June 15, 2022. The Commission has determined that there was no material impact on the financial statements.

**GASB Statement No. 99** – In April 2022, the GASB issued Statement No. 99, *Omnibus 2022*. The objectives of this Statement are to enhance comparability in account and financial reporting and to improve the consistency of authoritative literature by addressing (1) practice issues that have been identified during implementation and application of certain GASB Statements and (2) accounting and financial reporting for financial guarantees. The requirements of this Statement related to the extension of the use of LIBOR, accounting for SNAP distributions, disclosures of nonmonetary transactions, pledges of future revenues by pledging governments, clarification of certain provisions in Statement 34, as amended, and terminology updates related to Statement 53 and Statement 63 are effective upon issuance. The requirements related to leases, PPPs, and SBITAs are effective for fiscal years beginning after June 15, 2022. The Commission has determined that there was no material impact on the Commission’s financial statements.

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023**Effective in Future Fiscal Years**

The GASB has issued the following pronouncements that have effective dates which may impact future financial statement presentation. The Commission has not determined the effect of the following Statements:

GASB Statement No. 99 - *Omnibus 2022* - The requirements related to financial guarantees and the classification and reporting of derivative instruments within the scope of Statement 53 are effective for fiscal years beginning after June 15, 2023.

GASB Statement No. 100 - *Accounting Changes and Error Corrections*

GASB Statement No. 101 - *Compensated Absences*

**Investments**

The Commission participates in the common investment pool of Los Angeles County as well as investments in a 3-year specific investment program administered by Los Angeles County. Investments are reported at fair value which is the amount at which financial instruments could be exchanged in a current transaction between willing parties. The Commission categorizes the fair value measurements of its investments based on the hierarchy established by generally accepted accounting principles. The fair value hierarchy, which has three levels, is based on the valuation inputs used to measure an asset's fair value: Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. The Los Angeles County Treasurer is responsible for establishing and consistently applying a policy for identifying those events that might affect fair value measurements.

**Advances to Grantees**

The Commission may provide advances to grantees/contractors that are repayable by the end of the fiscal year unless otherwise stipulated by contract or agreement. During fiscal year 2020-21, the Commission entered into agreements with various grantees to support the Commission's 2020-2028 Strategic Plan "North Star" – *that by 2028, all children in Los Angeles County will enter kindergarten ready to succeed in school and life*. The Commission has the following outstanding advances to grantees as of June 30, 2023.

Advances to Grantees	
Para Los Ninos	\$ 319,534
The Nonprofit Partnership	31,733
El Nido Family Centers	42,114
Community Health Councils	<u>91,200</u>
 Total advances to grantees	 <u><u>\$ 484,581</u></u>

Los Angeles County Children and Families First – Proposition 10 Commission  
Notes to Financial Statements  
For the Year Ended June 30, 2023

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**Capital Assets**

Capital assets are composed of land, buildings, building improvements, computer software and accessories, office equipment and furniture and fixtures and are recorded at cost. Donated capital assets are recorded at acquisition value at the date of donation. The Commission capitalizes assets with a cost in excess of \$5,000 and with a useful life greater than one year. The Commission depreciates capital assets using a straight-line method over the estimated useful life of fifty years for buildings, four years for computers and five years for office equipment and furniture and fixtures. Building improvements are depreciated over the remaining useful life of the building.

**Deferred Inflows of Resources**

Deferred inflows of resources represent an acquisition of fund balance that applies to a future period and will not be recognized as an inflow of resources (revenue) until that time. The Commission has one type of deferred inflow, unavailable revenue, which occurs only under the modified accrual basis of accounting. Accordingly, the item is reported only in the governmental fund balance sheet. This amount is deferred and recognized as an inflow of resources in the period that the amounts become available.

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

**Note 2 - Cash and Investments**

Total cash and investments at fair value, as of June 30, 2023 are as follows:

Cash		
Cash in bank	\$	237,380
Investments		
Money market mutual funds		3,497,941
Investments with County Treasurer		
Pooled cash and investments		150,363,610
3 Year Specific Investments		132,659,880
Total investments		286,521,431
Total cash and investments	\$	286,758,811

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023**Cash in Bank**

The California Government Code requires California banks and savings and loan associations to secure the Commission's deposits by pledging government securities as collateral. The fair value of pledged securities must equal 110% of an agency's deposits. California law also allows financial institutions to secure an agency's deposits by pledging first trust deed mortgage notes having a value of 150% of an agency's total deposits and collateral is considered to be held in the name of the Commission. At June 30, 2023, cash held by financial institutions of \$248,162 was entirely insured and collateralized as described above. The book balance at June 30, 2023 was \$237,380.

**Investments**

Investments with the Los Angeles County Treasurer at June 30, 2023 are stated at fair value.

The fair value of investments is determined annually and is based on current market prices. The fair value of each participant's position in the pool is the same as the value of the pool shares. The method used to determine the value of participants' equity withdrawn is based on the book value of the participants' percentage participation at the date of such withdrawals. The Los Angeles County Treasury is sponsored and administered by the County of Los Angeles and oversight is conducted by the County Treasury Oversight Committee. At June 30, 2023, the remaining maturity for the County pool approximated 753 days and the County pool is not rated.

For further information regarding the Los Angeles County Investment Pool, refer to the County of Los Angeles Annual Comprehensive Financial Report.

The Commission had the following investments and maturities at June 30, 2023:

Investment Type	Investment Maturities (in Months)			Total
	12 Months or Less	13 to 24 Months	25 to 36 Months	
Money Market Mutual Funds	\$ 3,497,941	\$ -	\$ -	\$ 3,497,941
Investments with County Treasurer				
3 Year Specific Investments:				
Federal Agencies	-	-	132,659,880	132,659,880
Pooled Cash and Investments	150,363,610	-	-	150,363,610
Total investments	\$ 153,861,551	\$ -	\$ 132,659,880	\$ 286,521,431

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023**Fair Value Measurements**

The Commission categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets, Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Commission's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

Investments' fair value measurements are as follows as of June 30, 2023:

Investment Type	Level 1	Level 2	Level 3	Fair Value
Investments with County Treasurer 3 Year Specific Investment Federal Agencies	\$ -	\$ 132,659,880	\$ -	\$ 132,659,880
Investments not Leveled				
Money Market Mutual Funds				3,497,941
Investments with County Treasurer Pooled Cash and Investments				<u>150,363,610</u>
Total investments				<u><u>\$ 286,521,431</u></u>

Deposits and withdrawals are made on the basis of \$1 and not fair value. Accordingly, the Commission's proportionate share of investments in the Los Angeles County Investment Pool and investments in money market mutual funds at June 30, 2023 are uncategorized and not defined as a Level 1, Level 2, or Level 3 input.

**Authorized Investments**

The Commission has adopted an investment policy that identifies the authorized investment types consistent with the California Government Code, where more restrictive. The investments authorized in the policy include Certificates of Deposits (CD's), Commercial Paper (CP), Corporate Notes, Federal Agencies, U.S. Treasuries, Los Angeles County Investment Pool, and Money Market Mutual Funds.

The County Treasurer's Investment Policy diversifies investments among issues and issuers with a minimum credit rating to mitigate credit risk. For an issuer of short-term debt, the rating must be no less than P-1/A (Moody's) or A-1/A (S&P) while an issuer of long-term debt shall be rated no less than A. The Commission's investment in money market mutual funds is rated Aaa (Moody's) and AAA (S&P), and has weighted average maturity of 10 days. The Commission's investment in Federal Agencies is rated Aaa (Moody's) and AA+ (S&P).

Los Angeles County Children and Families First – Proposition 10 Commission  
Notes to Financial Statements  
For the Year Ended June 30, 2023

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### Concentration Credit Risk

Investments in any one issuer (other than Money Market Mutual Funds, U.S. Treasury Securities, or external investment pools) that represent 5% or more of the total investments of the Commission are as follows:

Issuer	Investment Type	Fair Value	Percent of Portfolio
The Federal Home Loan Bank (FHLB)	Federal Agencies	\$ 83,249,880	29%
The Federal Home Loan Mortgage Corporation (FHLMC)	Federal Agencies	49,410,000	17%

### Custodial Credit Risk

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover collateral securities that are in the possession of an outside party.

Deposits that potentially subject the Commission to custodial credit risk consist of demand deposits. The Commission had no deposits at June 30, 2023, which were not covered by the FDIC insurance. However, these amounts are secured in accordance with the California Government Code, which requires that financial institutions secure deposits made by state and local governmental units by pledging securities in an undivided collateral pool held by a depository regulated under state law. The fair value of the pledged securities in the collateral pool must equal at least 110% of the total amount deposited by the public agencies. Collateral is considered held in the Commission's name.

Los Angeles County Children and Families First – Proposition 10 Commission  
Notes to Financial Statements  
For the Year Ended June 30, 2023

**Note 3 - Capital Assets**

	Balance June 30, 2022	Increases	Decreases	Balance June 30, 2023
Capital assets, not depreciated				
Land	\$ 2,039,000	\$ -	\$ -	\$ 2,039,000
Capital assets, depreciable				
Building and improvements	14,933,008	889,433	-	15,822,441
Computer software and accessories	2,144,492	118,389	-	2,262,881
Office equipment	331,035	15,011	-	346,046
Furniture and fixtures	627,670	-	-	627,670
Total depreciable capital assets	<u>18,036,205</u>	<u>1,022,833</u>	<u>-</u>	<u>19,059,038</u>
Less accumulated depreciation				
Building and improvements	(4,217,300)	(353,509)	-	(4,570,809)
Computer software and accessories	(2,018,973)	(83,419)	-	(2,102,392)
Office equipment	(331,032)	(1,501)	-	(332,533)
Furniture and fixtures	(627,669)	-	-	(627,669)
Total accumulated depreciation	<u>(7,194,974)</u>	<u>(438,429)</u>	<u>-</u>	<u>(7,633,403)</u>
Total capital assets, depreciable (Net)	<u>10,841,231</u>	<u>584,404</u>	<u>-</u>	<u>11,425,635</u>
Capital assets, net	<u>\$ 12,880,231</u>	<u>\$ 584,404</u>	<u>\$ -</u>	<u>\$ 13,464,635</u>

**Note 4 - Changes in Compensated Absences**

Compensated absences liability activities for the year ended June 30, 2023 is as follows:

	Balance June 30, 2022	Increases	Decreases	Balance June 30, 2023	Due Within One Year
Compensated absences	<u>\$ 1,057,011</u>	<u>\$ 700,041</u>	<u>\$ (752,560)</u>	<u>\$ 1,004,492</u>	<u>\$ 120,539</u>

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023**Note 5 - Fund Balance**

Fund balance is classified using a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. Fund balance at June 30, 2023 consists of the following:

<u>Initiative/Program Allocation</u>	Nonspendable
Advances	
Para Los Ninos	\$ 319,534
The Nonprofit Partnership	31,733
El Nido Family Centers	42,114
Community Health Councils	91,200
	<u>484,581</u>
Total nonspendable	<u>484,581</u>
	Committed
Annual Reporting	63,000
Capital Project Fund	2,379,635
Center Support	450,000
Children's Data Network (CDN)	723,000
Communities	14,367,200
County Data Partnership	75,000
Data Requests	5,000
Early Care & Education	6,174,615
Early Childhood Policy and Advocacy Fund	4,000,000
Emerging Opportunities Fund	150,000
Family Supports	39,103,000
First 5 LA Data Strategy	200,000
Health Systems	4,750,550
Impact Framework	122,000
Little by Little/One Step Ahead	2,027,000
Organizational Memberships	175,000
Organization-Wide Partnerships	175,000
Organization-Wide Sponsorships	300,000
Policy Advocacy Fund Technical Assistance Provider	596,000
Policy Advocacy Stakeholder Engagement	180,000
State Policy and Sustainability Advocate	320,000
Strategic Communications	1,587,417
Strategic Communications Partnerships	200,000
Strategic Marketing	1,400,000
Strategic Plan Advocacy Strategies	819,500
WIC Data Mining Research Partnership	407,000
	<u>80,749,917</u>
Total committed	<u>80,749,917</u>

Los Angeles County Children and Families First – Proposition 10 Commission  
Notes to Financial Statements  
For the Year Ended June 30, 2023

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Initiative/Program Allocation

	Assigned
Strategic Plan	<u>\$ 124,149,006</u>
Total assigned	<u>124,149,006</u>
	Unassigned
Operating Budget - FY 2023-24	20,746,542
Fund Balance Reserve - 50% of total FY 23-24 Budget	<u>49,558,412</u>
Total unassigned	<u>70,304,954</u>
Total fund balance	<u><u>\$ 275,688,458</u></u>

**Note 6 - Program Evaluation**

In accordance with the *Standards and Procedures for Audits of California Counties Participating in the California Children and Families Program*, issued by the California State Controller, the Commission is required to disclose the amounts expended during the fiscal year on program evaluation. Program evaluation costs pertain to those activities undertaken to support the collection, production, analysis, and presentation of evaluation information for Commission management, Commissioners, and other interested parties.

The Commission spent \$2,066,866 on program evaluation during the year ended June 30, 2023.

**Note 7 - Deferred Compensation Plans**

All regular and limited-term employees of the Commission participate in the 403(b) Savings and Investment Plan, a defined contribution plan administered by The Standard. Benefit provisions under the plan are established by the California Government Code Section 31694(a) and other applicable statutes. The 403(b) Savings and Investment Plan provides for service retirement, death, and disability benefits to plan members. The plan can be amended by executive management of the Commission.

Regular and limited-term employees are eligible to receive both an elective and a non-elective contribution based on years of completed service with the organization. The elective contribution requires employee participation in order to receive the employer match and is between 1% and 3% depending on the employee’s contribution and the years of service the employee has completed with the organization: 1% for less than one year, 2% after one year and 3% for after two years or more of completed service. The Commission also makes a separate, non-elective contribution into the retirement plan regardless of employee participation. This non-elective employer contribution is between 3% and 7.5% based on years of completed service with the organization: 3% for less than 5 years, 4.5% for 5 to 9 years, 6% for 10 to 14 years, and 7.5% after 15 years or more of completed service. Employer contributions are not 100% vested until an employee has completed three years of service with the organization, with a graded vesting schedule for employees who complete at least one year of service. The Commission contributed a total of \$788,392, comprised of \$289,606 in elective contribution and \$498,786 in non-elective contribution for the fiscal year ended June 30, 2023.

## Los Angeles County Children and Families First – Proposition 10 Commission

Notes to Financial Statements  
For the Year Ended June 30, 2023**Note 8 - Unavailable Revenue**

The general fund reports unavailable revenue on the governmental fund balance sheet in connection with resources that have been earned but are not yet available to finance expenditures of the current fiscal period. This type of deferred inflow of resources occurs only under the modified accrual basis of accounting. Accordingly, unavailable revenue is reported only in the general fund balance sheet. At the end of the current fiscal year, the components of unavailable revenue resulting from funds not received within the 60-day period of availability were as follows:

Unavailable Revenue	
CA Electronic Cigarette Excise Tax	\$ 246,042
LACOE IMPACT	2,773,452
AAIMM Strategic Communications	69,999
Refugee Family Support Program	49,122
Investment Income	<u>819,691</u>
 Total unavailable revenue	 <u><u>\$ 3,958,306</u></u>

**Note 9 - Risk Management**

The Commission is exposed to various risks of loss related to general liability, property liability, health benefits, workers' compensation and auto. These risks are addressed through commercial insurance policies.

The Commission's property and liability insurance is provided by insurance companies that are "non-Admitted" insurance companies in the State of California. If such a company becomes insolvent, the California Insurance Guarantee Association will not settle unpaid claims.

No claims or suits are pending against the Commission arising out of proposed claim settlements covered by insurance. No settlements exceeded insurance coverage during the last three years.

**Note 10 - Related Party Transactions**

The Commission incurred expenses totaling \$10,964 for County of Los Angeles services provided during the year ended June 30, 2023.

In the fiscal year, the Commission incurred \$49,708,025 of expenditures for provider grants, operating services, consultant services, and professional services to organizations which are represented by 12 members of the Board of Commissioners. As of June 30, 2023, amounts of \$9,206,580 are included in accounts payable to these organizations.

**Note 11 - First 5 California Signature Programs**

**Improve and Maximize Programs so All Children Thrive (IMPACT) Regional Coordination and Training and Technical Assistance Hubs (Hubs) Program**

The purpose of IMPACT is to support a network of local quality improvement systems to better coordinate, assesses, and improve the quality of early learning settings to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process. Funding is to center around continuous quality improvement, including a network of local Quality Rating and Improving System (QRIS). All IMPACT funds require a local match based on county size. For the Commission, a one-to-one match ratio or a dollar of local funding match with a dollar of IMPACT fund is required. The Commission claimed \$3,723,794 in IMPACT Regional Coordination and Training reimbursable expenditures for the year ended June 30, 2023.

For IMPACT Hubs, the primary focus is to provide coordination and specialized support to consortia within a region or with similar technical assistance needs to create economies of scale while building a local early learning system. The Commission claimed \$741,610 in IMPACT Technical Assistance Hubs reimbursable expenditures for the year ended June 30, 2023.

