

# AGENDA

## MEETING OF THE BOARD OF COMMISSIONERS

Chair: Holly J. Mitchell

Thursday, November 9, 2023

1:30 PM – 4:30 PM

### Meeting Location:

First 5 LA

750 N. Alameda Street

Los Angeles, CA 90012

1. **ACTION**  
Call to Order / Roll Call
2. **ACTION**  
AB 2449 Request(s) to Participate Remotely Due to Emergency Circumstances and Notice(s) of Remote Participation for Just Cause
3. **ACTION**  
**Consent**
  - A. Approve Special Commission Meeting Summary Action Minutes and Transcript – October 12, 2023 3
  - B. Approve the Monthly Financial Statements Month Ending September 30, 2023 111
  - C. Contracts: Approve Two (2) Renewals and Authorize Staff to Complete Final Execution of the Agreements Upon Approval from the Board 117
  - D. 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 \$2,000,000 120
  - E. Approve Streamlining Mid-year Budget Process 123
4. **INFORMATION** 126  
Remarks by the Commission Chair of the Board
  - 2024 Board Calendar

#### COMMISSIONERS

Los Angeles County Supervisor

Holly J. Mitchell

*Chair*

Brandon Nichols

*Vice Chair*

Judy Abdo

Robert Byrd, Psy.D

Astrid Heger, M.D.

Yvette Martinez

Summer McBride

Maricela Ramirez

Carol Sigala

#### EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,

M.P.H., M.Ed.

Jacquelyn McCroskey, DSW

Deanne Tilton

#### EXECUTIVE DIRECTOR

Karla Pleitéz Howell

#### EXECUTIVE VICE PRESIDENT

John A. Wagner

#### A PUBLIC ENTITY

- 5.
- 6. **INFORMATION** 127  
Executive Director's Report
- 7. Approve 2024 Policy Agenda 131
- 8. **ACTION** 140  
**PUBLIC HEARING**  
Adopt Resolution 2023-05, Approving First 5 LA’s Strategic Plan 2024-2029 and Confirming the Intended Purposes and Constraints Placed on Funds in the “Assigned” Fund Balance.

**Presenters: Chrissie M. Castro, Chrissie M. Castro & Associates; Rigoberto Rodriguez, Chrissie M. Castro & Associates; and Jenny Kern, Managing Senior Vice President, Spitfire**

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



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## SUMMARY ACTION MINUTES

FIRST 5 LA  
October 12, 2023  
Meeting of the Board of Commissioners  
Hybrid of In-Person and Virtual  
1:30-4:30 pm

### COMMISSIONER PRESENT

#### **Commissioners:**

Robert Byrd [Excused]  
Alma Cortes  
Astrid Heger  
Yvette Martinez  
Summer McBride  
Holly Mitchell (Chair)  
Brandon Nichols (Vice Chair) (VIRTUAL)  
Maricela Ramirez

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

Alejandra Albarran Moses  
Deborah Allen  
Jacquelyn McCroskey  
Deanne Tilton Durfee

### COMMISSIONERS ABSENT:

Barbara Ferrer [Excused]  
Carol Sigala [Excused]

### STAFF PRESENT:

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

### GENERAL COUNSEL:

Serita Young, Attorney-at-Law

### CALL TO ORDER / ROLL CALL:

1. Commission Chair Holly Mitchell called the meeting to order at 1:34 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 Nichols joined the meeting virtually under AB 2449 under just cause. Legal Counsel made the clarification that the Board does not have to approve their remote participation for just cause.
3. **Report out on Closed Session of the Board of Commissioners – October 12, 2023**  
  
There were no reportable actions from the closed session of the full Board.
4. **CONSENT**
  - A. **Approve Special Commission Meeting Summary Action Minutes and Transcript – September 14, 2023**
  - B. **Approve the Monthly Financial Statements Months Ending July 31, 2023 through August 31, 2023**
  - 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**
  - 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**

## SUMMARY ACTION MINUTES

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

Roll Call:

Robert Byrd – Aye  
Alma Cortes – Aye  
Astrid Heger – Aye  
Yvette Martinez – Aye  
Summer McBride – Aye  
Holly Mitchell – Aye  
Brnadon Nichols – Aye  
Maricela Ramirez – Aye  
Carol Sigala – Aye

### THE ITEMS WERE APPROVED

**COMMISSION: (Items 5 – 13)**

**5. Remarks by the Commission Chair**

Remarks were given by Supervisor Holly Mitchell.

**6. Executive Director's Report**

A report out was given by Karla Pleitez Howell.

**7. Approve Draft of the Annual Comprehensive Financial Report Including the Independent Auditor's Report for the Fiscal Year ending June 30, 2023**

**M/S (Holly Mitchell/Robert Byrd)**

Roll Call:

Robert Byrd – Aye  
Alma Cortes – Aye  
Astrid Heger – Aye  
Yvette Martinez – Aye  
Summer McBride – Aye  
Holly Mitchell – Aye  
Brnadon Nichols – Aye  
Maricela Ramirez – Aye  
Carol Sigala – Aye

### THE ITEMS WERE APPROVED

There is no further discussion on this item.

**8. Approval to Submit First 5 LA Annual Report to First 5 CA**

**M/S (Yvette Martinez/Astrid Heger)**

Roll Call:

Robert Byrd – Aye

## SUMMARY ACTION MINUTES

Alma Cortes – Aye  
Astrid Heger – Aye  
Yvette Martinez – Aye  
Summer McBride – Aye  
Holly Mitchell – Aye  
Brnadon Nichols – Aye  
Maricela Ramirez – Aye  
Carol Sigala – Aye

### THE ITEMS WERE APPROVED

There is no further discussion on this item.

#### 9. Streamlining Mid-year Budget Process

Staff member Daisy L. briefly presented on the approach they plan to take, regarding the midyear budget process. It will be similar to past years. Staff are requesting the Board to consider approving at the November Board meeting, 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. The request includes a receipt and file and approved authorization for 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).

This item will go for action on consent at the November Board meeting.

There is no further discussion on this item.

#### 10. 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

First 5 LA staff Gina R. recommended 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

## SUMMARY ACTION MINUTES

additional funding for the QSLA Dual Language Learner (DLL) Communications Campaign be provided.

There is no further discussion on this item.

### 11. **Review of and Public Hearing on the Proposed Strategic Plan**

First 5 LA consultants Rigo and Chrissie presented the final draft of First 5 LA's strategic plan, that incorporated Commissioner, staff, and community members' feedback.

As context, they reminded Commissioners that over the last several months, there have been several discussions that took place to help with Commissioners, staff and community members shape the new strategic plan. Staff also developed a draft vision, mission, and value statement to articulate First 5 LA's organizational identity and guide decision-making.