Required Supplementary Information  
June 30, 2023

**Los Angeles County Children and  
Families First – Proposition 10  
Commission**

Los Angeles County Children and Families First – Proposition 10 Commission  
 Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund  
 For the Year Ended June 30, 2023

	Original Budget	Final Budget	Actual	Variance Increase (Decrease)
<b>Revenues</b>				
Tobacco Taxes	\$ 72,899,428	\$ 65,652,207	\$ 47,253,504	\$ (18,398,703)
Proposition 56	-	-	16,236,701	16,236,701
CA Electronic Cigarette Excise Tax	-	-	868,385	868,385
State Commission Program Funds	-	-	2,510,249	2,510,249
Medi-Cal Administrative Activities	-	-	132,945	132,945
Other Program Revenue	-	-	1,153,255	1,153,255
Investment Income	-	-	8,621,291	8,621,291
Net Increase in Fair Value of Investments	5,308,077	5,874,813	3,649,787	(2,225,026)
Other General Income	3,962,292	4,184,793	2,500	(4,182,293)
	<u>82,169,797</u>	<u>75,711,813</u>	<u>80,428,617</u>	<u>4,716,804</u>
<b>Expenditures</b>				
<b>Program Costs</b>				
Provider Grants and Other Allocations	83,748,000	82,659,602	73,000,450	9,659,152
<b>Operations &amp; Administration</b>				
<b>Salaries and Benefits</b>				
Salaries and Wages	13,351,910	13,351,910	12,093,863	1,258,047
Fringe Benefits	4,152,966	4,152,966	3,631,232	521,734
	<u>17,504,876</u>	<u>17,504,876</u>	<u>15,725,095</u>	<u>1,779,781</u>
<b>Operating Services</b>				
ADP Payroll Charges	42,000	42,000	36,454	5,546
Workers' Compensation Insurance	65,000	52,500	42,801	9,699
Utilities	120,000	120,000	184,370	(64,370)
Corporate Insurance	100,000	110,000	109,614	386
Mileage and Parking	25,405	25,405	7,745	17,660
Telephones and Modems	70,000	70,000	52,095	17,905
Cell Phones and Mobile Devices	130,338	129,338	109,399	19,939
Outside Printing	2,000	2,000	801	1,199
Other Supplies	5,250	5,250	1,821	3,429
Postage and Delivery	9,500	9,500	2,364	7,136
Educational Supplies	3,000	3,000	498	2,502
Office Supplies	62,705	62,705	34,236	28,469
Subscriptions and Publications	34,385	34,385	33,141	1,244
Equipment Rental	26,190	26,190	20,809	5,381
Building Repairs and Maintenance	150,000	150,000	170,162	(20,162)
Equipment Repairs and Maintenance	11,100	11,100	494	10,606
Offsite Storage	22,500	22,500	15,436	7,064
Hardware and Software Maintenance	419,000	446,500	240,102	206,398
Miscellaneous/Contingency	102,800	102,800	29,762	73,038
Stipend/Honorarium	-	-	1,350	(1,350)
Internal Meetings	94,505	91,505	30,080	61,425
Division Capacity Building	30,000	15,000	-	15,000
Capital Outlay	130,000	130,000	12,542	117,458
	<u>1,655,678</u>	<u>1,661,678</u>	<u>1,136,076</u>	<u>525,602</u>

Los Angeles County Children and Families First – Proposition 10 Commission  
 Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund  
 For the Year Ended June 30, 2023

	Original Budget	Final Budget	Actual	Variance Increase (Decrease)
Consultant Services				
Consultant Fees	\$ 1,660,100	\$ 1,630,100	\$ 958,022	\$ 672,078
Other Professional Fees	378,000	378,000	316,094	61,906
Total consultant services	<u>2,038,100</u>	<u>2,008,100</u>	<u>1,274,116</u>	<u>733,984</u>
Professional Services				
Audit	90,000	90,000	66,115	23,885
Legal	225,000	225,000	146,253	78,747
Professional Dues	57,995	57,495	29,976	27,519
Staff Recruitment	20,000	20,000	2,851	17,149
Commission Stipends	20,000	20,000	15,750	4,250
Web-Based Services	88,000	88,000	21,154	66,846
Bank & Other Service Charges	20,000	20,000	10,964	9,036
Total professional services	<u>520,995</u>	<u>520,495</u>	<u>293,063</u>	<u>227,432</u>
Travel				
Airfare	75,649	74,649	19,415	55,234
Lodging	77,014	71,514	22,233	49,281
Per Diem	39,997	36,747	11,207	25,540
Other Travel Expense	10,228	10,478	3,510	6,968
Total travel and meetings	<u>202,888</u>	<u>193,388</u>	<u>56,365</u>	<u>137,023</u>
Marketing				
Advertising-Print	-	-	10,000	(10,000)
Professional Development				
Training Materials & Supplies	10,700	10,700	100	10,600
Internal Training	122,400	122,400	5,600	116,800
Leadership Programs	31,000	31,000	18,350	12,650
Conference Registration	103,700	99,700	30,748	68,952
External Education/Training	54,750	54,750	13,945	40,805
Total professional development	<u>322,550</u>	<u>318,550</u>	<u>68,743</u>	<u>249,807</u>
Capital Outlay	-	-	1,022,833	(1,022,833)
Total operating expenditures	<u>22,245,087</u>	<u>22,207,087</u>	<u>19,586,291</u>	<u>2,620,796</u>
Total program costs and operating expenditures	<u>105,993,087</u>	<u>104,866,689</u>	<u>92,586,741</u>	<u>12,279,948</u>
Excess (deficiency) of revenues over (under) expenditures	<u>\$ (23,823,290)</u>	<u>\$ (29,154,876)</u>	(12,158,124)	<u>\$ 16,996,752</u>
Fund balance - Beginning of year			<u>287,846,582</u>	
Fund balance - End of year			<u>\$ 275,688,458</u>	

Los Angeles County Children and Families First – Proposition 10 Commission  
Note to the Required Supplementary Information  
For the Year Ended June 30, 2023

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**Note 1 – Budget Adoption**

The Commission adopts a budget annually in accordance with generally accepted accounting principles based on estimates of revenue and anticipated expenditures. The Board of Commissioners has given the Executive Director authority to make budget adjustments between line items in the Commission’s annual budget for Operating and Administrative costs in an amount not to exceed \$25,000. Any budget adjustment between line items in excess of \$25,000 requires approval of the Board of Commissioners.

The accompanying Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – General Fund includes the budgeted expenditures for the year, along with management’s estimate of revenues for the year. The legal level of budgetary control is at the total fund level. The total final budget for fiscal year 2022-23 was \$105 million, which included \$83 million for Program costs and \$22 million for Operating and Administrative costs.

Other Supplementary Information  
June 30, 2023

**Los Angeles County Children and  
Families First – Proposition 10  
Commission**

Los Angeles County Children and Families First – Proposition 10 Commission  
Schedule of First 5 California Funding  
For the Year Ended June 30, 2023

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<u>Program</u>	<u>Source</u>	<u>Revenue Funds</u>	<u>Expenditures</u>
IMPACT Regional Coordination and Training	First 5 California	\$ 3,723,794	\$ 3,723,794
Technical Assistance Hubs (Hubs)	First 5 California	741,610	741,610

Los Angeles County Children and Families First – Proposition 10 Commission

Statistical Section  
(Unaudited)

The information in this section is not covered by the Independent Auditor’s Report, but it is presented as supplemental data for the benefit of the readers of the Annual Comprehensive Financial Report. The objectives of statistical section information are to provide financial statement users with additional information to understand and assess the Commission's economic condition.

	Page
<b>Financial Trends</b>	
These schedules contain trend information to help the reader understand how the Commission's financial performance and well-being have changed over time.	39-42
<b>Revenue Capacity</b>	
These schedules contain trend information to help the reader assess the Commission's most significant revenue base.	43-45
<b>Demographic Information</b>	
These schedules offer economic and demographic indicators to help the reader understand how the information in the Commission's financial report relates to the services the Commission provides and the activities it performs.	46-48
<b>Operating Information</b>	
This schedule contains infrastructure data to help the reader understand how the information in the Commission's financial report relates to the services the Commission performs.	49-50

Sources:

Unless otherwise noted, the information in these schedules is derived from the annual comprehensive financial reports for the relevant years.

Los Angeles County Children and Families First – Proposition 10 Commission  
 Net Position by Component  
 Last Ten Fiscal Years

	Fiscal Year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Unrestricted	\$ 278,642,272	\$ 287,686,543	\$ 315,694,716	\$ 338,630,916	\$ 364,338,314	\$ 379,018,838	\$ 422,015,244	\$ 461,512,770	\$ 543,521,742	\$ 632,680,166
Investment in capital asset	13,464,635	12,880,231	10,394,423	10,628,033	10,841,379	11,046,294	11,310,273	11,593,026	11,885,041	12,082,438
<b>Total net position</b>	<b>\$ 292,106,907</b>	<b>\$ 300,566,774</b>	<b>\$ 326,089,139</b>	<b>\$ 349,258,949</b>	<b>\$ 375,179,693</b>	<b>\$ 390,065,132</b>	<b>\$ 433,325,517</b>	<b>\$ 473,105,796</b>	<b>\$ 555,406,783</b>	<b>\$ 644,762,604</b>

Los Angeles County Children and Families First – Proposition 10 Commission  
 Changes in Net Position  
 Last Ten Fiscal Years

	Fiscal Year									
	2023	2022	2021	2020	2019	2018*	2017	2016	2015	2014
<b>Revenues</b>										
Tobacco taxes*	\$ 47,253,504	\$ 55,265,755	\$ 60,590,413	\$ 60,022,841	\$ 68,580,443	\$ 72,330,836	\$ 83,567,141	\$ 87,942,700	\$ 89,475,135	\$ 90,280,307
Prop. 56	16,236,701	18,534,434	18,215,617	18,068,329	7,482,310	-	-	-	-	-
California Electronic Cigarette Excise Tax	1,114,427	-	-	-	-	-	-	-	-	-
State Commission Program Funds	5,109,088	3,574,885	2,469,410	922,472	13,986,085	896,040	556,665	5,796,252	10,283,414	18,009,907
Medi-Cal Administrative Activities	132,945	189,125	80,319	133,955	350,924	181,859	137,599	159,549	80,799	232,408
Partnership for Families Fund**	-	-	-	-	-	-	4,334,967	9,001,152	4,615,313	-
California Department of Education	-	-	32,830	328,658	376,551	298,700	-	-	-	-
Other program revenue	550,017	811,368	522,406	584,118	123,793	1,016,683	401,956	115,000	-	-
Investment income	9,440,982	1,629,048	1,987,840	6,938,051	8,183,532	6,830,856	4,003,489	3,759,751	3,903,275	6,368,593
Net increase (decrease) in FMV of investments	3,649,787	(11,173,321)	(2,861,364)	1,354,275	4,898,141	(2,742,856)	(3,026,254)	1,064,007	2,152,879	-
Other revenues	2,500	18,000	121,894	110,899	133,321	148,135	122,208	119,100	104,072	100,320
<b>Total revenues:</b>	<b>\$ 83,489,951</b>	<b>\$ 68,849,294</b>	<b>\$ 81,159,365</b>	<b>\$ 88,463,598</b>	<b>\$ 104,115,100</b>	<b>\$ 78,960,253</b>	<b>\$ 90,097,771</b>	<b>\$ 107,957,511</b>	<b>\$ 110,614,887</b>	<b>\$ 114,991,535</b>
<b>Expenses</b>										
Provider grants and other allocations	\$ 73,000,450	\$ 75,838,658	\$ 84,700,927	\$ 93,379,930	\$ 97,979,838	\$ 101,364,209	\$ 106,777,128	\$ 159,337,913	\$ 182,991,937	\$ 189,910,283
Salaries and benefits	15,672,576	15,131,025	16,838,090	17,393,319	17,532,230	17,382,747	15,763,620	14,357,480	13,423,832	12,682,373
Operating services	1,136,076	1,217,057	1,087,787	1,212,116	1,122,911	1,232,687	1,172,319	1,157,290	1,346,532	1,207,259
Consultant services	1,274,116	1,343,030	905,278	1,308,527	881,090	850,154	999,806	990,724	1,216,609	956,488
Professional services	293,063	327,245	426,218	323,816	382,450	500,050	346,529	323,336	404,560	543,038
Professional development	68,743	113,106	61,235	176,217	186,902	166,975	-	-	-	-
Other expenses	66,365	2,087	86	224,934	339,524	273,951	358,346	255,453	264,892	183,974
Depreciation	438,429	399,451	309,554	300,441	302,300	312,988	309,327	316,567	322,346	353,258
<b>Total expenses:</b>	<b>\$ 91,949,818</b>	<b>\$ 94,371,659</b>	<b>\$ 104,329,175</b>	<b>\$ 114,384,342</b>	<b>\$ 119,000,539</b>	<b>\$ 122,220,638</b>	<b>\$ 129,878,050</b>	<b>\$ 190,258,498</b>	<b>\$ 199,970,708</b>	<b>\$ 205,836,673</b>
<b>Change in net position</b>	<b>\$ (8,459,867)</b>	<b>\$ (25,522,365)</b>	<b>\$ (23,169,810)</b>	<b>\$ (25,920,744)</b>	<b>\$ (14,885,439)</b>	<b>\$ (43,260,385)</b>	<b>\$ (39,780,279)</b>	<b>\$ (82,300,987)</b>	<b>\$ (89,355,821)</b>	<b>\$ (90,845,138)</b>

\* For FY 2018, tobacco taxes include \$3,212,942 of Prop. 56 backfill.

\*\*Partnership for Families initiative was funded by the LA County Department of Children and Family Services (DCFS), with First 5 LA acted as a pass-through entity and received reimbursement from DCFS. This initiative ended December 2016.

Los Angeles County Children and Families First – Proposition 10 Commission  
 Fund Balances – General Fund  
 Last Ten Fiscal Years

	Fiscal Year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Fund Balance</b>										
Nonspendable	\$ 484,581	\$ 884,546	\$ 2,239,303	\$ 2,193,116	\$ 50,000	\$ 1,044,000	\$ 19,760,505	\$ 34,279,475	\$ 39,411,636	\$ 37,578,099
Committed	80,749,917	91,366,959	175,100,818	138,338,530	154,580,859	195,282,039	216,214,576	249,515,814	340,879,636	451,133,640
Assigned	124,149,006	120,353,448	59,941,864	113,226,421	141,221,211	125,245,775	128,331,556	114,665,689	78,113,279	57,716,899
Unassigned	70,304,954	75,241,629	79,140,252	84,925,739	56,257,698	57,847,860	57,832,380	61,615,198	78,223,453	79,494,722
<b>Total Fund Balance</b>	<b>\$ 275,688,458</b>	<b>\$ 287,846,582</b>	<b>\$ 316,422,237</b>	<b>\$ 338,683,806</b>	<b>\$ 352,109,768</b>	<b>\$ 379,419,674</b>	<b>\$ 422,139,017</b>	<b>\$ 460,076,176</b>	<b>\$ 536,628,004</b>	<b>\$ 625,923,360</b>

Los Angeles County Children and Families First – Proposition 10 Commission  
 Changes in Fund Balances – General Fund  
 Last Ten Fiscal Years

	Fiscal Year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Revenues</b>										
Tobacco taxes*	\$ 47,253,504	\$ 55,265,755	\$ 60,590,413	\$ 71,477,179	\$ 68,580,443	\$ 72,330,836	\$ 83,567,141	\$ 87,942,700	\$ 89,475,135	\$ 90,280,307
Prop. 56	16,236,701	18,534,434	18,215,617	18,068,329	7,482,310	-	-	-	-	-
California Electronic Cigarette Excise Tax	868,385	-	-	-	-	-	-	-	-	-
State Commission Program Funds	2,510,249	2,901,648	2,952,210	1,450,823	13,986,085	896,040	556,665	5,796,252	11,050,327	10,668,187
Medi-Cal Administrative Activities	132,945	189,125	80,319	133,955	350,924	181,859	137,599	159,549	80,799	232,408
Partnership for Families Funds**	-	-	-	-	-	-	4,334,967	9,001,152	3,701,993	-
California Department of Education	-	-	32,830	328,658	376,551	298,700	-	-	-	-
Other program revenue	1,153,255	861,659	531,868	320,982	123,793	1,016,683	401,956	115,000	-	-
Investment income	8,621,291	1,629,048	1,987,840	6,938,051	8,183,532	6,830,856	4,003,489	3,759,751	3,903,275	6,368,593
Net increase (decrease) in FMV of investments	3,649,787	(11,173,321)	(2,861,364)	1,354,275	4,898,141	(2,742,856)	(3,026,254)	1,064,007	2,152,879	-
Other income	2,500	18,000	105,414	110,899	133,321	148,135	122,208	119,100	104,072	100,320
Total revenues:	\$ 80,428,617	\$ 68,226,348	\$ 81,635,147	\$ 100,183,151	\$ 104,115,100	\$ 78,960,253	\$ 90,097,771	\$ 107,957,511	\$ 110,468,480	\$ 107,649,815
<b>Expenditures:</b>										
Provider grants and other allocations	\$ 73,000,450	\$ 75,838,658	\$ 84,700,927	\$ 93,379,930	\$ 97,979,838	\$ 101,364,209	\$ 106,777,128	\$ 159,337,913	\$ 182,991,937	\$ 189,910,283
Pass-through grants	-	-	-	65,042	273,294	136,877	4,150,975	13,519,735	N/A	N/A
Salaries and benefits	15,725,095	15,075,561	16,639,241	17,281,687	17,532,230	17,382,747	15,763,620	14,357,480	13,414,357	12,589,911
Operating services	1,136,076	1,217,057	1,087,787	1,212,116	1,122,911	1,232,687	1,172,319	1,157,290	1,346,532	1,207,258
Consultant services	1,274,116	1,343,030	905,278	1,308,527	881,090	850,154	999,806	990,724	1,216,609	956,488
Professional services	293,063	327,245	426,218	323,816	382,450	500,050	346,529	323,336	404,560	543,038
Professional development	68,743	113,106	61,235	176,217	186,902	166,975	-	-	-	-
Other expenses	66,365	2,087	86	224,934	339,524	273,951	358,346	255,453	264,892	183,974
Capital outlay	1,022,833	2,885,259	75,944	87,095	302,300	312,988	309,327	\$ 316,567	124,949	80,471
Total expenditures:	\$ 92,586,741	\$ 96,802,003	\$ 103,896,716	\$ 114,059,364	\$ 119,000,539	\$ 122,220,638	\$ 129,878,050	\$ 190,258,498	\$ 199,763,836	\$ 205,471,423
<b>Excess of revenues over expenditures</b>	\$ (12,158,124)	\$ (28,575,655)	\$ (22,261,569)	\$ (13,876,213)	\$ (14,885,439)	\$ (43,260,385)	\$ (39,780,279)	\$ (82,300,987)	\$ (89,295,356)	\$ (97,821,608)

\*For FY 2018, tobacco taxes include \$3,212,942 of Prop. 56 backfill.