Chrissie and Rigo facilitated Commissioner discussion on these elements of the proposed new strategic plan in preparation for anticipated Board approval in November 2023.

There is no further discussion on this item.

### 12. **Public Comment:**

Public comments were provided and received and filed.

### **ADJOURNMENT:**

The Commission adjourned at 4:16 pm.

### **NEXT MEETING:**

The next Commission meeting will take place on Thursday, November 9, 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, October 12, 2023  
750 North Alameda Street, First Floor  
Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 Thursday, October 12, 2023; Los Angeles, California

2 -oOo-

3 SUPERVISOR MITCHELL: Let's go ahead and call the  
4 meeting to order. For this meeting, we have received a  
5 request from -- teleconference pursuant to AB2449's just  
6 cause due to travel while on official business for the  
7 California Welfare Directors Association.

8 Mr. Vice Chair, please confirm that you are  
9 teleconferencing pursuant to AB2449 for just cause due to  
10 travel while on official business with the California  
11 Welfare Directors Association.

12 COMMISSIONER NICHOLS: Yes. Yes, Madam Chair, I  
13 can confirm that. Thank you.

14 SUPERVISOR MITCHELL: Thank you very much.

15 MS. VO: And, Madam Chair, if I may add,  
16 Commissioner Nichols, can you also confirm that you  
17 haven't joined a meeting virtually under AB2449 more than  
18 twice for the calendar year.

19 COMMISSIONER NICHOLS: I can also confirm that.  
20 Thank you.

21 MS. VO: Thank you so much.

22 SUPERVISOR MITCHELL: Thank you. We're not  
23 required to ask if he's alone with anyone 18 or over in  
24 the room? That's some other committee I'm on.

25 COMMISSIONER NICHOLS: It's just me.

1 SUPERVISOR MITCHELL: Okay. And for the record  
2 again, I hate AB2449.

3 MS. VO: Duly noted.

4 SUPERVISOR MITCHELL: I make counsel nervous, but  
5 you're not the only counsel I make nervous; so you have  
6 company.

7 MS. VO: And, Madam Chair, if I may for the  
8 record too, if we may go back I'm going to do the roll  
9 call so we can have that for the record.

10 SUPERVISOR MITCHELL: Please call the roll.

11 MS. VO: Thank you. Robert Byrd?

12 COMMISSIONER BYRD: Here.

13 MS. VO: Alma Cortes?

14 Astrid Heger?

15 COMMISSIONER HEGER: Here.

16 MS. VO: Yvette Martinez?

17 COMMISSIONER MARTINEZ: Here.

18 MS. VO: Summer McBride?

19 COMMISSIONER McBRIDE: Here.

20 MS. VO: Brandon Nichols?

21 COMMISSIONER NICHOLS: Here.

22 MS. VO: Marcella Ramirez?

23 COMMISSIONER RAMIREZ: Here.

24 MS. VO: Carol Sigala?

25 Deborah Allen?

1 Deanne Tilton Durfee?

2 Jacqueline McCroskey?

3 Alejandra Albarran Moses?

4 COMMISSIONER ALBARRAN MOSES: Here.

5 MS. VO: And Holly Mitchell?

6 SUPERVISOR MITCHELL: Present.

7 MS. VO: Quorum is present.

8 SUPERVISOR MITCHELL: Thank you very much.

9 You know, I don't hate AB2449 because it allows  
10 us to participate remotely. But, you know, it's so  
11 prescriptive. Geez Louise.

12 So just for the record to be completely accurate,  
13 it could be better.

14 All right. Let's move on to our report out on  
15 the closed session of the Executive Committee for October  
16 12, 2023.

17 ATTORNEY YOUNG: Yes, Madam Chair. So earlier  
18 this afternoon, the Board had a closed session (inaudible)  
19 real property negotiations. The Board engaged in  
20 discussion, but there was no reportable action.

21 SUPERVISOR MITCHELL: Ms. Young, I thank you  
22 very, very much for that. We're going to move on to Item  
23 4, which is our action item on the consent agenda.

24 Can we have public comment on our consent agenda,  
25 please?

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

3 SUPERVISOR MITCHELL: With that, we'll entertain  
4 a motion to accept the consent agenda?

5 COMMISSIONER HEGER: So moved.

6 SUPERVISOR MITCHELL: Thank you. Is there a  
7 second?

8 COMMISSIONER BYRD: Second.

9 SUPERVISOR MITCHELL: Thank you.

10 Please call the roll to approve the consent  
11 agenda.

12 MS. VO: Robert Byrd?

13 COMMISSIONER BYRD: Yes.

14 MS. VO: Alma Cortes?

15 Astrid Heger?

16 COMMISSIONER HEGER: Yes.

17 MS. VO: Yvette Martinez?

18 COMMISSIONER MARTINEZ: Yes.

19 MS. VO: Summer McBride?

20 COMMISSIONER McBRIDE: Yes.

21 MS. VO: Brandon Nichols?

22 COMMISSIONER NICHOLS: Yes.

23 MS. VO: Maricela Ramirez?

24 COMMISSIONER RAMIREZ: Yes.

25 MS. VO: And Holly Mitchell?

1 SUPERVISOR MITCHELL: Yes.

2 MS. VO: Motion is passed.

3 SUPERVISOR MITCHELL: Thank you very much.

4 Moving on to Agenda Item 5, remarks by your Chair.

5 So hello everybody. Good to see you all. Good  
6 to see some new faces. Welcome.

7 I was actually a little late to closed session  
8 because I joined with some of my former colleagues this  
9 morning and the Governor at a bill-signing ceremony over  
10 at Big General as my grandmother would call it, for  
11 several really ground-breaking behavioral health bills.  
12 Senate Bill 326, AB31, and SB443.

13 And one of the highlights and the common thread  
14 of the legislation was really designed to modernize our  
15 roughly 20-year-old Prop 63 -- the Mental Health Services  
16 Act.

17 And this is going to require that more funds are  
18 going to be used actually for beds and for housing. And  
19 it was wonderful to -- Darrell Steinberg was there, the  
20 original architect of Prop 63. It was a multi-year effort  
21 on his behalf of the Steinberg Institute to really talk  
22 about what we need today in terms of behavioral health.  
23 All of these bills will lead to ballot initiatives. So  
24 I'm sure it will be on the news tonight.

25 Given the amount of time we spend in this body

1 talking about behavioral health. It's going to be  
2 interesting new opportunities to bring resources to the  
3 local government and local Mental Health Departments and  
4 local Public Health Departments around behavioral health.

5 And I -- I wanted to share because I thought that  
6 was so timely and relevant to what we're doing here, also,  
7 in terms of a strategic plan reset that we are looking at  
8 our own work with a current lens in terms of what we know  
9 the youngest constituents we all serve are going to need  
10 here in LA County.