\*\*Partnership for Families initiative was funded by the LA County Department of Children and Family Services (DCFS), with First 5 LA acted as a pass-through entity and received reimbursement from DCFS. This initiative ended December 2016.

Los Angeles County Children and Families First – Proposition 10 Commission  
First 5 California County Tax Revenue Projections for FY 2020-2021 – FY 2023-2024

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<u>2018</u> <u>Projected</u> <u>Births</u>	<u>2018</u> <u>Projected</u> <u>Birthrate</u>	<u>2020-2021</u> <u>Tax Revenue</u> <u>Projection</u>	<u>2019</u> <u>Projected</u> <u>Births</u>	<u>2019</u> <u>Projected</u> <u>Birthrate</u>	<u>2021-2022</u> <u>Tax Revenue</u> <u>Projection</u>	<u>2020</u> <u>Projected</u> <u>Births</u>	<u>2020</u> <u>Projected</u> <u>Birthrate</u>	<u>2022-2023</u> <u>Tax Revenue</u> <u>Projection</u>	<u>2021</u> <u>Projected</u> <u>Births</u>	<u>2021</u> <u>Projected</u> <u>Birthrate</u>	<u>2023-2024</u> <u>Tax Revenue</u> <u>Projection</u>
119,336	24.735%	\$ 69,271,309	117,752	24.555%	\$ 67,078,213	115,758	24.303%	\$ 64,761,175	114,079	24.070%	\$ 62,565,322

Source:  
"First 5 California County Tax Revenue Projections for FY 2018-19 through 2023-24"  
(Updated 5/20/2019 Utilizing DOF May Revise 2019 Tobacco Tax Projections and DOF Birth Projections for California State and Counties 1990-2040)

Los Angeles County Children and Families First – Proposition 10 Commission  
 Cigarette Taxes and Other Tobacco Products Surtax Revenue  
 1959-60 to 2021-22  
 (In thousands of dollars)

Fiscal year	Cigarette tax				Other tobacco products surtax	
	Revenue a/	Distributors' discounts b/	Gross value of tax indicia c/	Refunds	Revenue	Rate
2021-22	1,552,563,789	4,611,767	1,557,175,556	847,881	288,966,313	63.49%
2020-21	1,700,943,000	5,053,000	1,705,996,000	335,000	266,694,000	56.93%
2019-20	1,708,597,000	5,075,000	1,713,672,000	1,191,000	258,560,000	59.27%
2018-19	1,786,074,000	5,305,000	1,791,379,000	3,659,000	271,772,000	62.78%
2017-18	1,852,854,000	15,884,000	1,868,738,000	1,033,000	169,244,000	65.08%
2016-17	948,636,000	8,133,000 d/	956,769,000 d/	1,185,000	95,330,000	27.30%
2015-16	741,937,000	6,360,000	748,297,000	1,262,000	101,427,000	28.13%
2014-15	748,022,000	6,413,000	754,434,000	837,000	86,949,000	28.95%
2013-14	751,513,000	6,443,000	757,956,000	600,000	86,424,000	29.82%
2012-13	782,115,000	6,705,000	788,820,000	498,000	82,548,000	30.68%
2011-12	820,322,000	7,032,000	827,355,000	1,017,000	80,424,000	31.73%
2010-11	828,831,000	7,105,000	835,937,000	1,308,000	77,016,000	33.02%
2009-10	838,709,000	7,187,000	845,896,000	1,583,000	84,617,000	41.11%
2008-09	912,724,000	7,819,000	920,543,000	626,000	85,506,000	45.13%
2007-08	955,030,000	8,185,000	963,215,000	727,000	85,929,000	45.13%
2006-07	998,723,000	8,558,000	1,007,281,000	1,330,000	79,946,000	46.76%
2005-06	1,026,497,000	8,795,000	1,035,293,000	1,707,000	67,348,000	46.76%
2004-05	1,024,272,000	8,778,000	1,033,051,000	1,653,000	58,441,000	46.76%
2003-04	1,021,366,000	8,755,000	1,030,121,000	4,721,000	44,166,000	46.76%
2002-03	1,031,772,000	8,845,000	1,040,617,000	13,248,000	40,996,000	48.89%
2001-02	1,067,004,000	9,146,000	1,076,150,000	10,774,000	50,037,000	52.65% e/
2000-01	1,110,692,000	9,503,000	1,120,195,000	8,741,000	52,834,000	54.89%
1999-00	1,166,880,000	9,980,000	1,176,859,000	9,413,000	66,884,000	66.50%
1998-99	841,911,000	7,206,000	849,117,000	6,808,000	42,137,000 g/	61.53% g/
1997-98	612,066,000	5,244,000	617,309,000	5,448,000	39,617,000	29.37%
1996-97	629,579,000	5,394,000	634,973,000	5,060,000	41,590,000	30.38%
1995-96	639,030,000	5,469,000	644,499,000	6,193,000	32,788,000	31.20%
1994-95	656,923,000	5,628,000	662,551,000	11,159,000	28,460,000	31.20%
1993-94	647,993,000	5,553,000	653,546,000	8,353,000	19,773,000	23.03%
1992-93	667,479,000	5,715,000	673,195,000	9,138,000	21,480,000	26.82%
1991-92	711,275,000	6,086,000	717,362,000	7,791,000	22,016,000	29.35%
1990-91	729,612,000	6,242,000	735,854,000	7,904,000	24,064,000	34.17%
1989-90	770,042,000	6,581,000	776,623,000	11,615,000	24,956,000 h/	37.47%
1988-89	499,712,000	4,273,000	503,984,000	4,968,000	9,994,000 h/	41.67%
1987-88	254,869,000	2,180,000	257,049,000	2,970,000		
1986-87	257,337,000	2,202,000	259,539,000	2,661,000		
1985-86	260,960,000	2,231,000	263,190,000	2,834,000		
1984-85	265,070,000	2,267,000	267,337,000	2,390,000		
1983-84	265,265,000	2,267,000	267,532,000	2,756,000		
1982-83	273,748,000	2,336,000	276,084,000	2,060,000		
1981-82	278,667,000	2,383,000	281,050,000	1,843,000		
1980-81	280,087,000	2,395,000	282,482,000	1,567,000		
1979-80	272,119,000	2,327,000	274,446,000	1,645,000		
1978-79	270,658,000	2,315,000	272,973,000	1,408,000		
1977-78	275,042,000	2,352,000	277,394,000	1,239,000		
1976-77	270,502,000	2,315,000	272,817,000	832,000		

Los Angeles County Children and Families First – Proposition 10 Commission  
Cigarette Taxes and Other Tobacco Products Surtax Revenue  
1959-60 to 2021-22  
(In thousands of dollars)

Fiscal year	Cigarette tax				Other tobacco products surtax	
	Revenue a/	Distributors' discounts b/	Gross value of tax indicia c/	Refunds	Revenue	Rate
1975-76	269,852,000	2,309,000	272,161,000	927,000		
1974-75	264,182,000	2,262,000	266,444,000	745,000		
1973-74	259,738,000	2,222,000	261,960,000	632,000		
1972-73	253,089,000	2,167,000	255,256,000	626,000		
1971-72	248,398,000	2,127,000	250,525,000	677,000		
1970-71	240,372,000	2,058,000	242,430,000	552,000		
1969-70	237,220,000	2,032,000	239,253,000	455,000		
1968-69	238,836,000	2,046,000	240,882,000	492,000		
1967-68	208,125,000	1,862,000	209,987,000	328,000		
1966-67	75,659,000	1,543,000	77,202,000	129,000		
1965-66	74,880,000	1,528,000	76,407,000	88,000		
1964-65	74,487,000	1,520,000	76,007,000	61,000		
1963-64	71,530,000	1,459,000	72,989,000	71,000		
1962-63	70,829,000	1,445,000	72,274,000	79,000		
1961-62	68,203,000	1,390,000	69,593,000	47,000		
1960-61	66,051,000	1,675,000 <sup>l/</sup>	67,726,000	76,000		
1959-60	61,791,000	767,000 <sup>m/</sup>	62,558,000	67,000		

Note: Detail may not compute to total due to rounding.

#### Footnotes

- a. Net of refunds for tax indicia on cigarettes that become unfit for use (See Refunds).
- b. A discount of .85 percent of gross value of tax indicia is granted to distributors for affixing the stamps. From July 1, 1960, until August 1, 1967, the discount rate was 2 percent.
- c. Includes sales of indicia purchased on credit. Effective July 16, 1961, distributors have been able to purchase tax indicia on credit.
- d. Effective April 1, 2017, the overall tax rate on cigarettes was increased from 87 cents to \$2.87 per pack.
- e. From July 1, 2001, through September 9, 2001, the surtax rate on smokeless tobacco ranged from 131 percent for moist snuff to 490 percent for chewing tobacco. Effective September 10, 2001, the surtax rate on smokeless tobacco was lowered to 52.65 percent.
- f. Effective January 1, 1999, the overall tax rate on cigarettes was increased from 37 cents to 87 cents per pack under voter-approved Proposition 10. The additional 50-cent-per-pack tax was imposed to raise funds for early childhood development programs. Excludes \$87,978,766 in 1998-99 from the floor stocks taxes for both cigarettes and other tobacco products levied on January 1, 1999.
- g. From July 1, 1998, through December 31, 1998, the surtax rate was 26.17 percent for other tobacco products. Effective January 1, 1999, the new surtax imposed under Proposition 10 raised the combined surtax rate to 61.53 percent for other tobacco products. The new surtax is equivalent (in terms of the wholesale costs of other tobacco products) to a 50-cent-per-pack tax on cigarettes.
- h. Effective January 1, 1994, the overall tax rate on cigarettes was increased from 35 cents to 37 cents per pack. The additional 2-cent-per-pack tax was imposed to raise funds for breast cancer research and education.
- i. Effective January 1, 1989, an additional 25-cent-per-pack surtax was imposed on cigarettes and a new 41.67 percent surtax was imposed on other tobacco products. Excludes \$57,927,856 in 1988-89 and \$595,000 in 1989-90 from the floor stocks tax levied on January 1, 1989.
- j. Effective August 1, 1967, the tax rate was increased from 3 cents to 7 cents per pack. On October 1, 1967, the rate was further increased to 10 cents per pack, with the stipulation that 30 percent of the tax be allocated to cities and counties. Includes \$6,515,209 from the 4-cent-per-pack floor stocks tax levied on August 1, 1967; and \$4,889,485 from the 3-cent-per-pack floor stocks tax imposed October 1, 1967.
- k. Refunds made for distributors' discounts in the 1960-61 fiscal year on purchases made in the 1959-60 fiscal year have been deducted. These refunds amounted to \$324,000.
- l. Effective July 1, 1960, a discount was allowed at the time tax indicia were purchased.
- m. Includes \$2,673,048 from the 3-cent-per-pack floor stocks tax imposed July 1, 1959; and also includes the amount of distributors' discounts which were refunded after purchase of indicia. During July and August of 1959, the tax was collected by invoice and no discount was allowed on these collections of \$8,123,700, nor on the \$2,673,048 tax on floor stocks.

Los Angeles County Children and Families First – Proposition 10 Commission  
Demographic Data and Economic Statistics

Demographic Data

	2011 (1)	2012 (1)	2013 (1)	2014 (1)	2015 (1)	2016 (1)	2017 (1)	2018 (1)	2019 (1)	2020 (1)*
Total Population	9,902,197	9,990,748	10,067,904	10,126,977	10,181,066	10,215,207	10,261,736	10,278,836	10,324,698	10,257,557
White	2,743,604	2,746,860	2,747,854	2,745,389	2,742,057	2,734,611	2,732,047	2,722,365	2,724,168	2,637,825
Black	827,192	830,806	833,290	834,117	833,564	831,614	831,069	828,565	832,355	833,261
American Indian	19,581	19,753	19,859	19,959	20,027	20,093	20,175	20,229	20,410	29,994
Asian	1,344,135	1,354,023	1,364,296	1,372,821	1,381,892	1,385,913	1,393,055	1,395,155	1,395,377	1,646,804
Native Hawaiian & Other Pacific Islander	23,398	23,705	23,919	24,085	24,189	24,289	24,403	24,476	24,597	23,806
Hispanic or Latino	4,759,731	4,827,179	4,886,304	4,934,442	4,979,470	5,015,652	5,054,516	5,078,483	5,114,541	4,877,565
Multi-race	184,556	188,422	192,382	196,164	199,867	203,035	206,471	209,563	209,563	208,302
Female	5,019,305	5,062,122	5,099,417	5,127,633	5,155,652	5,175,095	5,201,009	5,210,549	5,232,284	5,194,651
Male	4,882,892	4,928,626	4,968,487	4,999,344	5,025,414	5,040,112	5,060,727	5,068,287	5,092,414	5,062,906
Under 5 years	649,434	648,278	646,688	646,206	645,034	634,158	624,988	607,092	587,690	568,989
5-9 years	631,437	638,148	643,942	644,459	643,497	644,771	640,576	636,547	637,200	634,122
10-14 years	662,373	651,743	643,751	637,498	632,422	629,523	634,291	637,463	638,667	632,785
15-19 years	766,806	767,285	755,305	742,241	727,556	713,861	697,383	692,400	691,590	682,645
20-24 years	752,195	764,271	783,178	797,897	807,553	810,493	802,622	786,678	773,665	771,182
25-29 years	740,780	722,040	700,712	681,244	668,489	666,490	676,732	691,365	706,231	705,970
30-39 years	1,429,129	1,437,704	1,447,018	1,450,724	1,447,331	1,440,568	1,431,051	1,413,067	1,397,968	1,423,634
40-49 years	1,428,340	1,432,793	1,429,492	1,423,090	1,419,677	1,414,860	1,413,542	1,406,380	1,400,493	1,351,616
50-59 years	1,257,742	1,285,111	1,311,668	1,330,539	1,343,517	1,348,247	1,354,647	1,355,259	1,362,848	1,333,654
60-69 years	821,450	859,004	896,157	935,625	979,320	1,016,812	1,048,181	1,075,050	1,104,938	1,100,157
70-79 years	449,308	465,003	484,287	504,232	525,638	546,827	579,910	611,339	643,520	657,221
80+ years	313,203	319,368	325,706	333,222	341,032	348,597	357,813	366,196	379,888	395,582

Source:

(1) State of California, Department of Finance, Population Projections for California and Its Counties 2010-2060. Sacramento, CA, January 2013.

\*2021 and 2022 demographic data is not yet available for Los Angeles County.

Economic Data

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022**
LA County Personal Income	483,578,594	514,516,564	549,073,019	563,907,868	593,741,110	628,808,732	653,482,910	678,829,092	728,772,915	-
LA County Per Capita Personal Income	48,283	51,111	54,298	55,624	58,419	62,224	65,094	68,272	74,141	-
California Personal Income	1,861,956,514	1,986,025,976	2,133,664,158	2,212,691,221	2,303,870,496	2,475,727,500	2,632,279,800	2,814,010,800	2,997,205,600	3,018,471,000
California Per Capita Personal Income	48,555	51,317	54,664	56,374	58,272	62,586	66,745	71,480	76,386	77,339
United States Personal Income	14,068,960,000	14,811,388	15,547,661,000	15,913,777,000	16,413,550,863	17,572,929,100	18,551,503,000	19,690,964,000	21,056,621,900	21,777,200,000
United States Per Capita Personal Income	44,489	46,486	48,429	49,204	50,392	53,712	49,763	52,992	63,444	76,326

Source:

Bureau of Economic Analysis: <http://www.bea.gov/iTable/iTable.cfm?reqid=70&step=1&isuri=1&acrdn=4> (Tables SA1-3 and CA1-3)

Personal income data are shown in thousands of dollars; per capita income data are shown in dollars.

\*\*2022 economic data is not yet available for Los Angeles County.

Data provided reflects the most recent updates released by the Bureau of Economic Analysis.