11 And we know that it's going to require us to  
12 shift our priorities as it relates to budgetary needs and  
13 fiscal realities, as well as the unique current needs of  
14 young children and their families.

15 And as I've often said in this space and others,  
16 budgets are really a direct reflection of our priorities.  
17 And so setting our priorities are important so the money  
18 will follow.

19 I'm pleased to be here with you all and looking  
20 forward to our continued deliberations as we help frame  
21 and reframe and vision and operationalize First 5 LA.

22 With that, I'd like to move onto Agenda Item --  
23 public comment on my comments.

24 MS. VO: Confirming there are no public comments  
25 on your item, Madam Chair.

1 SUPERVISOR MITCHELL: Thank you very much.

2 Any questions or comments from commissioners?

3 Moving onto Agenda Item 6. Information again.

4 It is our Executive Director's report.

5 Take it, Karla.

6 MS. PLEITEZ HOWELL: Thank you so much, Chair.

7 And really, really tremendous to hear about (inaudible)

8 and what that means for California.

9 Good afternoon, folks. Really, really thrilled  
10 to be in community with all of you here today. And we  
11 wanted to start by welcoming some of our new  
12 commissioners. We're going to ask that if they share a  
13 little background about themselves beforehand.

14 But let me start by introducing Commissioner Alma  
15 Cortes who's joining us for the first time. And  
16 Commissioner Cortes, is there anything -- just sharing  
17 some of your background in joining us today?

18 Turning it to you.

19 COMMISSIONER CORTES: Hi, everyone. Thank you so  
20 much for the warm introduction. I am currently a  
21 associate professor at Los Angeles Pierce College, and I'm  
22 happy to represent the Community Colleges and Child  
23 Development because that is the department that I'm in.  
24 And so I'm just very happy to represent that. And to --  
25 to to be here -- I'm very honored to be here and among you

1 all and to serve the community. So thank you.

2 MS. PLEITEZ HOWELL: Thank you, Commissioner.  
3 We're really, really excited to have you join us.

4 We also have an ex-officio member. It's an honor  
5 to introduce Commissioner Alejandra Albarran Moses.

6 And I wonder if you could share some of your  
7 background.

8 COMMISSIONER MOSES: Sure. Thank you. And thank  
9 you, everyone, for having me here. It's truly an honor.  
10 Gosh. Where do I start?

11 I was brought into the field of early childhood  
12 education from my mom who used to serve as a home  
13 provider. Eventually went into became a para-educator,  
14 eventually ended up owning her own business doing early  
15 intervention in the -- in Ventura County, and really an  
16 inspiration.

17 So that work has led me to continue in the field  
18 of early childhood education. I myself worked in early  
19 intervention for about ten years through my master's  
20 degree, through the Ph.D. Currently serve as the  
21 Childhood Strategic Initiatives Program Manager for the  
22 City of Long Beach as well as serve as the chair of the  
23 Policy Roundtable -- the LA Policy Roundtable; so hoping  
24 to bring in lots of this experience and what I hear from  
25 my community members as well as my lived knowledge as a

1 parent of two, and looking forward to this work. Thank  
2 you.

3 MS. PLEITEZ HOWELL: Thank you, Commissioners.  
4 And you could not have joined us at a much better time.  
5 You will hear about the new strategic plan today and some  
6 of the work that we're moving forward.

7 So first, I really want to start by think  
8 thanking the board. I know you have participated in  
9 several meetings with our tremendous consultants  
10 Chrissie Castro, Rigo Rodriguez, and Nancy Scholl, and  
11 took on a few calls. The information you shared is really  
12 shaping our current strategic plan and the development of  
13 the draft strategic plan that you will hear today.

14 A few things in regards to how this has been  
15 shaped. First and foremost, you see the lovely group of  
16 folks out there that are really joyously looking up at you  
17 right now. This team has spent hours looking at the  
18 history of what First 5 LA has done. The First 5 LA team  
19 has spent hours in thinking about what's new, what we  
20 could reimagine. There's a strategic reset team that has  
21 spent many Fridays together to make recommendations and  
22 analyze recommendations by all staff. All staff has  
23 participated in several staff meetings to provide input.  
24 So -- First 5 LA team for joining us and for the  
25 recommendations. This has been a really tremendous part

1 of the new strategic plan recommendations. The Board has  
2 participated in several meetings with our consultants to  
3 make sure that there's both confidential information  
4 shared and to push us and stretch us in different  
5 directions.

6 And most importantly, I really want to thank  
7 community partners that have helped shape what you will  
8 see today. In particular, we hosted two external  
9 community engagement sessions. And the folks  
10 participating in these meetings included community  
11 organizers, parents, systems leaders, Best Start  
12 representatives, direct services, and many, many other  
13 folks.

14 So because of them, we have shaped the new  
15 strategic plan with external voices, not just the First 5  
16 LA team. And I'm really proud to also share that we  
17 convened an equity data table to inform the indicators and  
18 objectives that you will see today.

19 So I in particular want to thank Catalyst  
20 California, Child Trends, California Child Care Resource  
21 and Referral Network, Berkeley Center for the Study of  
22 childcare, the LA County CEO office with Poverty  
23 Alleviation and the initiative. And USC Research Equity  
24 Institute.

25 I share this because what you will see today is

1 not just coming from our staff, but we're trying to see  
2 what the ecosystem of Los Angeles County needs. And based  
3 on this, we will share mission, vision, and values which  
4 I'll go through shortly. And then Chrissie Castro will  
5 share the ghost framework, goals, objectives, strategies,  
6 and tactics.

7 So let's go to the vision, mission, and values.  
8 Fresh off the presses. Lots of gratitude to the OESL  
9 team. If you all can raise your hand if you're out there.  
10 Thank you so, so much. This team heard a lot of input and  
11 a lot of opposing input at times. So really appreciate  
12 the work you all did.

13 So can we move -- thank you so much, Linda.

14 We are proposing that this be our vision and the  
15 vision describes the world we want to create. The  
16 parameters we use with Proposition 10, making sure that we  
17 do not go out of Proposition 10, because that's our  
18 mandate.

19 So we'll come back with any questions and we'll  
20 read it just because it's beautiful. Our communications  
21 team really worked hard on this.

22 Every child is born healthy and thrives in a  
23 nurturing, safe, and loving community.

24 Let's move to mission. So the mission is how we  
25 do our work. The First 5 LA team has built a really

1 strong foundation for our mission by focusing on the  
2 critical terminology of child's full developmental  
3 potential.

4           We know that the period from birth to five years  
5 old is a remarkable period for child development and  
6 represents a really crucial window of opportunity for a  
7 child's well-being. When we say full developmental  
8 potential in the context of early years, we are referring  
9 to the idea of providing children with the opportunities  
10 to support that they need to reach their maximum capacity  
11 when it comes to physical, cognitive, social, and  
12 emotional development, and we believe that this means that  
13 if children are healthy, safe, and learning well, they are  
14 better able to reach that full potential as adults to  
15 participate effectively in economic, social, and civic  
16 life.

17           During our interviews, though, the commission was  
18 really clear that our previous mission statement did not  
19 really lay out the how. There was a callout of what is it  
20 that we do, and what's the how. So what you see that's  
21 different here is the three pieces that we think this is  
22 the how and what we can contribute. One, we advocate for  
23 children and families, very clearly naming that we are  
24 advocates. Two, we amplify community voice. We do not do  
25 this without community, and community insights and wisdom.

1 And, three, we partner for collective impact. So partner  
2 with many of you.

3 This is the added language in regards to our  
4 mission -- the how and what First 5 LA does. And then we  
5 do this to make sure that a child reaches their full  
6 developmental potential.

7 Moving onto the next slide, our values -- our  
8 values are the fundamental beliefs and principles that  
9 guide our behavior and the way we do our work. We called  
10 out four values -- impact, equity, partnership, and  
11 integrity. When we look at impact, we do this work and a  
12 value of our work -- yes, we will explain the process to  
13 share transparency. At the end, we want you to hold us  
14 accountable for results for children. That's the value  
15 that's driving our behavior.

16 Equity, we want to thank many of our  
17 commissioners that provided a lot of input and spent extra  
18 time in working with us on equity. And will not name  
19 individuals to not embarrass folks, but this was really  
20 shaped by what we heard from the commission. And in  
21 particular, when we talk about equity, what we talked  
22 about here is we must lead with the assets and wisdom of  
23 community and be careful about the way we may sometimes  
24 use deficit language.

25 So this equity value is really naming the

1 importance of recognizing the assets and strengths that  
2 exist in many of our communities (inaudible) partnership.  
3 We do not do this alone. You all have made that really  
4 clear.

5 Many of you have asked about partnerships,  
6 especially with the folks sitting around this horseshoe,  
7 and definitely with community and community-based  
8 organizations.

9 And then lastly integrity. We want to be proud  
10 of the how of our actions and how we get there. So these  
11 are the values we're naming for you all. We'll share one  
12 last slide before we open it up for questions.

13 What Chrissie Castro will share in the second  
14 half of the meetings is the goals, objectives, strategies,  
15 and parameters for tactics. And this is what the new  
16 strategic plan will be: Vision, mission, values, and then  
17 the ghost framework, which we'll spend a lot of time  
18 during this second half.

19 Here I will pause and see if there's any  
20 questions regarding mission, vision, or values or any  
21 comments from the board.

22 SUPERVISOR MITCHELL: And what has stood out to  
23 me is we're taking responsibility to be accountable for  
24 our results. I think that's powerful. And I'm proud that  
25 those words are part of our value statement.

1           COMMISSIONER McBRIDE: I just want to thank you  
2 for taking the feedback and putting it into words. And it  
3 demonstrates how the process that you've taken here can be  
4 translated and has been translated to how you engage with  
5 the community and feedback and amplifying their voices and  
6 needs. So I appreciate that.

7           MS. PLEITEZ HOWELL: Thank you.

8           UNKNOWN COMMISSIONER: I'll just add that -- well  
9 done. I feel like there's a human connection to the work  
10 or at least the words -- at lease you get a feeling from  
11 them. So I know it was really hard to pull that out of  
12 complex strategies and -- but well done.

13          SUPERVISOR MITCHELL: I know we keep (inaudible)  
14 but we should also look out there and say well done. Well  
15 done.

16          MS. PLEITEZ HOWELL: Okay. Madam Chair, seeing  
17 no other comments, I'll pass it back to you.

18          SUPERVISOR MITCHELL: I appreciate that. Before  
19 we go to public comment, I forgot a shout out that I  
20 wanted to share because I was so excited.

21                 I was at Martin Luther King Hospital on Friday  
22 with Secretary Becerra who was there to look at what the  
23 hospital has done in their delivery unit where they have  
24 nurse mid-wives partnered with physicians for delivery,  
25 and how their black maternal morbidity rate is one of the

1 best in the State as a result of that.

2 And the Secretary had a roundtable very briefly  
3 with two incredible young patients. I know I'm getting  
4 old, but I just get so impressed by the words that come  
5 out of the mouths of young people; so I'm -- I'm now that  
6 person.

7 But they just brilliantly articulated what their  
8 birthing experience had been. And one young lady said she  
9 wanted to thank her mid wife, Martin Luther King Community  
10 Hospital, and First 5 LA. And I almost fell out of my  
11 chair I was so excited. But I wanted to share with you  
12 that people in the community are clear about -- about the  
13 value First 5 adds at a time when they are most vulnerable  
14 and need the collective us. So I wanted to share that  
15 with you.

16 With that, is that the extent of your report,  
17 Madam Executive Director? Because I have a whole bunch of  
18 extra notes here. You're not going to talk about the LA  
19 Times on the call or --

20 MS. PLEITEZ HOWELL: We put it in the Executive  
21 Director Report; so we shouldn't --

22 SUPERVISOR MITCHELL: Excellent. Let's go to  
23 public comment on Agenda Item 6.

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

1 SUPERVISOR MITCHELL: Thank you very much.

2 Let's move on to Agenda Item 7, which is the  
3 report on the draft of the annual comprehensive financial  
4 report, including the independent auditors report for  
5 fiscal year ending January 2023.

6 Let's go over to that. We're ready for you  
7 Mr. Ortega.

8 MR. ORTEGA: Good afternoon, commissioners,  
9 members of the public, and staff. My presentation today  
10 does represent a summary from the PPC presentation  
11 highlighting the outcomes of the Year-end Annual  
12 Comprehensive Financial Report for fiscal year '22/'23.

13 We will be focusing today on the activities that  
14 transpire through the past fiscal year with an update to  
15 our ending fund balance with the three-year comparison.  
16 Before I move on, the fiscal year '22-'23 Comprehensive  
17 Annual Report was presented as required to the full  
18 executive committee and the budget and finance committee  
19 at last month's PPC on September 28th where staff received  
20 their endorsement to move forward to present today for  
21 your approval and to take action.

22 And at this time, I want to acknowledge our Chair  
23 of the Budget and Finance Committee, Commissioner  
24 Robert Byrd. Thank you for your support and your  
25 endorsement, and I also appreciate all of the committee

1 members for your input and engagement to the audit  
2 process.

3 So as part of the California Health and Safety  
4 code that established First 5 California and County  
5 Commissions, all County commissions are required to  
6 prepare audited financial statements in accordance with  
7 generally accepted accounting principles. This does  
8 consist of basic financial and supplementary statements at  
9 the fund level.