Los Angeles County Children and Families First – Proposition 10 Commission

Unemployment Rate

2013 - 2022

<b>Area</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
United States	3.6%	5.3%	8.1%	3.7%	3.7%	4.4%	4.3%	5.3%	6.2%	7.4%
California	4.2%	7.3%	10.1%	4.0%	4.2%	4.8%	4.7%	6.2%	7.5%	8.9%
Los Angeles County	4.5%	8.2%	12.8%	4.0%	4.6%	4.7%	4.6%	6.7%	8.3%	9.9%

*Source:*

*Bureau of Labor Statistics (<http://www.bls.gov/>; annual averages)*

Los Angeles County Children and Families First – Proposition 10 Commission  
 Ten Largest Industries  
 Last Year and Ten Years Ago

Industry	June 30, 2022			June 30, 2013		
	Number of Employees	Rank	Percentage of Total	Number of Employees	Rank	Percentage of Total
Educational & Health Services	867,600	1	19.19%	695,900	2	16.89%
Trade, Transportation & Utilities	846,800	2	18.73%	780,900	1	18.95%
Professional & Business Services	657,000	3	14.53%	579,100	3	14.06%
Government	572,100	4	12.66%	561,300	4	13.62%
Leisure & Hospitality	499,900	5	11.06%	445,700	5	10.82%
Manufacturing	321,800	6	7.12%	377,400	6	9.16%
Information	228,200	7	5.05%	195,900	8	4.75%
Financial Activities	214,200	8	4.74%	213,300	7	5.18%
Construction	156,600	9	3.46%	115,100	10	2.79%
Other Services	150,200	10	3.32%	146,300	9	3.55%
Sub-total Ten Largest Industries	4,514,400		99.86%	4,110,900		99.78%
All Other Industries	6,300		0.14%	9,000		0.22%
<b>Total Industries</b>	<b>4,520,700</b>		<b>100.00%</b>	<b>4,119,900</b>		<b>100.00%</b>

Source:

County of Los Angeles Annual Comprehensive Financial Report for the year ended June 30, 2022:

<https://auditor.lacounty.gov/wp-content/uploads/2023/01/Annual-Comprehensive-Financial-Report-FY-2021-2022.pdf>

Los Angeles County Children and Families First – Proposition 10 Commission  
Capital Assets Statistics

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Capital Assets (Land, Building, Furniture & Equipment) are used by the Commission for general operating and administrative function. The Commission has only one (1) centrally located building supported by other capital assets.

Los Angeles County Children and Families First – Proposition 10 Commission  
 Authorized Positions by Function  
 2014 - 2023

Functional Area	Fiscal Year									
	2023 (10)	2022 (9)	2021 (8)	2020 (7)	2019 (6)	2018 (5)	2017 (4)	2016 (3)	2015 (2)	2014 (1)
Executive Administration Programs	6	7	6	8	8	7	8	5	4.5	5.5
	34	34	34	32	32	30	38	37.5	34.5	34
	80	79	80	108	108	111	107	106	101.5	91.5
<b>Total</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>153</b>	<b>148.5</b>	<b>140.5</b>	<b>131</b>

Source:  
 (1) First 5 LA Approved FY 2013-14 Operating Budget  
 (2) First 5 LA Approved FY 2014-15 Operating Budget  
 (3) First 5 LA Approved FY 2015-16 Operating Budget  
 (4) First 5 LA Approved FY 2016-17 Operating Budget  
 (5) First 5 LA Approved FY 2017-18 Operating Budget  
 (6) First 5 LA Approved FY 2018-19 Operating Budget  
 (7) First 5 LA Approved FY 2019-20 Operating Budget  
 (8) First 5 LA Approved FY 2020-21 Operating Budget  
 (9) First 5 LA Approved FY 2021-22 Operating Budget  
 (10) First 5 LA Approved FY 2022-23 Operating Budget

**Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and  
Other Matters Based on an Audit of Financial Statements Performed in Accordance with  
*Government Auditing Standards***

Board of Commissioners  
Los Angeles County Children and Families  
First – Proposition 10 Commission  
Los Angeles, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and the general fund of the Los Angeles County Children and Families First – Proposition 10 Commission (Commission), a component unit of the County of Los Angeles, California, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Commission’s basic financial statements, and have issued our report thereon dated **report date**.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Commission’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Commission’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Commission’s internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

**Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Commission’s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Rancho Cucamonga, California

Report date

## Independent Auditor's Report on State Compliance

To the Board of Commissioners  
 Los Angeles County Children and Families  
 First – Proposition 10 Commission  
 Los Angeles, California

### Report on Compliance Opinion

We have audited the Los Angeles County Children and Families First – Proposition 10 Commission's (Commission), a component unit of the County of Los Angeles, California, compliance with the requirements specified in the *State of California's Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, issued by the State Controller's Office, applicable to the Commission's statutory requirements identified below for the year ended June 30, 2023.

In our opinion, the Commission complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the California Children and Families Program for the year ended June 30, 2023.

### Basis for Opinion

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS), the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and the *State of California's Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, issued by the State Controller's Office. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Our audit does not provide a legal determination of the Commission's compliance with the compliance requirements referred to above.

### Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above, and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the California Children and Families Program.

**Auditor’s Responsibilities for the Audit of Compliance**

Our objectives are to obtain reasonable assurance about whether the material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Commission’s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the *State of California’s Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Commission’s compliance with the requirements of the California Children and Families Program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the *Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit;
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Commission’s compliance with the compliance requirements referred to above and performing such other procedures as we consider necessary in the circumstances;
- Obtain an understanding of the Commission’s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the *State of California’s Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*, but not for the purpose of expressing an opinion on the effectiveness of the Commission’s internal controls over compliance. Accordingly, we express no such opinion; and
- Select and test transactions and records to determine the Commission’s compliance with the state laws and regulations applicable to the following items:

Description	Audit Guide Procedures	Procedures Performed
Contracting and Procurement	6	Yes
Administrative Costs	3	Yes
Conflict-of-Interest	3	Yes
County Ordinance	4	Yes
Long-range Financial Plans	2	Yes
Financial Condition of the Commission	1	Yes
Program Evaluation	3	Yes
Salaries and Benefits Policies	2	Yes

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identify during the audit.

### Internal Control over Compliance

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that a material noncompliance with a compliance requirement will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention from those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit, we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the *State of California's Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act*. Accordingly, this report is not suitable for any other purpose.

Rancho Cucamonga, California

Report date

October 12, 2023

To the Board of Commissioners  
Los Angeles County Children and Families First – Proposition 10 Commission  
Los Angeles, California

We have audited the financial statements of the governmental activities and general fund of the Los Angeles County Children and Families First – Proposition 10 Commission (Commission), a component unit of the County of Los Angeles, California, as of and for the year ended June 30, 2023, and have issued our report thereon dated October 12, 2023. Professional standards require that we advise you of the following matters relating to our audit.

#### **Our Responsibility in Relation to the Financial Statement Audit**

As communicated on May 2, 2023, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Commission solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

We have provided our comments regarding internal controls during our audit in our Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards* dated October 12, 2023.

#### **Planned Scope and Timing of the Audit**

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

## **Compliance with All Ethics Requirements Regarding Independence**

The engagement team, others in our firm, as appropriate, our firm, and other firms utilized in the engagement, if applicable, have complied with all relevant ethical requirements regarding independence.

## **Qualitative Aspects of the Entity's Significant Accounting Practices**

### *Significant Accounting Policies*

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Commission is included in Note 1 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during the fiscal year ended June 30, 2023. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

### *Significant Accounting Estimates*

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

Management's estimate of the fair value of investments as disclosed in Note 1 to the financial statements is based on information provided by the County of Los Angeles, California. We evaluated the key factors and assumptions used to develop the estimate and determined that it is reasonable in relation to the basic financial statements taken as a whole.

### *Financial Statement Disclosures*

There were no financial statement disclosures that we consider to be particularly sensitive or involve significant judgment.

## **Significant Difficulties Encountered during the Audit**

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

## **Uncorrected and Corrected Misstatements**

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole. Uncorrected misstatements or matters underlying those uncorrected misstatements could potentially cause future-period financial statements to be materially misstated, even though the uncorrected misstatements are immaterial to the financial statements currently under audit.

The attached schedule of corrected misstatements summarizes misstatements identified as a result of our audit procedures were brought to the attention of, and corrected by, management. There were no uncorrected misstatements identified as a result of our audit procedures.

### **Disagreements with Management**

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the Commission's financial statements or the auditor's report. No such disagreements arose during the course of the audit.

### **Circumstances that Affect the Form and Content of the Auditor's Report**

For purposes of this letter, professional standards require that we communicate any circumstances that affect the form and content of our auditor's report. We did not identify any circumstances that affect the form and content of the auditor's report.

### **Representations Requested from Management**

We have requested certain written representations from management which are included in the management representation letter dated **October 12, 2023**.

### **Management's Consultations with Other Accountants**

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

### **Other Significant Matters, Findings, or Issues**

In the normal course of our professional association with the Commission, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, significant events or transactions that occurred during the year, operating and regulatory conditions affecting the entity, and operational plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Commission's auditors.

### **Other Information Included in Annual Reports**

Pursuant to professional standards, our responsibility as auditors for other information, whether financial or nonfinancial, included in Commission's annual reports, does not extend beyond the financial information identified in the audit report, and we are not required to perform any procedures to corroborate such other information. However, in accordance with such standards, we have read the information and considered whether such information, or the manner of its presentation, was materially inconsistent with its presentation in the financial statements.

Our responsibility also includes communicating to you any information which we believe is a material misstatement of fact. Nothing came to our attention that caused us to believe that such information, or its manner of presentation, is materially inconsistent with the information, or manner of its presentation, appearing in the financial statements.

This report is intended solely for the information and use of the Board of Commissioners, and management of the Commission and is not intended to be, and should not be, used by anyone other than these specified parties.

Rancho Cucamonga, California

Los Angeles County Children and Families First – Proposition 10 Commission  
Schedule of Corrected Misstatements  
June 30, 2023

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Number	Opinion Unit(s)	Account	Debit	Credit
1	General Fund/ Governmental Activities	Investment income Cash and investments	\$ 1,340,120	\$ 1,340,120

*(To adjust for the unrealized loss related to the 3-year specific investment in Federal Agencies as of June 30, 2023.)*

FIRST 5 LA

**SUBJECT:**  
**2022-2023 Annual Report to First 5 California (State Commission)**

**RECOMMENDATION:**  
**Approve the First 5 LA Annual Report to First 5 California (State Commission)**

**BACKGROUND:**

Each year First 5 LA staff prepares a report to the State Commission that provides fiscal and programmatic information following a State Commission-designated template. Staff are seeking approval of the First 5 LA Annual Report for Fiscal Year 2022-2023 (July 1, 2022 – June 30, 2023), which is due to First 5 California by October 31, 2023. First 5 LA will submit the entire report via the web-based platform provided by the State Commission. This request was presented as information at the September 28, 2023, Special Meeting of the Board of Commissioners, Program & Planning Committee, Budget and Finance and Executive Committees (per the Bylaws).

**DISCUSSION:**

As part of the submission, staff must categorize First 5 LA programmatic efforts into the following Result Areas defined by First 5 California:

- **Improved Child Health:** Investments in this area include general health education and promotion programs, perinatal and early childhood home visiting services, prenatal and infant/toddler pediatric supports, and early intervention services.
- **Improved Child Development:** Investments in this area include quality early learning supports and early learning program direct costs.
- **Improved Family Functioning:** Investments in this area include short-term non-intensive general family support programs, targeted intensive family support services, and family literacy and book programs.
- **Improved Systems of Care:** Investments in this area include policy and public advocacy as well as program and systems improvement efforts.

Although First 5 CA's result areas capture the work First 5 LA is doing, it is important to note that First 5 LA does not organize our strategies or outcomes by these Result Areas.

Following are descriptions and key findings from each section of the First 5 LA State Annual Report for Fiscal Year 2022-2023. Please refer to "Attachment 1, First 5 LA's FY22-23 State Annual Report" for the full report.

**Section 1: Revenue and Expenditure Summary**

This section reports First 5 LA's fiscal data and the relationship between First 5 LA's financial resources and First 5 CA Result Areas.

- **Revenue and Expenditures:**
  - **Revenue:** The total revenue for FY 22-23 was \$80,428,617
  - **Expenditures:** The total expenditures for FY 22-23 was \$92,586,741, resulting in a net decrease to our fund balance of \$12,158,124.
  - **Fund Balance:** The remaining fund balance at the end of FY 22-23 was \$275,688,458.
- **Programmatic Expenditures by Result Areas:** Investments in Child Health and Systems of Care accounted for more than 90% of programmatic expenditures. The following is a breakdown of expenditures by each Result Areas:
  - **Improved Child Health:** \$35,843,501 (49% of programmatic expenditures)
  - **Improved Systems of Care:** \$31,919,498 (44% of programmatic expenditures)
  - **Improved Child Development:** \$3,125,007 (4% of programmatic expenditures)

- *Improved Family Functioning*: \$2,112,443 (3% of programmatic expenditures)

## **Section 2: Demographic Worksheet**

This section captures demographic information about the populations reached by First 5 LA. Please refer to Attachment 1 for a more detailed breakdown of the data.

- *Populations Reached*: In FY 22-23, First 5 LA investments reached a total of 82,888 children; 96,664 caregivers; 21,028 unique families; and 20,036 providers.
- *Demographics*:
  - *Age*: More than 3 out of 4 children reached through First 5 LA investments were between birth and 3 years of age, which is a critical development period.
  - *Race/Ethnicity*: Over 90% of children reached by First 5 LA investments are children of color. Consistent with previous years', the majority were of Latino/ Hispanic background (79%).
  - *Language*: Of the 82,888 children reached, 71% came from households that spoke primarily English, 28% from households that spoke primarily Spanish, and 1% from households that speak primarily another language .

## **Section 3: Evaluation Summary/County Highlights**

This section highlights key accomplishments and summarizes evaluations that focused on the Result Areas of improved Child Health and Systems of Care. Please refer to Attachment 1 for more comprehensive information.

- *County Highlights*:
  - First 5 LA supported over 86 grantees to advance systems change, representing 55% of total grants funded in FY 22-23.
  - Many grantees who provided direct services focused on increasing families' access to services that improve child health. For example, Select Home Visiting grantees established new recruitment pathways with family-serving systems (e.g., Los Angeles County Department of Children and Family Services and Los Angeles Unified School District) and, which increased the number of families enrolled in HV.
  - Several grantees focused on strengthening networks and centering community in efforts to advance systems change. In Best Start communities, strategies like Participatory Budgeting have been led by community members to decide how to allocate public funding based on community priorities.
- *Evaluation Summary*
  - *The Welcome Baby (WB) Study* found that families participating in WB were more likely to receive breast feeding support from a health professional than comparison participants. They were also significantly more likely as the comparison group to report having a medical home (i.e., having both a personal doctor or nurse and a usual source for sick care) for themselves and their babies.
  - *Home-Based Child Care (HBCC) Landscape Analysis* findings indicated that one in five providers plan to leave the field within the next 5 years. The top areas of concern for providers included low pay (52%), COVID-19 concerns (46%), and lack of benefits (39%). These findings helps First 5 LA and other stakeholders identify the changes needed to improve HBCC system and better support providers.

## **NEXT STEPS:**

- After receiving Board Approval, First 5 LA will submit the final State Annual Report to First 5 California by October 31, 2023.

# First 5 LA Annual Report to the State, FY 22-23 Results

HaRi Kim Han,  
Office of Data For Action, F5LA

October 12, 2023

**State Annual Reporting Partner:**  
Datalink Partners



# Today We Will Review...

1. An overview of State Annual Reporting Requirements
2. First 5 LA's Revenue and Expenditure Summary
3. County Highlights & Evaluation Summary
4. Next Steps



# Overview of the State Annual Reporting Requirements

**Section 1**  
Revenue and  
Expenditure  
Summary

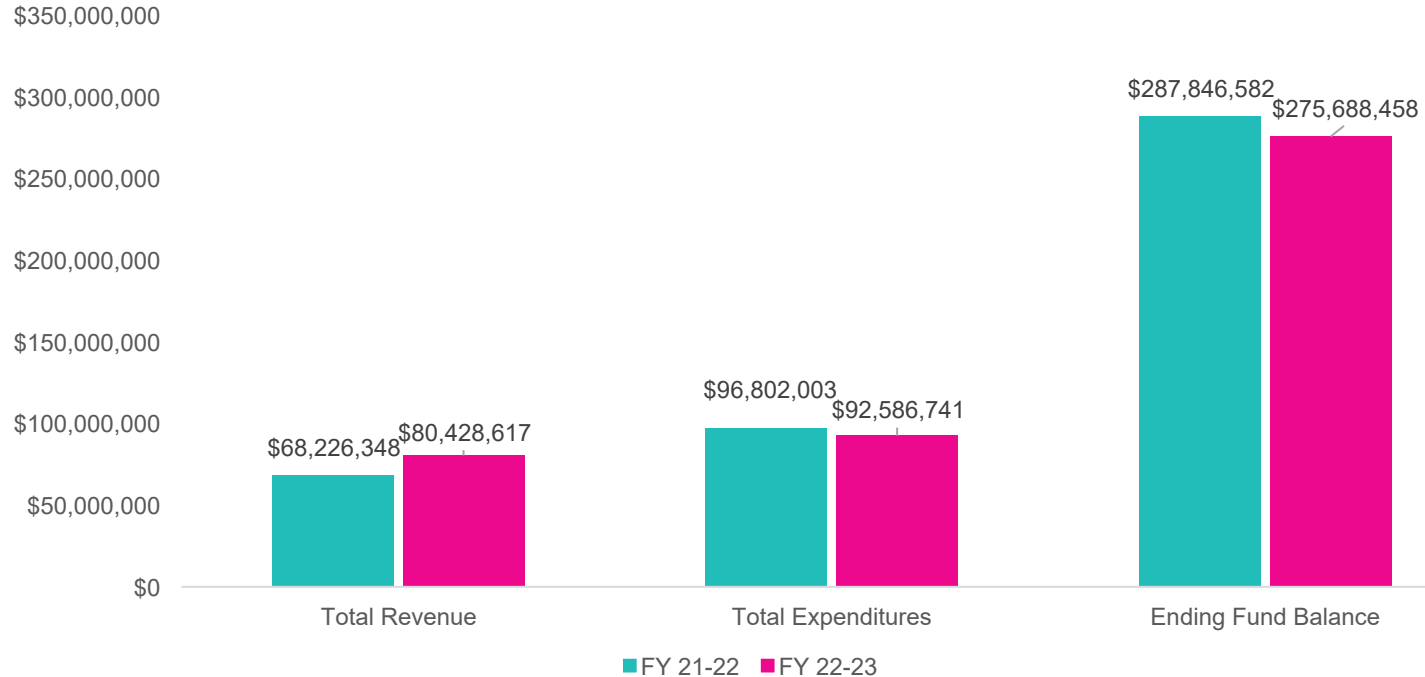
**Section 2**  
Demographic  
Worksheet


**Section 3**  
County  
Highlights &  
Evaluation  
Summary

223

# Between FY21-22 and FY22-23, both the expenditures and ending fund balance decreased, while the revenue increased.

First 5 LA Revenue, Expenditures, and Ending Funding Balance





**County  
Highlights &  
Evaluation  
Summary**

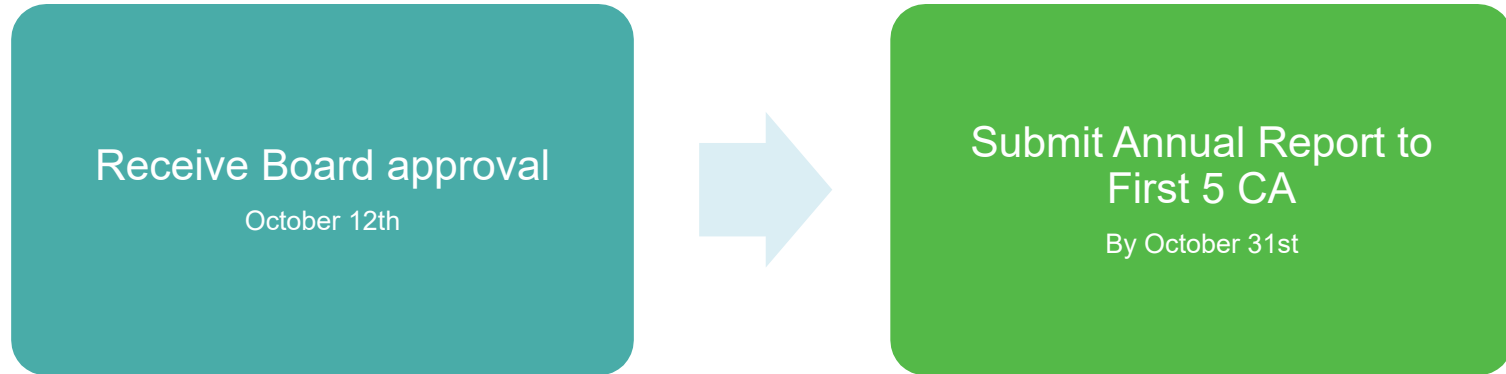
# Summary of County Highlights & Evaluation Summary

## Section 3 County Highlights & Evaluation Summary

- ▶ First 5 LA supported work that aimed to:
  - Increase access to direct services such as home visiting for children and families
  - Strengthen networks and center community voices in order to advance system change
- ▶ FY 22-23 Evaluation Summary highlights findings from the Welcome Baby Study and the Home-Based Child Care Landscape.

226

# Next Steps for Annual Reporting to First 5 California



227



**Questions?**



**Annual Report AR-1**  
**Los Angeles Revenue and Expenditure Summary**  
**July 1, 2022 - June 30, 2023**

## Revenue Detail

Category	Amount
<b>Tobacco Tax Funds</b>	\$63,490,205
<b>First 5 IMPACT 2020 Funds</b>	\$2,382,625
<b>Small Population County Augmentation Funds</b>	\$0
<b>Home Visiting Coordination Funds</b>	\$75,777
<b>Refugee Family Support Funds</b>	\$127,624
<b>Other First 5 California Funds</b>	\$0
<b>Other First 5 California Funds Description</b>	
<b>Other Public Funds</b>	\$1,001,330
<b>Other Public Funds Description</b> \$868,385: State of California (California Electronic Cigarette Excise Tax); \$132,945: California Department of Health Care Services (County Medi-Cal Administrative Activities to provide consulting services to F5LA with regards to the Welcome Baby program at California Hospital Medical Center)	
<b>Donations</b>	\$0
<b>Revenue From Interest Earned</b>	\$8,621,291
<b>Grants</b>	\$0
<b>Grants Description</b>	
<b>Other Funds</b>	\$4,729,765
<b>Other Funds</b> \$3,649,787: Net Increase in Fair Value of Investments (unrealized gain on F5LA's County Investment Pool); \$673,237: Child360 (unused funds after closure); \$205,741: LA County DPH (to support strategic communications efforts for AAIMM); \$100,000: LACOE (to co-lead QSLA Consortium); \$98,500: Blue Shield (to support Home Visiting programs); \$2,500: Parents as Teachers National Center (participation for HV Collaboration)	
<b>Total Revenue</b>	<b>\$80,428,617</b>

## Improved Family Functioning

Service	Grantee	Program(s)	Children	Caregivers	Providers	Amount
Family Literacy and Book Programs	CBO/Non-Profit	<ul style="list-style-type: none"> <li>Little by Little</li> </ul>	55754	55754	0	\$2,112,443
					<b>Total</b>	<b>\$2,112,443</b>

## Improved Child Development

Service	Grantee	Program(s)	Children	Caregivers	Providers	Amount
Quality Early Learning Supports	CBO/Non-Profit	<ul style="list-style-type: none"> <li>Quality Counts California</li> </ul>	0	0	19770	\$480,055
Quality Early Learning Supports	County Office of Education/School District	<ul style="list-style-type: none"> <li>Quality Counts California</li> </ul>	0	0	175	\$2,535,389
Quality Early Learning Supports	Resource and Referral Agency (COE or Non-Profit)	<ul style="list-style-type: none"> <li>Dual Language Learner Pilot Study</li> </ul>	0	0	21	\$109,562
					<b>Total</b>	<b>\$3,125,006</b>

## Improved Child Health

Service	Grantee	Program(s)	Children	Caregivers	Providers	Unique Families	Amount
Early Intervention	CBO/Non-Profit	<ul style="list-style-type: none"> <li>Care Coordination and Linkage</li> </ul>	6065	11	46	0	\$121,386
Early Intervention	Research/Consulting Firm	<ul style="list-style-type: none"> <li>Not Applicable (Other)</li> </ul>	0	0	24	0	\$37,833
Perinatal and Early Childhood Home Visiting	CBO/Non-Profit	<ul style="list-style-type: none"> <li>Healthy Families America</li> <li>Parents as Teachers</li> <li>Welcome Baby</li> </ul>	6477	11067	0	6402	\$17,845,104
Perinatal and Early Childhood Home Visiting	Hospital/Health Plan	<ul style="list-style-type: none"> <li>Welcome Baby</li> </ul>	14389	29279	0	14421	\$15,659,983
Perinatal and Early Childhood Home Visiting	Resource and Referral Agency (COE or Non-Profit)	<ul style="list-style-type: none"> <li>Parents as Teachers</li> </ul>	203	553	0	205	\$2,179,196
						<b>Total</b>	<b>\$35,843,502</b>

## Improved Systems Of Care

<b>Service</b>	<b>Grantee</b>	<b>Program(s)</b>	<b>Amount</b>
Policy and Public Advocacy	CBO/Non-Profit	<ul style="list-style-type: none"> <li>• Early Learning</li> <li>• Resilient Families and Communities</li> </ul>	\$16,843,376
Policy and Public Advocacy	Research/Consulting Firm	<ul style="list-style-type: none"> <li>• Child Health</li> <li>• Early Learning</li> <li>• Resilient Families and Communities</li> </ul>	\$2,294,320
Systems Building	CBO/Non-Profit	<ul style="list-style-type: none"> <li>• Early Identification and Intervention</li> <li>• Health Systems</li> </ul>	\$1,534,534
Systems Building	County Health & Human Services	<ul style="list-style-type: none"> <li>• Early Identification and Intervention</li> </ul>	\$1,310,132
Systems Building	County Office of Education/School District	<ul style="list-style-type: none"> <li>• Not Applicable (Other)</li> </ul>	\$2,078,012
Systems Building	Family Resource Center	<ul style="list-style-type: none"> <li>• Early Identification and Intervention</li> </ul>	\$159,283
Systems Building	Higher Education	<ul style="list-style-type: none"> <li>• Not Applicable (Other)</li> </ul>	\$1,603,304
Systems Building	Hospital/Health Plan	<ul style="list-style-type: none"> <li>• Early Identification and Intervention</li> <li>• Health Systems</li> <li>• Trauma-Informed Care/ACES</li> </ul>	\$4,214,823
Systems Building	Other Public	<ul style="list-style-type: none"> <li>• Early Identification and Intervention</li> </ul>	\$36,355
Systems Building	Research/Consulting Firm	<ul style="list-style-type: none"> <li>• Early Identification and Intervention</li> <li>• Health Systems</li> <li>• Place-Based</li> </ul>	\$1,845,360
<b>Total</b>			<b>\$31,919,499</b>

## Expenditure Details

Category	Amount
Program Expenditures	\$73,000,450
Administrative Expenditures	\$17,519,426
Evaluation Expenditures	\$2,066,865
Total Expenditures	\$92,586,741
Excess (Deficiency) Of Revenues Over (Under) Expenses	(\$12,158,124)

## Other Financing Details

Category	Amount
Sale(s) of Capital Assets	\$0
Other	\$0
<b>Total Other Financing Sources</b>	<b>\$0</b>

## Net Change in Fund Balance

Category	Amount
Fund Balance - Beginning	\$287,846,582
Fund Balance - Ending	\$275,688,458
Net Change In Fund Balance	(\$12,158,124)

## Fiscal Year Fund Balance

Category	Amount
Nonspendable	\$484,581
Restricted	\$0
Committed	\$80,749,917
Assigned	\$124,149,006
Unassigned	\$70,304,954
Total Fund Balance	\$275,688,458

## Expenditure Note

No data entered for this section as of 9/26/2023 6:36:43 PM.



**Annual Report AR-2**  
**Los Angeles Demographic Worksheet**  
**July 1, 2022 - June 30, 2023**

**Population Served**

<b>Category</b>	<b>Number</b>
Children Less than 3 Years Old	63,926
Children from 3rd to 6th Birthday	18,934
Children – Ages Unknown (birth to 6th Birthday)	28
Primary Caregivers	96,664
Providers	20,036
<b>Total Population Served</b>	<b>199,588</b>

## Primary Languages Spoken in the Home

Category	Number of Children	Number of Primary Caregivers
English	58,820	63,894
Spanish	23,239	24,532
Cantonese	10	14
Mandarin	26	41
Vietnamese	10	13
Korean	1	3
Unknown	395	7,628
Other - Specify with text box Hmong	1	0
Other - Specify with text box Tagalog	68	105
Other - Specify with text box Other language not specified or captured	318	434
<b>Totals</b>	<b>82,888</b>	<b>96,664</b>

## Race/Ethnicity of Population Served

Category	Number of Children	Number of Primary Caregivers
Alaska Native/American Indian	10	34
Asian	3,163	3,787
Black/African-American	5,537	6,433
Hispanic/Latino	65,432	71,180
Native Hawaiian or Other Pacific Islander	35	77
Two or more races	2,775	1,011
White	3,371	3,976
Unknown	451	7,933
Other – Specify with text box Other race not specified or captured	2,114	2,233
<b>Totals</b>	<b>82,888</b>	<b>96,664</b>

## Duplication Assessment

Category	Data
Degree of Duplication	15%
Confidence in Data	Somewhat confident
Additional Details (Optional)	We can see unduplicated counts within each grant, but we are not as confident across all grants. It is possible that some individuals were served by more than one grantee.



# Annual Report AR-3

## Los Angeles County Evaluation Summary and Highlights

### July 1, 2022 - June 30, 2023

## County Evaluation Summary

### Evaluation Activities Completed, Findings, and Policy Impact

In FY 22-23, First 5 LA funded several evaluations that focused on the improved Child Health and Systems of Care Result Areas. \* The purpose of the LA Care Help Me Grow (HMG) evaluation is to support the early identification and intervention system by capturing implementation learnings for scale and replication, sustainability, and accountability purposes. Key findings include a 439% increase in the number of developmental screenings—from 342 screenings during the baseline period (Jul 2018-Jun 2020) to 1,844 screenings during Cycle 1 period (Jul 2021-Jan 2023). The evaluation also found that efforts to develop digital screening questionnaires and embed them in patient facing portals may increase screening rates and reduce manual burdens on families and practices. Findings are being used by participating providers to track progress and support continuous quality improvement, including addressing discrepancies in their screening rates. \* The purpose of the Welcome Baby (WB) Study is to document maternal and child outcomes of virtual home visiting and to determine whether outcomes differ based on demographic factors and program dosage. The study found that 83% of WB participants reported receiving breastfeeding support from a health professional, in contrast to 62% of comparison participants. In addition, 68% of WB participants reported having a medical home (i.e., having both a personal doctor or nurse and a usual source for sick care) for themselves compared to 37% of the comparison participants. They also were more likely than the comparison participants to have a medical home for their babies (85% versus 64%). Findings are being used to inform improvements to WB program implementation and support the expansion of a universal system of voluntary home visiting. \* The purpose of the Cherished Futures for Black Moms and Babies evaluation is to provide insight into the successes and challenges experienced by participating hospitals, which will inform best practices in advancing equity for Black moms and babies. While the evaluation is still underway, preliminary findings include one hospital that has increased lactation consults for Black patients from 30% to 100%. In addition, two participating hospitals reviewed and improved clinical protocols for Cesarean-sections (C-section), reducing the C-section rate among low-risk, first time Black mothers—one hospital reduced their rate from 33% to 22% and another hospital from 41% to 23%. One participating hospital improved the Black patient experience, with an 11 percentage point increase in Black patients who felt their medical team listened and respected their wishes (from 80% to 91%). The effort of this program is paving the way for a more equitable, just, and healthy future for Black families in LA County. \* The purpose of the Home-Based Child Care (HBCC) Landscape Analysis is to understand the needs of (a) Family Child Care and Family Friend & Neighbor providers and (b) the families utilizing HBCC. The findings indicated that one in five providers plan to leave the field within the next 5 years. The top areas of concern for providers included low pay (52%), COVID-19 concerns (46%), lack of benefits (39%), providers' mental health challenges (18%), and burnout (14%). In addition, findings show that 80% of parents using HBCC searched for child care so that they could work. The main factor in choosing child care was provider location (71%), and 54% of parents searched for child care by asking friends/families with children. The report documented the need to support a mixed delivery system and livable wages for providers to ensure the ongoing sustainability of the HBCC community. These findings will help First 5 LA and other stakeholders identify the changes needed to improve the HBCC system and better support providers. The HBCC Landscape Analysis Report can be accessed at: <https://www.first5la.org/article/the-landscape-of-home-based-child-care-in-los-angeles-county/>

# County Highlights

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## County Highlight

In FY22-23, over half of First 5 LA's (F5LA) 86 programmatic contracts focused on advancing systems of care work. \* Building the P-5 Movement in Best Start Communities (BSC): BSC demonstrated power sharing by centering parent and resident voices and cultivating networks committed to improve conditions for young children. For instance, the participatory budgeting process in multiple regions are being spearheaded by community members to decide how to allocate public funding based on community priorities. \* Help Me Grow (HMG) LA: Collaborative partnerships were established to advance local early identification and intervention (EII) work and increase accessibility to EII services by linking children and their families to appropriate supports. Partners developed a strategic plan focused on strengthening the local resource network—coordinating and aligning the local partner referral and resource systems. HMG is also developing an equity plan. The planning process for the equity plan centers the lived experience of families and communities impacted by historical barriers to accessing EII services. \* Select Home Visiting (HV): HV grantees established new recruitment pathways with family-serving systems (e.g., Los Angeles County Department of Children and Family Services and Los Angeles Unified School District), increasing access to HV for families. In addition, select HV grantees increased outreach efforts in the community. As a result, the number of families enrolled tripled in just one month for one grantee. HV grantees also provided linkages to external services, including connections to mental health supports, basic needs, and resources (food, diapers, personal items, etc.). In addition, the HV grantees fostered stronger social connections by providing families opportunities to connect with other families in the program, share resources, learn about their child(ren)'s development, and feel less isolated in their parenting journey.



**FIRST 5 LA**

**SUBJECT:**

Streamlining the FY23-24 Mid-Year Budget Process

**RECOMMENDATION:**

Approve a one-time streamlined process for the mid-year revision of the Board-approved FY23-24 Budget to collect and document high-level changes in spending through a “Mid-Year Fiscal Update” memo to receive and file and authorize the Executive Director to make and approve budget adjustments between line items in First 5 LA’s FY23-24 Budget in excess of \$25,000 and/or between the Programmatic and Operating portions of the budget, in lieu of the mid-year budget adjustment/review process outlined in the Policy and Guidelines for Adoption and Modifications of the Fiscal Year Budget (A-2308).

**BACKGROUND:**

The goal of the annual First 5 LA mid-year adjustment process is to revise and align the original Board-approved Budget estimates based on final contracted amounts, the early performance trends of a Team/Office/Center, and/or new developments, and provide transparency as a public agency of the revised detailed spending plan to the Commission. This process affords the Commission with a clear line of sight of the organization’s fiscal position as contract negotiations and actual spending trends can deviate from spending plans generated early in the year, particularly when new programs and initiatives are ramping up or new funding is garnered.