10 For First 5 LA, we do report above the normal  
11 reporting requirements set by California Health and Safety  
12 Code and the First 5 California Management Guide. The  
13 financial report does go beyond the scope of basic  
14 financial statements and State compliance, as well as  
15 reflects a detailed view of the Commission's financial  
16 position as of January -- sorry. As of June 30th, 2023.

17 I'm happy to report the results of the '22/'23  
18 audit from our auditors, Eide Bailly, LLP, noted that the  
19 financial statements are presented fairly in accordance to  
20 the generally accepted accounting principles. This is an  
21 unmodified opinion which equates to a clean audit. During  
22 Eide Bailly's normal course of performing their assigned  
23 functions of the audit, no material deficiencies in  
24 internal controls were identified.

25 And just connecting the dots to the presentation

1 that our Executive Director just gave, this is the  
2 organization living its value related to accountability.

3 We are accounting for all the public funds within  
4 the organization. And this is a great opportunity for us  
5 to celebrate with the staff. Great job; so thank you.

6 So moving on we're going to move to some  
7 highlighting of some of our revenues and our expenditures  
8 that occurred through fiscal year '22/'23.

9 On the revenue side, fiscal year '22/'23, we  
10 received roughly \$83.5 million, which 47.3 million came  
11 from our tobacco tax allocation. First 5 LA also received  
12 roughly 16.2 million from Proposition 56, which represents  
13 the fiscal year '21/'22 backfill, which is consistent from  
14 prior year when we received the fund one year in arrears.

15 New for fiscal year '22/'23 is the California  
16 electronic cigarette tax, which came in at roughly \$1.1  
17 million. And for other revenues, 15.3 million.

18 The total revenue also includes the accounting  
19 entry to adjust the fair market value of our County-pulled  
20 investment as of June 30th, 2023, which was at 3.6  
21 million.

22 Moving on to our expenditures. On the  
23 expenditures, we saw a total of \$91.9 million in fiscal  
24 year '22/'23. This represents \$73 million related  
25 directly to program expenditures, 6.6 million for program

1 operating expenditures, and the administrative  
2 expenditures of roughly \$12.3 million.

3 In the next presentation on Item 8, on the First  
4 Five LA -- on First 5 LA's Annual State Report, HaRi will  
5 highlight the work that these resources supported  
6 throughout the fiscal year.

7 Moving on to our fund balance, the fund balance  
8 represents the accumulation of remaining resources built  
9 over time since the beginning of our existence. The fund  
10 balance is distributed by the degree of constraints  
11 aligned to government accounting standards and our  
12 board-approved policy. We use this pie chart as a simple  
13 visual to illustrate and to focus on the distribution of  
14 fund balance by the approved constraints and action taken  
15 by the board.

16 We start with nonspendable at roughly 485,000,  
17 committed at \$80.7 million, assigned at 124.1 million, and  
18 the unassigned at \$70.3 million, which as part of the  
19 \$70.3 million are reserve is reflected in that bucket.

20 And on the final graph, this graph reflects the  
21 degree of our declining fund balance over the last three  
22 years, and how we continuously rely on our fund balance to  
23 offset our revenue over our expenditures.

24 Though this is a pattern that is not sustainable,  
25 I do want to note that you -- what's reflected here is the

1 organization's effort to slow down the demand of our fund  
2 balance by bringing in new non-Prop 10 funds to offset our  
3 costs. So this is a huge win.

4 As you look at the visual, you'll see that  
5 between 2020 and 2021 to '21/'22 you see roughly a \$28  
6 billion demand on our fund balance. We dropped that  
7 significantly between '21/'22 to '22/'23 by almost half,  
8 which is significant. So it really does highlight the  
9 effort that we as an organization have been doing in order  
10 to raise and identify new revenue resources to offset our  
11 expenditures.

12 So this concludes my presentation. As for next  
13 steps, we will, based on the action taken today, once the  
14 board approves the auditing financial statements, we will  
15 submit to the State Controllers Office and First 5  
16 California as required by November 1st. And then most  
17 importantly, we will use the fund balance that I  
18 highlighted throughout my presentation to update our  
19 long-term financial plan, and we will also be updating our  
20 revenue forecast with our long-term financial plan.

21 At this time, I will turn it back to you, Madam  
22 Chair, for action and for the questions from the Board.

23 SUPERVISOR MITCHELL: Thank you, Mr. Ortega.  
24 Let's start with questions.

25 Commissioner?

1 UNIDENTIFIED COMMISSIONER: (inaudible).

2 I think 1.1 million, do you anticipate that will  
3 increase over years or so?

4 MR. ORTEGA: The reality is by the elimination of  
5 the flavored --

6 SUPERVISOR MITCHELL: Yes.

7 MR. ORTEGA: That has made a big impact on the  
8 reduction. But since it's also a new tax, it's also an  
9 opportunity for increase. But we're definitely going to  
10 see a bigger decrease because of the ban on flavors.  
11 That's what the forecast is showing as of now.

12 SUPERVISOR MITCHELL: Perfect. Thank you. Any  
13 other questions?

14 Let's open it up for public comment.

15 MS. VO: Confirming there are no public comments  
16 on this item.

17 SUPERVISOR MITCHELL: And we are not --

18 MR. ORTEGA: We are asking for action.

19 SUPERVISOR MITCHELL: You are asking for actions.

20 MR. ORTEGA: Just to remind the board members,  
21 the presentation at the PPC does meet the requirement as  
22 an action item.

23 SUPERVISOR MITCHELL: Perfect.

24 (Inaudible.)

25 MR. ORTEGA: -- to the Executive Committee and

1 the Budget and Finance committee.

2 SUPERVISOR MITCHELL: A motion would be  
3 appropriate to accept the Annual Comprehensive Financial  
4 Report including the Independent Auditors Report for  
5 fiscal year ending in June 2023 as presented.

6 (Inaudible.)

7 SUPERVISOR MITCHELL: So moved. Is there a  
8 second? Thank you. Please, call roll.

9 MS. VO: Robert Byrd?

10 COMMISSIONER BYRD: Yes.

11 MS. VO: Alma Cortes?

12 COMMISSIONER CORTES: Yes.

13 MS. VO: Astrid Heger?

14 COMMISSIONER HEGER: Yes.

15 MS. VO: Yvette Martinez?

16 COMMISSIONER MARTINEZ: Yes.

17 MS. VO: Summer McBride?

18 COMMISSIONER McBRIDE: Yes.

19 MS. VO: Brandon Nichols?

20 COMMISSIONER NICHOLS: Yes.

21 MS. VO: Maricela Ramirez?

22 COMMISSIONER RAMIREZ: Yes.

23 MS. VO: And Holly Mitchell?

24 SUPERVISOR MITCHELL: Yes.

25 MS. VO: Motion is passed.

1 SUPERVISOR MITCHELL: Thank you very much.  
2 Appreciate it.

3 We're going to move on to Item 8, which is a  
4 report on the 2022-2023 annual report to First 5  
5 California.

6 We will hear from staff once again.

7 MS. KIM HAN: Hello. Wait for my presentation.

8 Good afternoon, Commissioners. On the Annual  
9 basis, First 5 LA submits a report to First 5 California  
10 in order to fulfill requirements of Prop 10 funding.