Last year, the Board approved a one-time streamlined mid-year adjustment process for FY22-23. There were some concessions to the proposed streamlining, as the organization was in transition with a new Executive Director and a new Board Chair. This year, the organization is in transition with the anticipated approval of a new Strategic Plan. Despite the current and upcoming organization-wide priorities, transparency continues to be a top priority. Consequently, we are proposing to share information with the Board pertaining to any significant adjustments to the FY23-24 Budget at a high-level, as the mid-year revised budgets have not changed much over the past few years. This is likely the result of ongoing key investments, priorities, and refinements outlined in the 2015-2020 and the 2020-2028 Strategic Plans. The proposed changes to First 5 LA’s current approach, outlined below, will still allow us to share updated budget information regarding the potential revised resource needs for the year, and/or highlight any areas of concern, and will alleviate the time commitment required for an in-depth assessment. Instead, staff as well as Board time, can be redirected to other pressing priorities across the organization occurring simultaneously this fiscal year, such as the approval of the new Strategic Plan goals, objectives, and strategies as well as its subsequent development of tactics and work planning.

<b>Standard Approach</b>	<b>Proposed Approach for FY23-24</b> <i>(Consistent with approach for FY22-23)</i>
Four-and-a-half-month process, from kickoff to approval	Three-month (estimated) process, from beginning to submission to board for filing  Streamlined process

<p>Three board touch points, two presentations – repetitive, communication to our stakeholders is transparent, information delves into the detail</p>	<p>Memo submitted to board to receive and file – no presentation, communication to our stakeholders is transparent, information is shared at the total budget level (significant changes and concerns are highlighted)</p>
<p>Drafted materials include PowerPoint Presentations, a memo, supplemental appendices presenting program and operating details to the program and line-item level to share revisions to our spending plan for the current FY.</p>	<p>Finance-led process of providing an update memo to the Board of Commissioners on current spending to plan, and our revised spending plan for FY23-24</p> <p>Memo will include high-level information describing the direction of planned spending. The memo will not include recommendations on any specific budget adjustments, however, detailed budget requests will be collected and stored within the existing budget database. Supplemental programmatic and operating line-item adjustment appendices will be provided.</p>
<p>Heavy engagement for finance and organization-wide staff</p>	<p>Lighter touch engagement for staff to inform the update memo (principal responsibility will rest with the Leadership Team, consisting of Directors and above, and not all staff). Only significant changes will be captured.</p>

Rationale

- Mid-year adjustments over the past four years have resulted in adjustments to the total budget that represents less than a 3% change to total budget:

FY	Total Adjusted Amount	Net Change (%)
19-20	\$379,000	0.3%
20-21	(\$444,045)	-0.4%
21-22	(\$2,616,050)	-2.3%
22-23	(\$1,126,398)	-1.1%

- Adherence to annual spending limit approved by the Board in June 2023
  - Any annual spending in excess of the established limit will be presented to the Board for approval
- Substantial board time and energy commitment to discuss the details yielding a less than 3% net change to the budget
- Org-wide engagement of the mid-year budget adjustment process usually occurs from October through January
- This timeline overlaps with our current revised Strategic Plan efforts, which includes the final refinements and approval of the plan, followed by strategic operationalization planning and socialization.
- The timeline also overlaps with the reassessment of board engagement touchpoints for 2024.

As outlined in the above bullet points, moving forward with the proposed streamlined mid-year process for FY23-24 will enable us to redirect our staff and board resources more effectively to promote other organization-wide efforts as we not only continue to perform our day-to-day responsibilities and annual business processes, but also navigate the planning and implementation of a new Strategic Plan.

The current mid-year policy indicates that

*The Executive Director has the authority to make budget adjustments between line items in First 5 LA's annual Operating Budget in an amount up to \$25,000 in the fiscal year. Any budget adjustment, including additions or removals of line items, of \$25,000 or more requires formal approval of the Board of Commissioners, and will be accompanied by a narrative detailing the change. Movement of funds between the Programmatic and Operating portions of the fiscal year Budget is not permitted without formal approval of the Board of Commissioners.*

The proposed streamlined approach will be an exemption to the policy noted above. The approach to the FY23-24 mid-year budget will provide the platform for transparency to highlight any significant modifications to First 5 LA's fiscal year budget in the memo to the Board without going into the minutia, particularly when shifts in line-item spending result in a cost neutral budget. In accordance with the standard process, the Executive Director will review the proposed adjustments to the FY23-24 Budget. In this streamlined approach, the Executive Director will also approve the adjustments, assuming adherence to the FY23-24 established spending limit, before the "Mid-Year Fiscal Update" memo is shared with the Board to receive and file.

### **Next Steps**

With approval of the streamlined approach to the FY23-24 mid-year revision process, Finance will work on providing feedback to staff regarding the streamlined mid-year revision process, which includes an outline of what will be required, by whom and when. We will also use the new Strategic Plan to revisit different business processes and may propose changes to their timing, frequency, or length.

## **FIRST 5 LA**

### **SUBJECT:**

Authorize First 5 LA to Receive Funds from the Los Angeles County Office of Education (LACOE) for the extension of the Quality Start Los Angeles (QSLA) Dual Language Learner (DLL) Communications Campaign, Approve Resolution #2023-04 and Authorize First 5 LA Staff to Execute an Agreement in the Anticipated Amount of up to \$2,000,000

### **RECOMMENDATION:**

The following recommendations are being presented as written information for the Board's consideration at the October 12, 2023, Board of Commissioners Meeting. First 5 LA staff recommends that at the November 9, 2023 Board of Commissioners meeting, the Board approve the following actions related to the Quality Start Los Angeles (QSLA) Dual Language Learner (DLL) Communications Campaign:

1. Approve a Budget Resolution # 2023-04 for receipt of funds in the amount of \$2,000,000 for one-time funding in the fiscal year 2023-2024, from Los Angeles County Office of Education (LACOE) to extend the QSLA Dual Language Learner (DLL) Communications Campaign.
2. Authorize the Executive Director, or Designee, to enter into an agreement with the Los Angeles County Office of Education (LACOE) upon approval from the Board at the November 9, 2023 commission meeting to receive funds for a period of eight months with an anticipated start date of November 9, 2023.
3. Authorize the Executive Director or Designee, on behalf of First 5 LA, to accept additional funding from LACOE and to enter into agreements with LACOE to receive funds should additional funding for the QSLA Dual Language Learner (DLL) Communications Campaign be provided.

### **BACKGROUND:**

In 2016, the First 5 California (F5CA) Commission made a significant statewide investment in identifying and expanding promising practices to support young dual language learners — children aged 5 and younger living in households where a language other than English is spoken. These children represent more than half of California's birth-to-5 population (UCLA Center for Health Policy Research, 2020), and thus are a critical focus for the early learning and care system. With the county-level allocated funding from F5CA, Quality Start Los Angeles (QSLA) — which is comprised of partners First 5 LA, LACOE, Child Care Alliance of LA (CCALA) and Child360 (no longer a partner) — launched the Dual Language Learner (DLL) Pilot Study Expansion in March of 2021. The specific objective of the QSLA DLL initiative is to help nurture multilingualism in L.A. County's young children by connecting with families and educators to create an environment where multilingual children feel safe and valued. To support this vision, in years one and two of the Pilot Study Expansion, QSLA partners developed a robust library of resources for parents and early educators to support multilingualism in the classroom and at home. A **key** strategy of the initiative was the development of a communications campaign to best support DLLs in early learning settings throughout the Los Angeles region. The intent of the campaign was to widely disseminate key messages about the benefits of bilingualism and the value of home language use and encourage families, programs, and communities to prioritize children's bilingual development.

QSLA partner Child 360 was originally contracted to develop and implement the DLL Communications campaign, however, due to their closure in 2022, First 5 LA's Office of Communications was asked to step in. Starting in early 2023, the First 5 LA Office of Communications, in partnership with QSLA and partner organizations, spearheaded the development of the campaign choosing to target families whose home language is Spanish or Chinese. The campaign launched in May of 2023 and completed in August 2023.

Campaign strategies included:

- Trusted Sources – More than 250 child care providers, home visitors and librarians shared multilingual brochures with the families that they serve to support a conversation about the importance of multilingualism and tips on how to reinforce dual language learning in the home.

- Paid Media– Through a mix of outdoor media (bus benches, convenience stores and billboards), paid ads in local print publications, radio and tv stations and their websites, and earned media, we were able to make 114,653,799 impressions on families where they live and work with key messages and links to resources.
- Social Media – with shared social media toolkits, other county partners were able to share key messages and links to resources with their networks

As a result of the successful implementation of the campaign, LACOE is seeking to fund an extension of campaign elements in FY 2023-2024. Funding comes from the extension of the FY22-23 California State Preschool Program (CSPP) Block Grant (BG) administered by the California Department of Education (CDE). The communication campaign is in close alignment with the CSPP BG's emphasis on integrating strategies that support educators in promoting culturally and linguistically effective strategies to engage families and support children's learning and development; as well as supporting multilingual families and affirming the home language in a diversity of program settings. Additionally, for one-time funding, the DLL communications campaign is ideal because it can be completed within a specific timeframe due to the existing assets that have already been created from the first phase of implementation.

Funds will be used to extend the campaign for a longer period time and expand its reach to more early educators and families with elements that have already been created such as outdoor convenience store posters, bus benches, and digital billboards with QR codes to drive traffic to the in-language and parent-focused sections of the QSLA website. Additional elements under consideration are bus backs and bus wraps.

**NEXT STEPS:**

Staff will return to the next scheduled Board of Commissioners meeting on November 9, 2023 to request approval of a budget resolution to accept receipt of funds in the amount of **\$2,000,000** for one-time funding in FY 2023-2024 from the Los Angeles County of Education (LACOE) to implement the QSLA Dual Language Learner (DLL) Communications Campaign and authorize the Executive Director, or Designee, to execute an agreement with LACOE to receive the anticipated funds.

# Sustainability Framework

## First 5 LA Role

### First 5 LA Sustainability Efforts toward Our Mission

#### Maximize First 5 LA Assets

#### Alternative Revenue Strategies

##### 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)

##### 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

**First 5 LA**

**SUBJECT:**

Review of and Public Hearing on the Proposed Strategic Plan

**BACKGROUND:**

First 5 LA is funded through the voter-enacted Proposition 10, which was designed to support decision making at the county level to ensure that the investments generated by the revenue address the diverse and unique needs of each county in California. To ensure accountability across the state, Proposition 10 requires certain annual procedures for each county commission as a condition for receiving Proposition 10 tobacco tax funds. Those procedural requirements include a public hearing held by the First 5 LA Board of Commissioners at least annually to review the strategic plan. The Proposition 10 legislation also requires that county commissions conduct a public hearing before a new strategic plan is adopted. During the October 2023 Board of Commissioners Meeting, Commissioners will preview the proposed new strategic plan and conduct a public hearing on the proposed plan, consistent with the Proposition 10 requirements.

**DISCUSSION:**

When First 5 LA started the process of reconsidering the strategic plan, we began with two important questions: 1) What has happened with children and families since the pandemic? 2) How do we maximize First 5 LA's resources to achieve results for children and families? With these questions in mind, we conducted a landscape analysis of the internal and external context in which we operate to help us better understand the current conditions of children and families and how First 5 LA can best contribute to meaningful results. Staff shared findings from the landscape analysis with Commissioners in June 2023.

Over the last several months, Commissioners and staff have been engaged in discussions to help shape the new strategic plan. We have been using the Results Based Accountability Framework to identify concrete goals, measurable, timebound objectives, and clear, meaningful strategies. Additionally, staff has developed draft vision, mission, and value statements to articulate First 5 LA's organizational identity and guide decision-making. The structure of the new strategic plan is presented in the table below. First 5 LA's strategic planning consultants will facilitate Commissioner discussion on these elements of the proposed new strategic plan in preparation for anticipated Board approval in November 2023.

**First 5 LA's New Strategic Plan Structure**

<b>Components</b>	<b>Definitions</b>
Vision	Aspirational statement of what we are striving for. This is aligned to Proposition 10.
Mission	Statement of our purpose, why we exist.
Values	Core principles that guide organizational culture, behaviors, and decisions.
Goals	What are we trying to accomplish? General aims to achieve vision and mission.
Objectives	How will we know we're making progress towards our goals? Specific and measurable targets.
Strategies	How will we achieve our objectives? Priority methods and resources.

**NEXT STEPS:**

At the November 2023 Board of Commissioners meeting, staff will seek Board action on the proposed new strategic plan.

# First 5 LA Strategic Plan:

## GOALS, OBJECTIVES, STRATEGIES, TACTICS

252

**First 5 LA Board Meeting**  
*Chrissie M. Castro & Associates*  
October 12, 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 - **GOST**  
(10/12)

**F5LA Board**  
Approval  
(11/9)

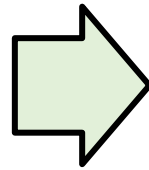
Document Analysis + Staff Interviews

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

**COMMUNITY ENGAGEMENT:** Inventory & Additional Points of Engagement

# AGENDA

**UPDATE:**  
GOST

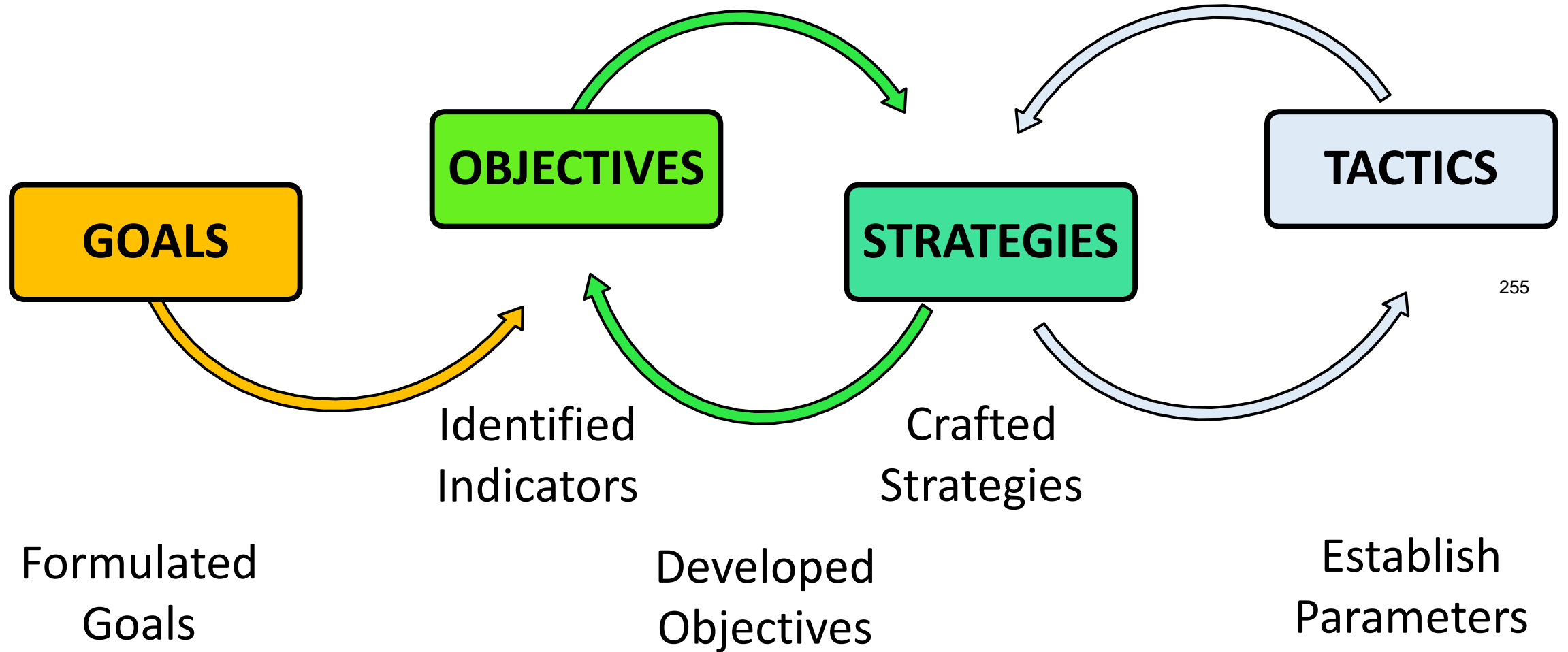


**DISCUSSION:**  
Strategies & Tactics  
(Parameters)



**CLOSING:**  
Next Steps & Reflections

# PLANNING: GOST



# UPDATE

256

## Goals & Objectives

# STRATEGIES: GOALS | TACTICS: OBJECTIVES

GENERAL

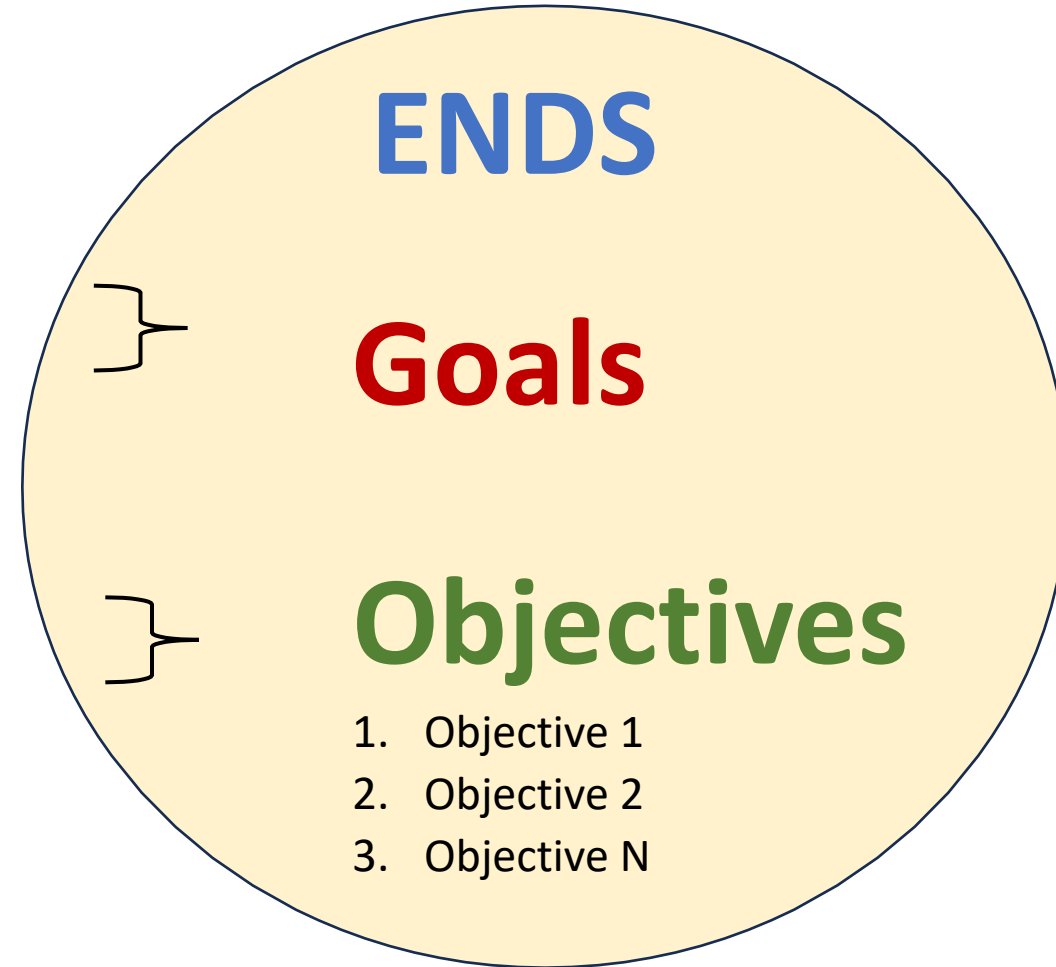
**MEANS**

**Strategies**

CONCRETE

**Tactics**

1. Campaigns/Projects/Initiatives
2. Campaigns/Projects/Initiatives
3. Campaigns/Projects/Initiatives



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 and environments.