11 I shared preliminary report findings at the  
12 September 28th Program and Planning Committee meeting for  
13 information. The purpose of this presentation is to share  
14 the final report findings and request authorization from  
15 the board to submit the report to First 5 California. And  
16 I see my presentation up. Perfect.

17 So I'll begin with an overview of the State  
18 Annual Reporting requirements, and then transition to  
19 review of the financial data. And from there I'll  
20 summarize County highlights and evaluations before going  
21 into our next steps.

22 So as you know, First 5's funded through Prop 10.  
23 And one of the funding requirements of this legislation is  
24 as I stated, an annual report. In order to generate this  
25 report, First 5 California collects data from each First 5

1 County commission. And there are three types of data that  
2 First 5 California requests which are split into three  
3 sections here: Data related to revenue and expenditures;  
4 data on populations reached and their demographics, which  
5 I shared during the September PPC meeting; and the summary  
6 of evaluations conducted on County highlights and  
7 accomplishments.

8 Details about all three sections are included in  
9 the memo and First 5 LA's fiscal year '22/'23 State Annual  
10 Report under Attachment One.

11 Once the data from all 58 Counties is received,  
12 First 5 California will synthesize this information to a  
13 single report.

14 So in September, I shared findings from Section 2  
15 on populations reached and demographic summary. And today  
16 I'll focus on Sections 1 and 3 of the First 5 LA's annual  
17 report. And I'll start off by summarizing the data  
18 related to revenue and expenditures which you've already  
19 heard about from Raoul in the previous agenda item on the  
20 financial report.

21 So report findings indicate that in fiscal year  
22 '22/'23, our revenues increased by around \$12 million or  
23 18 percent from fiscal year '21/'22. Expenditures  
24 decreased by around \$4 million or 4 percent. This results  
25 in a net decrease to our fund balance of \$12,158,124 or 4

1 percent.

2           Next, let's discuss key highlights from the  
3 County accomplishments and evaluation, and then go into  
4 next steps.

5           So Section 3 of the annual report focuses on key  
6 accomplishments related to our systems change work and  
7 evaluation activities. During last month's September PPC  
8 meeting, my colleagues from the Equity, Strategy, and  
9 Learning team presented on some highlights from the last  
10 fiscal year as well. Here are a couple of illustrations  
11 of what First 5 LA highlighted in our report to the State.  
12 Several grantees implemented strategies to increase  
13 services -- access to services for children and families.

14           For example, to increase access to home visiting  
15 services, select home visiting grantees established new  
16 home visiting recruitment pathways through family service  
17 systems such as LA County Office of Probation, LAUSD, and  
18 Department of Child and Family Services.

19           In addition, First 5 LA supported efforts to  
20 strengthen networks and center community voices to advance  
21 systems change. This included strategies like  
22 participatory budgeting, which have been led by community  
23 members and several Best Start communities to decide how  
24 to prioritize and allocate public funding based on  
25 community priorities.

1           For our fiscal year '22/'23 evaluation summary,  
2 those include findings from the Welcome Baby study and the  
3 home-based childcare landscape analysis. Additional  
4 information on all three sections is detailed in the  
5 October board memo, like I mentioned, in Attachment 1,  
6 First 5 LA's fiscal year '22/'23 State Annual Report.

7           So our immediate next steps is to receive  
8 submission approval from the board today. We will then  
9 submit the report to First 5 California's data system  
10 before the October 31st deadline.

11           Finally, I want to acknowledge my First 5 LA  
12 colleagues for their collaboration and collecting data for  
13 this organization-wide effort for the annual reporting to  
14 the State.

15           So with that, I will hand it back to the Chair  
16 Mitchell for questions and actions. Thank you.

17           SUPERVISOR MITCHELL: Thank you very much. Any  
18 questions? Seeing none, let's open it up for public  
19 comment on the 2023 First 5 LA Annual Report to First 5.

20           MS. VO: Confirming there are no public comments  
21 on this item.

22           SUPERVISOR MITCHELL: Thank you very much. This  
23 -- and you require action also, Ms. Han?

24           MS. HAN: Yes.

25           SUPERVISOR MITCHELL: So I will entertain a

1 motion to accept our annual report that we have to submit  
2 to First 5 California.

3 COMMISSIONER HEGER: So moved.

4 SUPERVISOR MITCHELL: Thank you. We've got a  
5 motion and a second.

6 Please call roll.

7 MS. VO: Robert Byrd?

8 COMMISSIONER BYRD: Yes.

9 MS. VO: Alma Cortes?

10 COMMISSIONER CORTES: Yes.

11 MS. VO: Astrid Heger?

12 COMMISSIONER HEGER: Yes.

13 MS. VO: Yvette Martinez?

14 COMMISSIONER MARTINEZ: Yes.

15 MS. VO: Summer McBride?

16 COMMISSIONER McBRIDE: Yes.

17 MS. VO: Brandon Nichols?

18 COMMISSIONER NICHOLS: Yes.

19 MS. VO: Maricela Ramirez?

20 COMMISSIONER RAMIREZ: Yes.

21 MS. VO: And Holly Mitchell?

22 SUPERVISOR MITCHELL: Yes.

23 MS. VO: Motion is passed.

24 SUPERVISOR MITCHELL: Thank you very much.

25 Appreciate you.

1 Moving onto Agenda Item 9, which is an  
2 informational item. And it's the streamlining of our  
3 midyear budget process. We're going to hear from Daisy  
4 Lopez.

5 MS. LOPEZ: Thank you, Madam Chair. Good  
6 afternoon members of the board, staff, and guests.

7 Item 9, included in today's materials, is a brief  
8 memo outlining our request and rationale for a streamlined  
9 approach to the fiscal year '23-'24 midyear adjustment  
10 process. The revised streamline approach included in  
11 today's memo is consistent with the streamlined approach  
12 shared with the board, approved at the same time last year  
13 for the first fiscal year '22/'23 midyear budget  
14 adjustment process.

15 So once again, we are requesting an exception to  
16 reduce the number of presentations and touch points with  
17 the (inaudible) from three board touch points, including  
18 two presentations to one board touch point with no  
19 presentations.