### Goal 3

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

258

**SURVIVING** ←

→ **THRIVING**

**BASIC NEEDS:**

*Physiological and Safety*

**PSYCHOLOGICAL NEEDS:**

Esteem and Love & Belonging

**SELF-FULFILLMENT:**

Self-Actualization

# GOALS

1

Children prenatal to age 5 and their families have their basic needs met.

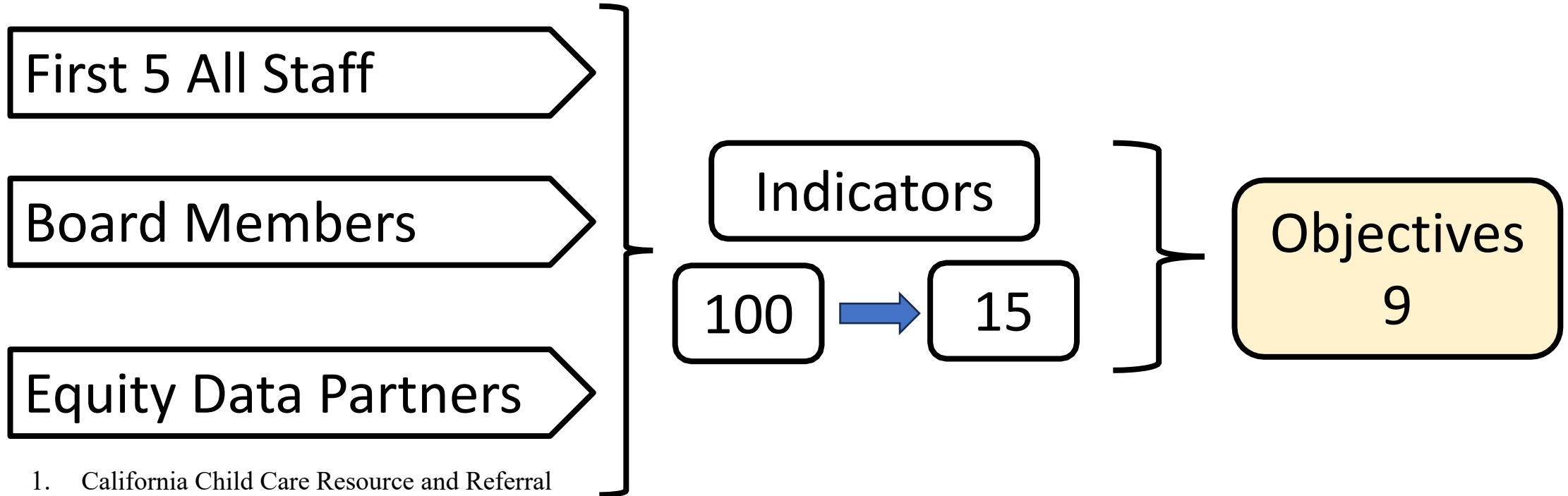
2

Children prenatal to age 5 have nurturing relationships and environments.

3

Children prenatal to age five have a solid foundation for well-being, success, and lifelong learning.

# OBJECTIVES



1. California Child Care Resource and Referral Network
2. Catalyst California
3. Center for the Study of Child Care Employment Child Trends
4. Child Trends
5. LA County CEO-Poverty Alleviation Initiative
6. USC Research Equity Institute

# SELECTION CRITERIA: INDICATORS

## The indicators as a collection:

Inclusionary criteria included:

- The indicator speaks to a need repeatedly expressed and/or deeply felt by communities.
- The indicator identifies a public system and calls for accountability for an outcome.
- The indicator tracks a population-level result.

Exclusionary criteria included:

- The indicator does not perpetuate bias by inordinately placing the onus on individuals, families, and communities for the outcome. The indicator, by itself, likely absolves a public system for its role and responsibility in the outcome.

*For example, the indicator 'Annual % of children ages 2-5 in LA County with a Body Mass Index that falls within a healthy weight range' may suggest that the fault for not reaching this condition lies primarily on families and children, while simultaneously ignoring the impact of the lack of open spaces and places with accessible nutritious food.*

<b>Goal 1</b>	Children prenatal to age 5 and their families have their basic needs met.
<b>Objectives</b>	<ol style="list-style-type: none"><li data-bbox="514 416 2466 568">1. <b>REDUCE</b> the annual number of deaths of children under 1 year old per 1,000 live births in LA County by the end 2028.</li><li data-bbox="514 682 2349 833">2. <b>REDUCE</b> the annual % of children birth through age 5 in LA County living in poverty by the end 2028.</li><li data-bbox="514 948 2461 1185">3. <b>REDUCE</b> the annual % of households with children birth through age 5 in LA County who experience housing insecurity by the end 2028.</li></ol>

<b>Goal 2</b>	Children prenatal to age 5 have nurturing relationships and environments.
---------------	---

- |                   |  |
|-------------------|--|
| <b>Objectives</b> | <ol style="list-style-type: none"><li><b>1. INCREASE</b> the annual % of expecting and/or new mothers displaying signs/symptoms of prenatal or postpartum depression who receive supports/services to support a mother's relationship/attachment with a newly born child by 2028.</li><li><b>2. INCREASE</b> the annual % of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods by 2028.</li><li><b>3. INCREASE</b> the annual % of households with children birth through age 5 in LA County that have access to parks and open space by 2028.</li></ol> |
|-------------------|--|

<b>Goal 3</b>	Children prenatal to age five have a solid foundation for well-being, success, and lifelong learning.
<b>Objectives</b>	<ol style="list-style-type: none"><li data-bbox="540 329 2484 615">1. <b>INCREASE</b> the annual % of children birth through age 5 in LA County who have access to early care and education in a mixed-delivery system by 2028.</li><li data-bbox="540 615 2484 943">2. <b>INCREASE</b> the annual % of children birth through age 5 in LA County with a developmental delay participating in early <sup>264</sup> intervention programs by 2028.</li><li data-bbox="540 943 2484 1343">3. <b>INCREASE</b> the annual % of children birth through age 5 in LA County receiving culturally affirming services and supports by 2028.</li></ol>

# TODAY'S TASK

Generate **feedback** on the STRATEGIES and draft parameters for the Tactics.

Part 1

Strategies



Part 2

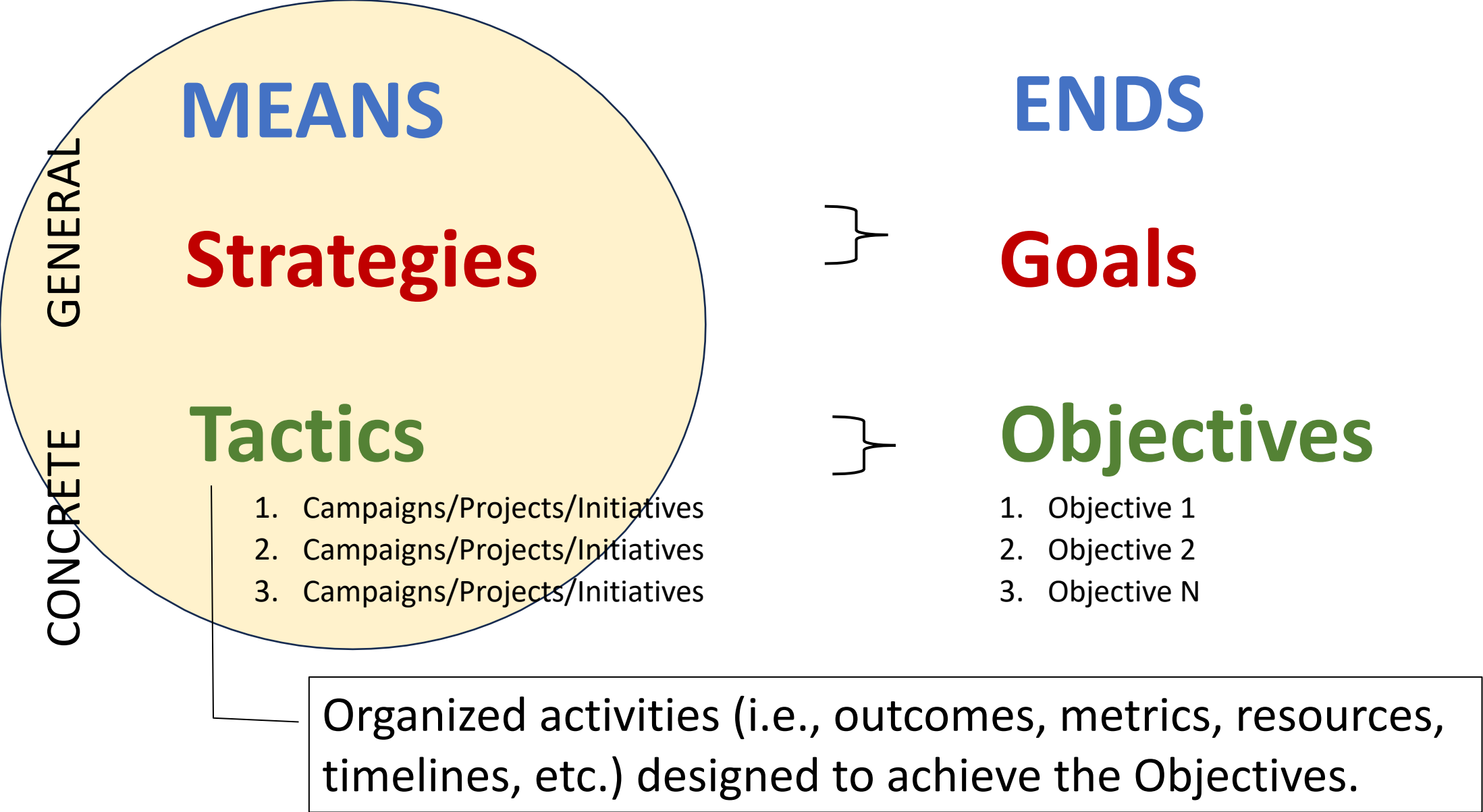
Tactics



Part 3

Next Steps

# STRATEGIES: GOALS | TACTICS: OBJECTIVES



# STRATEGIES

1. Catalyze public policies efforts at the local, state, and federal levels that prioritize the needs of families with children prenatal to age five.
2. Collaborate with partners to strengthen public systems, services, and supports for children prenatal to age five and their families.
3. Partner with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age five and their families.

# GOALS

1

2

267

3

# FEEDBACK & INPUT

Task: Generate **feedback** on the STRATEGIES.

1. What do you like?
2. What questions do you have?
3. What suggestions do you have?

# TODAY'S TASK

Generate **feedback** on the STRATEGIES and draft parameters for the Tactics.

Part 1

Strategies



Part 2

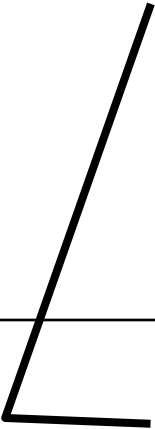
Tactics



Part 3

Next Steps

<b>Goal 3</b>	Children prenatal to age five have a solid foundation for well-being, success, and lifelong learning
<b>Objectives</b>	<ol style="list-style-type: none"><li>1. Increase the annual % of children birth through age 5 in LA County who have access to early care and education in a mixed-delivery system.</li><li>2. Increase the annual % of children birth through age 5 in LA County with a developmental delay participating in early intervention programs.</li><li>3. Increase the annual % of children birth through age 5 in LA County receiving culturally affirming services and supports.</li></ol>



What **TACTICS** (i.e., organized activities) can help F5 achieve this Objective? <sup>270</sup>

What **PARAMETERS** (i.e., guardrails or criteria) will F5 use to select **TACTICS**?

**NOTE:** Tactics stem from **STRATEGIES**.

# UNIVERSAL PARAMETERS – for all strategies

Parameters	Questions
Alignment and Potential Impact	<ol style="list-style-type: none"> <li>1. Does the tactic address at least one of First 5 LA’s Goals <u>and</u> Objectives?</li> <li>2. Does the tactic operationalize at least one of the First 5 LA’s Strategies?</li> <li>3. Does the tactic contain performance measures (i.e., outcomes, outputs, metrics, etc.) that demonstrate a high potential to impact at least one of First 5 LA’s Objectives?</li> <li>4. Is there strong alignment between this tactic and the other tactics addressing First 5 LA’s Goals and Objectives?</li> </ol>
Equity-Driven Planning Process	<ol style="list-style-type: none"> <li>1. Does the tactic involve racialized groups and/or other marginalized communities intending to narrow equity gaps for children prenatal to five and their families <u>and</u> to build greater decision-making power?</li> <li>2. Is the tactic developed through an analysis of disaggregated data (e.g., age, ‘race,’ income, etc.) and analysis of problem’s systemic causes? <span style="float: right;">271</span></li> <li>3. Does the tactic address a problem deeply and extensively felt by community members?</li> <li>4. Is there strong support (or high potential) from critical stakeholders for this tactic?</li> </ol>
Cost-Benefit and Sustainability	<p>Does this tactic generate greater benefits and/or a larger scale of impact than other options for a similar cost?</p> <p>Does the tactic include a plan that demonstrates how the policy and/or systems change (i.e., administrative policies, practices, mental models, etc.) will be sustained through multiple funding sources and within specific timelines?</p> <p>Does the tactic include a plan that specifies the information, criteria, and timeframes to determine whether First 5 LA should continue funding the tactic?</p> <p>Does the tactic include an analysis of the amount of staff time and other costs to the organization?</p>

# SPECIFIC PARAMETERS – for each strategy

Parameters	Questions
Strategy 1: Catalyze public policy efforts at the local, state, and federal levels that prioritize the needs of families with children prenatal to age five.	<ol style="list-style-type: none"><li>1. Does the tactic focus on legislation, regulatory rules, and/or policy implementation?</li><li>2. Is the implementation of the public policy feasible at the local level?</li><li>3. Does the public policy aim to draw down federal and state funds to the local level?</li><li>4. Does the tactic have high potential to gain support from policy makers?</li></ol>
Strategy 2: Collaborate with partners to strengthen public systems, services, and supports for children prenatal to age five and their families.	<ol style="list-style-type: none"><li>1. Does the tactic target at least one specific public system?</li><li>2. Does the tactic name a concrete set of administrative policies, procedures, and/or practices that need to shift?</li><li>3. Does the tactic indicate how the shift in administrative policies, procedures, and/or practices will achieve specific gains (e.g., increased resource allocation, greater eligibility, improved quality, etc.)?</li><li>4. If the tactic involves funding a direct service, is there an explanation of how the direct service will generate shifts in policies, procedures, and/or practices within at least one specific public system?</li></ol>

# SPECIFIC PARAMETERS – for each strategy

Parameters	Questions
<p>Strategy 3: Partner with communities to grow a social movement that deepens the public's commitment to the well-being of children prenatal to age five.</p>	<ol style="list-style-type: none"><li>1. Does the tactic foster greater parent/caregiver, resident, and community stakeholder ownership of a shared vision for the well-being of children prenatal to age five? (For example, does the tactic align with community-identified priorities, center the lived experiences of parents/caregivers and residents, strengthen their leadership skills and technical knowledge, provide concrete opportunities to shape tactic?)</li><li>2. Does the tactic connect the parents/caregivers, residents, and local organizations to institutions with more resources (i.e., public agencies, corporate partners, chambers of commerce, nonprofit organizations, etc.) advancing a vision for the well-being of children prenatal to age five?</li><li>3. Does the tactic enable a community-specific (or local) network to connect with network operating at a county, state, and/or federal scale that seeks to deepen the public's commitment to children prenatal to age five?</li><li>4. Does the tactic produce a physical, social, political, and/or economic infrastructure for the community that increases its control and access to resources that advance the well-being of children prenatal to age 5?</li></ol>

# CLOSING & NEXT STEPS

# FEEDBACK & INPUT

Task: Generate **feedback** on the draft parameters for the Tactics.