20 Instead, we are proposing to share information  
21 with the board in the form of a midyear fiscal update memo  
22 and supplemental tables as items to receive and file. And  
23 this will occur in the February 2024 meeting of the board  
24 of commissioners in lieu of information and action  
25 touchpoints over the course of two months, assuming

1 adherence to the established spending limit outside of  
2 increases due to new external funding such as that from  
3 LACOE which you will hear more about following this  
4 presentation.

5 So this streamlined approach to the midyear  
6 adjustment process will not diminish the due diligence  
7 that's required of staff in assessing the projected  
8 spending needs for the year. Should proposed adjustments  
9 to the budget result in spending above the established  
10 spending limit, including our new external funding, the  
11 revised budget will be presented to the board for  
12 information and formal approval.

13 In an effort to continue fiscal transparency, the  
14 level of information shared in the midyear fiscal update  
15 materials will be consistent with the information shared  
16 in previous years.

17 Additionally, in accordance with standard  
18 practices, the Executive Director will review and approve  
19 the proposed adjustments prior to sharing the final  
20 midyear revised budget and materials to the board to  
21 receive and file.

22 The proposed streamline approach will alleviate  
23 and prioritize staff time and board time, reducing the  
24 length of the overall process timeline by one month, and  
25 reducing the number of repetitive board presentations

1 given that adjustments to the board-approved budget over  
2 the past four years have yielded a less than 3 percent net  
3 change to the original budget.

4 We will also be able to redirect internal  
5 bandwidth across the organization as we prioritize the  
6 implementation of the new strategic plan, including the  
7 development of tactics and alignment of strategic plan to  
8 our existing and future work. As part of this future work  
9 we will be reevaluating how the midyear adjustment process  
10 aligns with the strategic plan and our overall work moving  
11 forward.

12 We are bound by policy to adhere to specific  
13 process and to ensure that the Board is appropriately  
14 informed of and approves any decisions and deviations  
15 outside of our existing policies. As such, we are  
16 requesting an exception to the standard process to  
17 collect, capture, and formally present the fiscal year  
18 '23-'24 midyear adjusted budget to the Board for  
19 information and action, and instead propose that we  
20 streamline the process and submit final materials to  
21 receive and file.

22 We are confident that the proposed approach will  
23 enable us to promote transparency and use staff time and  
24 board time more efficiently. If the board is comfortable  
25 with the direction of the streamlined process to capture

1 and share adjustments to the fiscal year '23-'24 budget,  
2 formal action and approval of this item will be requested  
3 at the November meeting of the Board of Commissioners as  
4 an item on consent.

5 So with that, I turn it over to you Madam Chair  
6 for questions.

7 SUPERVISOR MITCHELL: Thank you very much.  
8 Again, we won't be taking action today. We'll be taking  
9 action at a future commission meeting.

10 Any questions from commissioners? No?

11 Is there any public comment?

12 MS. VO: Confirming there are no public comments  
13 on this item.

14 SUPERVISOR MITCHELL: Thank you very much.  
15 Appreciate you.

16 Colleagues, moving on to another informational  
17 item. This is Agenda Item 10.

18 COMMISSIONER RAMIREZ: I need to recuse myself  
19 from this matter pursuant to Government Code Sections  
20 1091.3. And 1091(b)13.

21 SUPERVISOR MITCHELL: Thank you very much.  
22 Appreciate that.

23 Any other recusals?

24 And we're going to give you a minute to leave the  
25 room. We're not going to talk about you.

1 All right. Thank you.

2 Item 10. Again, it's informational, but it's  
3 LACOE -- the extension of the Quality Start Los Angeles  
4 Dual Language Learner Communications Campaign. I'm going  
5 to hand it over to staff to present.

6 MS. RODRIGUEZ: Yes. Thank you so much. And  
7 good afternoon, Commissioners and First 5 LA colleagues  
8 and guests.

9 I am very excited to share information about an  
10 opportunity to receive up to \$2 million from our partner,  
11 Los Angeles County Office of Education, to extend the QSLA  
12 DLL Initiative Commission Campaign through June 2024.

13 Just to give you some background, in 2016, First  
14 5 California made a significant state-wide investment in  
15 identifying and expanding promising practices to support  
16 young, dual-language learners, children age five and  
17 younger, living in households where a language other than  
18 English is spoken.

19 The investment represents our ongoing  
20 relationship with First 5 California, whether it's through  
21 aligned policy, advocacy and policy efforts, or  
22 collaboration on impact and DLL funding.

23 With this County-level allocation of DLL funding  
24 from First 5 California, Quality Start Los Angeles  
25 comprised of partners like First 5 LA, LACOE, and the

1 Childcare Alliance of Los Angeles launched the  
2 Dual-language Learner Pilot Study Expansion in March of  
3 '20. A key strategy of the initiative was a development  
4 of a communications campaign to best support DLLs in  
5 early-learning centers throughout the Los Angeles region.  
6 The intent of the campaign was to widely disseminate key  
7 messages about the benefits of bilingualism and the value  
8 of home language used to encourage families, programs, and  
9 communities to prioritize bilingual developments.

10 Starting in early 2023, the First 5 LA Office of  
11 Communications in partnership with QSLA and other partner  
12 organizations spearheaded the development of the  
13 communications -- of the campaign choosing the target  
14 families whose home language is Spanish or Chinese. The  
15 campaign launched in May of 2023 and just completed this  
16 past August.

17 As a result of the successful implementation of  
18 the campaign, we had over a million paid media  
19 impressions, which means eyeballs, that saw the DLL  
20 messaging, two languages, twice the opportunities.

21 Due to the successful campaign, LACOE is seeking  
22 to fund an extension of campaign elements in fiscal year  
23 2023/'24 with funding that comes from fiscal year '22/'23,  
24 the California State Preschool Program Block Grant  
25 administered by the California Department of Education.

1           The communications campaign is in close alignment  
2 with the CSPP block grant, with an emphasis on integrating  
3 approaches that support educators and promoting culturally  
4 and linguistically effective strategies to engage families  
5 and support children's learning development, as well as  
6 supporting multilingual families and affirming the home  
7 language in a diverse program which is inclusive of  
8 home-based childcare. Additionally, for one-time funding,  
9 that DLL communications campaign is ideal because it can  
10 be completed within a specific timeframe due to existing  
11 assets that have already been created from the first phase  
12 of implementation.

13           This time around, funds will be used to extend  
14 the campaign for a longer period and expand its reach to  
15 more early educators and families with elements that have  
16 already been created.

17           This funding also represents efforts around  
18 maximizing internal assets and alternative revenue  
19 strategies from our sustainability framework presented at  
20 the last Commission meeting, which is why the framework is  
21 up, slides up.

22           With this outside funding, we will not only be  
23 able to expand existing First 5 LA work, but we'll also be  
24 able to cover our internal staffing and operation costs to  
25 manage the work.