1. What do you like?
2. What questions do you have?
3. What suggestions do you have?

# 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 - **GOST**  
(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

**PURPOSE AND BACKGROUND:**

This memo presents First 5 LA’s (F5LA) staff’s proposed Goals, Objectives, and Strategies for its strategic plan and draft parameters for future Tactics.

Using Results-Based Accountability (RBA) to define key terms, Goals and Objectives are conceptualized as the ‘ends’ and Strategies and Tactics as the ‘means’ to achieve the strategic plan’s Goals and Objectives. More specifically:

<p>First 5 LA’s Goals and Objectives are <u>ends</u> (i.e., desired results).</p>	<ul style="list-style-type: none"> <li>• A Goal is a <u>general</u> statement that expresses a desired condition of well-being for all children prenatal to age 5 in LA County.</li> <li>• An Objective is a more <u>concrete</u> statement that articulates a measurable level of desired change.</li> </ul>
<p>First 5 LA’s Strategies and Tactics are <u>means</u> to achieve the desired results.</p>	<ul style="list-style-type: none"> <li>• A Strategy is a <u>general</u> statement that articulates how First 5 LA aims to achieve its Goals.</li> <li>• Tactics are <u>concrete</u> organized activities (e.g., projects, programs, and/or initiatives, etc.) that seek to achieve one or more Objectives. Tactics contain performance measures, such as outcome, output, metrics, and timelines.</li> </ul>

The first section presents the draft Goals and explains how an initial set of indicators were vetted, prioritized, and turned into more concrete Objectives. The second section describes the three recommended Strategies to achieve F5LA’s Goals and Objectives, followed by a suggested list of parameters to guide the selection of Tactics for the implementation phase.

**DRAFT GOALS AND OBJECTIVES:**

To enable all children prenatal to age five in Los Angeles County to reach their full developmental potential, F5LA staff propose three Goals that span a continuum addressing children’s basic needs (physiological and safety), psychological needs (esteem, love, and belonging), and self-fulfillment needs (self-actualization).<sup>1</sup>

The Goals are:

1. Children prenatal to age five and their families have their basic needs met.
2. Children prenatal to age five have nurturing relationships and environments.
3. Children prenatal to age five have a solid foundation for well-being, lifelong learning and success.

Developing Objectives for each of these Goals starts by selecting specific indicators to serve as the basis for establishing measurable statements of desired change. To this end, F5LA staff identified 15 potential indicators from a review of over 100 indicators included in LA County’s Countywide Prevention Metrics and F5LA’s Impact Framework, Landscape Analyses, Best Start Data Narrative, and a list of indicators from a F5LA All Staff input session. Criteria for this initial selection of 15 indicators included such factors as relevance to the Goal, nexus with the environmental opportunities identified by the F5LA Board on 7/13/23, and reliability, validity, and data collection frequency, among others.

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<sup>1</sup> This ‘Full Developmental Potential Continuum’ follows Abraham Maslow’s Hierarchy of Needs.

Item 11  
Attachment

These 15 indicators were subsequently vetted through one-on-one conversations with F5LA Board members and through a session with Equity Data Partners<sup>2</sup> who has extensive expertise and background of using critical metrics to drive equity-based, systemic change for children and families, particularly for racialized groups. This vetting process crystallized specific criteria to prioritize a collection of indicators for each Goal.

Inclusionary criteria included:

- The indicator speaks to a need repeatedly expressed and/or deeply felt by communities.
- The indicator identifies a public system and calls for accountability for an outcome.
- The indicator tracks a population-level result.

Exclusionary criteria included:

- The indicator does not perpetuate bias by inordinately placing the onus on individuals, families, and communities for the outcome. The indicator, by itself, likely absolves a public system for its role and responsibility in the outcome.<sup>3</sup>

These inclusionary and exclusionary criteria were applied to the 15 original indicators, in addition to those indicators shared by the Equity Data Partners and F5LA Board members. Importantly, indicators that were not prioritized through this vetting process can still be tracked and used for analysis, learning, and accountability.

The selected indicators were turned into initial Objectives that express a direction of change (e.g., increase or decrease) within a five-year time horizon (by end of 2028). It is important to note that Objectives will be achieved in partnership with others, not only by First 5 LA. Objectives help measure impacts on our target population. Further, All Objectives and desired change include explicit recognition of historical racism and impacts of biases.

Based on an analyses of information received thus far, a five-year time horizon for the strategic plan is recommended. This timeframe enables F5LA to implement Tactics, assess their performance, and report on changes and lessons through F5LA’s annual reports.

The proposed Objectives for each Goal include the following:

Goal 1	Children prenatal to age 5 and their families have their basic needs met.
Objectives	<ol style="list-style-type: none"> <li>1. Reduce the annual number of deaths of children under 1 year old per 1,000 live births in LA County by the end 2028.</li> <li>2. Reduce the annual % of children birth through age 5 in LA County living in extreme poverty by the end 2028.</li> <li>3. Reduce the annual % of households with children birth through age 5 in LA County who experience housing insecurity by the end 2028.</li> </ol>
Goal 2	Children prenatal to age 5 have nurturing relationships and environments.

<sup>2</sup> Equity Data Partners include California Child Care Resource and Referral Network, Catalyst California, Center for the Study of Child Care Employment, Child Trends, LA County CEO-Poverty Alleviation Initiative , and the USC Research Equity Institute.

<sup>3</sup> For example, the indicator ‘Annual % of children ages 2-5 in LA County with a Body Mass Index that falls within a healthy weight range’ may suggest that the fault for not reaching this condition lies primarily on families and children, while simultaneously ignoring the impact of the lack of open spaces and places with accessible nutritious food.

Item 11  
Attachment

Objectives	<ol style="list-style-type: none"> <li>1. Increase the annual % of expecting and/or new mothers displaying signs/symptoms of prenatal or postpartum depression who receive supports/services to support a mother’s relationship/attachment with a newly born child by 2028.</li> <li>2. Increase the annual % of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods by 2028.</li> <li>3. Increase the annual % of households with children birth through age 5 in LA County that have access to parks and open space by 2028.</li> </ol>
Goal 3	Children prenatal to age five have a solid foundation for well-being, success, and lifelong learning.
Objectives	<ol style="list-style-type: none"> <li>1. Increase the annual % of children birth through age 5 in LA County who have access to early care and education in a mixed-delivery system by 2028.</li> <li>2. Increase the annual % of children birth through age 5 in LA County with a developmental delay participating in early intervention programs by 2028.</li> <li>3. Increase the annual % of children birth through age 5 in LA County receiving culturally affirming services and supports by 2028.</li> </ol>

After the Board provides input on the Objectives, F5LA staff will conduct additional data analysis to articulate the scale of change for each Objective: How big should the increase or decrease be over the course of five years for each Objective? In addition, F5LA staff will develop a framework to measure the Objectives in a meaningful way. For example, F5LA could identify the top 15 places—whether cities, zip codes, Census Tracts, or other geographical units—with the lowest rate of access to open space across the County for children prenatal to five and use these geographical units to measure change over time (rather than use the entire County to gauge change over time). For indicators that target communities (versus places), F5LA will explore using a Targeted Universalism approach that enables the agency to track changes in disparities among different populations over the five-year time horizon for the Objective.

**RECOMMENDED STRATEGIES AND TACTICS:**

Based on Board input, various landscape analyses, First 5 LA all staff input sessions, and feedback from the Community Engagement sessions<sup>4</sup>, F5LA staff recommend three Strategies that focus on public policies, public systems, and community engagement to achieve F5LA’s Goals and Objectives. The proposed Strategies are:

1. Catalyze public policy efforts at the local, state, and federal levels that prioritize the needs of families with children prenatal to age five.
2. Collaborate with partners to strengthen public systems, services, and supports for children prenatal to age five and their families.
3. Partner with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age five and their families.

The First 5 LA Board is responsible for finalizing approval of Goals, Objectives, and Strategies and parameters for Tactics. (GOST).

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<sup>4</sup> External Community Engagement sessions were held on Monday, September 18, and Friday, September 22.

Item 11  
Attachment

During the October 12, 2023 Board Meeting, the Board of Commission will provide input to finalize parameters for Tactics to guide F5LA future investments. Tactics are organized activities (i.e., projects, programs, and/or initiatives, et cetera) designed to impact at least one Objective(s) over the span of a specific amount of time. Tactics contain performance measures (i.e., specific outcomes, outputs, metrics, timelines, resources, etc.) that are linked to the targeted Objective.

Once the new strategic plan is approved, F5LA staff will select Tactics using two types of ‘parameters’. The first type includes universal parameters that apply to all existing or proposed Tactics.

Universal Parameters – For All Tactics	
Alignment to GOS and Impact Potential	<ol style="list-style-type: none"> <li>1. Does the tactic address at least one of First 5 LA’s Goals <u>and</u> Objectives?</li> <li>2. Does the tactic operationalize at least one of the First 5 LA’s Strategies?</li> <li>3. Does the tactic contain performance measures (i.e., outcomes, outputs, metrics, etc.) that demonstrate a high potential to impact at least one of First 5 LA’s Objectives?</li> <li>4. Is there strong alignment between this tactic and the other tactics addressing First 5 LA’s Goals and Objectives?</li> </ol>
Equity-Driven Planning Process	<ol style="list-style-type: none"> <li>1. Does the tactic involve racialized groups and/or other marginalized communities intending to narrow equity gaps for children prenatal to five and their families <u>and</u> to build greater decision-making power?</li> <li>2. Is the tactic developed through an analysis of disaggregated data (e.g., age, ‘race,’ income, etc.) and analysis of problem’s systemic causes?</li> <li>3. Does the tactic address a problem deeply and extensively felt by community members?</li> <li>4. Is there strong support (or high potential) from critical stakeholders for this tactic?</li> </ol>
Cost-Benefit and Sustainability	<ol style="list-style-type: none"> <li>1. Does this tactic generate greater benefits and/or a larger scale of impact than other options for a similar cost?</li> <li>2. Does the tactic include a plan that demonstrates how the policy and/or systems change (i.e., administrative policies, practices, mental models, etc.) will be sustained through multiple funding sources and within specific timelines?</li> <li>3. Does the tactic include a plan that specifies the information, criteria, and timeframes to determine whether First 5 LA should continue funding the tactic?</li> <li>4. Does the tactic include an analysis of the amount of staff time and other costs to the organization?</li> </ol>

The second type of parameters are specific to each Strategy.

Strategy-Specific Parameters	
Strategy 1: Catalyze public policy efforts at the local, state, and federal levels that prioritize the needs of families with children prenatal to age five.	<ol style="list-style-type: none"> <li>1. Does the tactic focus on legislation, regulatory rules, and/or policy implementation?</li> <li>2. Is the implementation of the public policy feasible at the local level?</li> <li>3. Does the public policy aim to draw down federal and state funds to the local level?</li> <li>4. Does the tactic have high potential to gain support from policy makers?</li> </ol>

Item 11  
Attachment

<p>Strategy 2: Collaborate with partners to strengthen public systems, services, and supports for children prenatal to age five and their families.</p>	<ol style="list-style-type: none"> <li>1. Does the tactic target at least one specific public system?</li> <li>2. Does the tactic name a concrete set of administrative policies, procedures, and/or practices that need to shift?</li> <li>3. Does the tactic indicate how the shift in administrative policies, procedures, and/or practices will achieve specific gains (e.g., increased resource allocation, greater eligibility, improved quality, etc.)?</li> <li>4. If the tactic involves funding a direct service, is there an explanation of how the direct service will generate shifts in policies, procedures, and/or practices within at least one specific public system?</li> </ol>
<p>Strategy 3: Partner with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age five and their families.</p>	<ol style="list-style-type: none"> <li>1. Does the tactic foster greater parent/caregiver, resident, and community stakeholder ownership of a shared vision for the well-being of children prenatal to age five? (For example, does the tactic align with community-identified priorities, center the lived experiences of parents/caregivers and residents, strengthen their leadership skills and technical knowledge, provide concrete opportunities to shape tactic?)</li> <li>2. Does the tactic connect the parents/caregivers, residents, and local organizations to institutions with more resources (i.e., public agencies, corporate partners, chambers of commerce, nonprofit organizations, etc.) advancing a vision for the well-being of children prenatal to age five?</li> <li>3. Does the tactic enable a community-specific (or local) network to connect with network operating at a county, state, and/or federal scale that seeks to deepen the public's commitment to children prenatal to age five?</li> <li>4. Does the tactic produce a physical, social, political, and/or economic infrastructure for the community that increases its control and access to resources that advance the well-being of children prenatal to age 5?</li> </ol>

The universal and strategy-specific parameters will help F5LA calibrate its investments commensurate with its current and future revenues. First, the parameters prioritize Tactics that advance F5LA's Goals and Objectives and its public-policy and public-systems change Strategies. Second, the parameters entail a cost-benefit/sustainability analysis of all Tactics on the front end, versus permanent funding without specific performance measures. Moreover, the rubrics for the universal and strategy-specific parameters will help F5LA prioritize Tactics from among a range of options, as revenues continue to decline.

# Vision, Mission and Values

October 12, 2023



# Vision

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**Every child is born healthy  
and thrives in a nurturing,  
safe and loving community.**

283

# Mission

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**We advocate for children and their families, amplify community voice, and partner for collective impact so that every child in Los Angeles County reaches their full developmental potential throughout the critical years of prenatal to 5.**

284

# Values

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**Impact:** We remain curious, open to new ideas, adapt to improve, and are unwavering in our pursuit of lasting results for young children and their families.

285

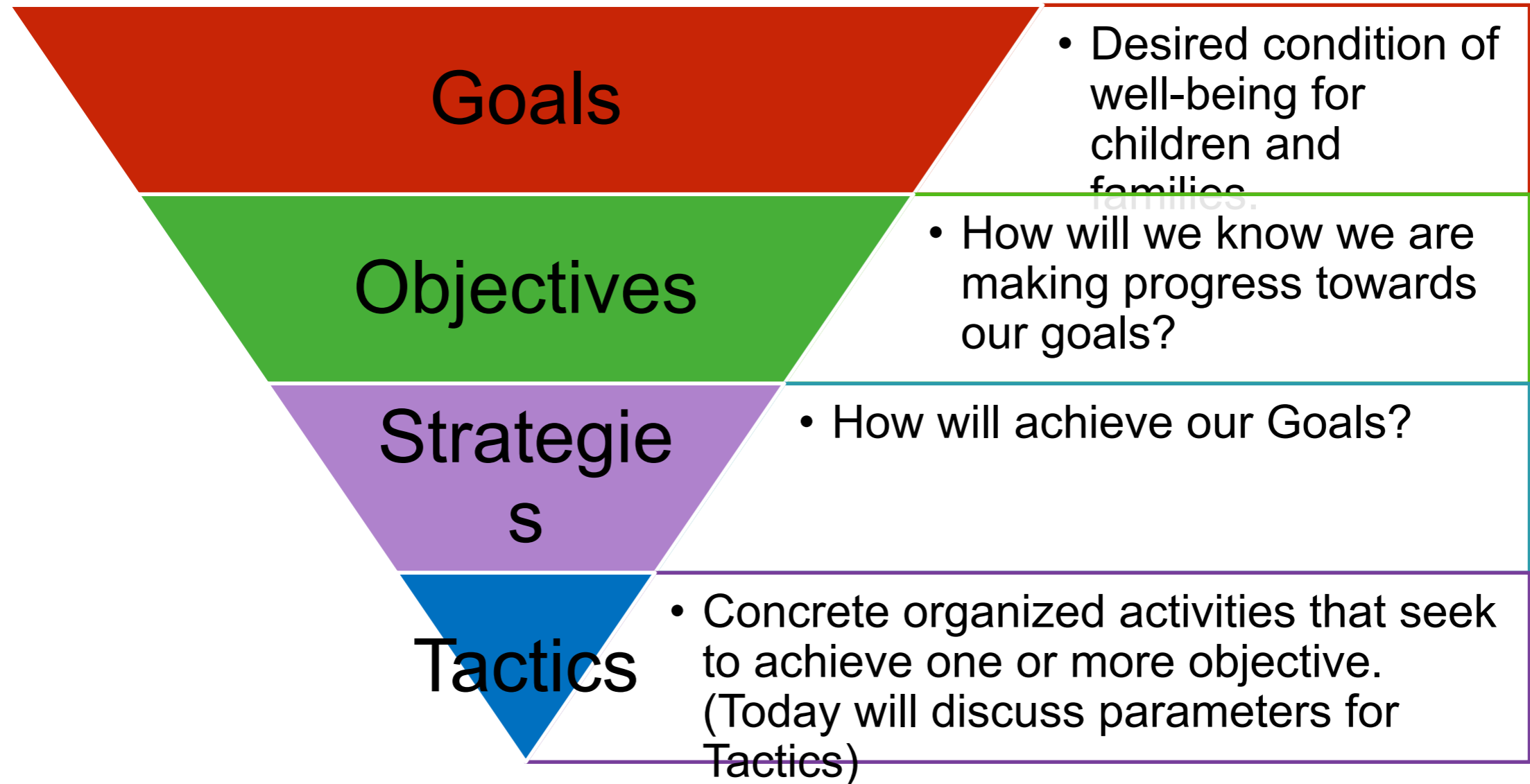
**Equity:** We honor the wisdom of our communities, recognizing that their assets hold the key to dismantling systemic barriers and forging a path to racial justice, as we champion the cause of equality for all.

**Partnership:** We inspire collective action built on trusting relationships, diverse perspectives, humility, and mutual respect.

**Integrity:** We are accountable for results, ensure public resources serve children and families and are proud of the how of our actions.

# GOST Framework – New Strategic Plan

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286