1           After today, our next steps will include staff  
2           returning to the next scheduled Board of Commissioners  
3           meeting on November 9th, 2023, to request approval of the  
4           budget resolution to accept receipt of funds in the amount  
5           of \$2 million for one time funding in fiscal year 2023-'24  
6           from the Los Angeles County Office of Education.

7           Thank you, and I'll hand it over to Madam Chair.

8           SUPERVISOR MITCHELL: Thank you very much. That  
9           is some great news.

10          Any public comment on Agenda Item 10?

11          MS. VO: Confirming there are no public comments  
12          on this item.

13          SUPERVISOR MITCHELL: Any questions from  
14          commissioners? Seeing none, you're going to invite our  
15          commissioner back in? Thank you. Very much appreciate  
16          it.

17          With that, we'll move on to -- thank you for the  
18          presentation. And Item 11, which is our strategic plan  
19          reset. This is a public hearing item on the proposed  
20          strategic plan, and with that we'll now open the hearing,  
21          and we'll be led by our strategic plan reset consultant.  
22          That's a tongue twister. Strategic plan reset consultant.  
23          Chrissie Castro.

24          Thank you for being here.

25          MS. CASTRO: Thank you. It's so good to be with

1 you this afternoon. I think I need a clicker before I get  
2 started. Sorry about that.

3 Thank you all. Right. Well, it's wonderful to  
4 be with you again. And welcome to the new commissioners.  
5 I'm Chrissie Castro, and I'm the First 5 LA Strategic Plan  
6 Consultant. And together with my colleague Rigo Rodriguez  
7 have been working for the past four months with staff and  
8 stakeholders including yourselves, the development of what  
9 is actually a new strategic plan. And I have been asked  
10 to share in that respect that First 5 LA, a County  
11 commission, funded through Proposition 10, is required to  
12 conduct annual public hearings to receive Prop 10 tobacco  
13 tax funds.

14 One of the public hearings is happening today on  
15 the proposed new strategic plan before adoption. And so  
16 this afternoon's conversation constitutes a public hearing  
17 on the new proposed plan consistent with the requirements.

18 So I want to take a motion to really echo Karla's  
19 gratitude today to all of you as the First 5 LA board to  
20 the First 5 LA staff to community stakeholders to other  
21 partners who have so generously given of their time and  
22 expertise in creating alignment around this draft plan.  
23 So really excited to talk with you through the draft.

24 Last month, you heard from my colleague Rigo on  
25 the goals and draft indicators. Today, we're going to be

1 focusing on how these indicators have turned into  
2 objectives as well as you'll hear the draft strategies and  
3 parameters for tactics for the first time.

4 And how we'll structure our conversation today,  
5 I'm going to present the ghost framework, and really want  
6 to spend the majority of the time hearing feedback from  
7 you all.

8 So I'll take a little bit of time setting context  
9 at the beginning, and then we're going to go ahead and  
10 really hear the reflections and insights that you all will  
11 be sharing. This is really how we've gone about the  
12 planning process. So we started with the development of  
13 goals, quickly moved to identification of indicators.  
14 Based on both goals and indicators, started to draft  
15 strategies. And then we came and circled back around to  
16 the indicators again to say, you know, what -- how does  
17 the team want to prioritize those indicators? How do we  
18 develop those into objectives that can be measured?

19 And lastly, we moved to starting to develop  
20 parameters for the tactics. And that's what -- these are  
21 going to be the focus of our conversation today.

22 So quick update. You've heard a lot about goals,  
23 but I wanted to share an update on objectives. But before  
24 that, wanted to share, again, that we started to engage  
25 this planning process around results-based accountability.

1 And so RBA is guiding this process, and RBA really starts  
2 with the end in mind, and then talks about what are the  
3 means for us to get there. So backward planning, if you  
4 -- so to speak. So that's why we started with goals first  
5 and then moved to strategies after that.

6 Very similarly, we started with the  
7 identification of indicators which are now moving into  
8 objectives before moving on to tactics. So in this  
9 framework, goals and strategies are by design general, and  
10 by design objectives and tactics are more concrete and  
11 specific. So just wanted to make sure we're understanding  
12 that it's -- that's the framework that we're using.

13 So I want to zero in on talking about the end.  
14 And then the second part of this conversation we'll talk  
15 about the means.

16 So regarding the ends, now I know there was a  
17 mission statement that was just shared. That is the  
18 updated full language. But what I really want to zero in  
19 on here on goals is that what has remained is there's a  
20 focus on the full developmental potential for kids zero to  
21 five. And so in that, we had really utilized Maslow's  
22 Hierarchy of Needs to develop three sets of goals that are  
23 moving young kids and their families from surviving to  
24 thriving.

25 And so the goals, which you all have spent a lot

1 of time talking through, you know, goal one, focusing on  
2 basic need -- so these are physiological and safety needs.  
3 Goal two, relationships and environments, focusing on  
4 psychological needs. And, lastly, goal three, focusing on  
5 wellbeing, success, and lifelong learning, which is really  
6 about self actualization and fulfillment.

7 So how would we know whether there's a difference  
8 that's being made in these goal areas? So we moved to the  
9 higher level of specificity, once we talk about  
10 objectives. So little bit about the process about how  
11 objectives -- indicators are identified and then narrowed  
12 is that the staff did a phenomenal job of culling through  
13 a whole variety of data sets. So this was a combination  
14 of County prevention framework, the County RD framework,  
15 previous First 5 strategic plans and landscape analyses.  
16 And also very deep staff engagement.

17 So with more than 100 indicators that were  
18 identified and considered and the staff was able to have  
19 deep conversation and narrow those indicators down to 15.  
20 At that juncture, many of you were engaged in  
21 conversation. We got feedback -- additional feedback from  
22 staff. And to Karla's point, there were a number of  
23 equity data partners that were engaged to talk about how  
24 to actually further refine and prioritize those  
25 indicators.

1           And so through a refinement process, we've now  
2 moved from 15 to 9 proposed indicators, which we are now  
3 moving to turn into objectives.

4           So let me share those with you now. So,  
5 actually, before I share them, I want to share the  
6 selection criteria that was used to narrow down those  
7 indicators. So there was selection criteria that was  
8 inclusionary and then selection criteria that was  
9 exclusionary. So the inclusionary selection criteria  
10 could include that, you know, folks really wanted to make  
11 sure that indicators were prioritized where there was a  
12 repeated expressed interest by community. So that was  
13 one.

14           The second was that the indicator identified a  
15 public system and called for accountability for an  
16 outcome.

17           And the third is that the indicator really  
18 tracked at a population-level result.

19           The exclusionary criteria included that the  
20 indicator does not perpetuate bias by placing the  
21 responsibility of the outcome on individuals, families, or  
22 communities. And as an example, the -- pretty much all  
23 around, we got very strong feedback about the BMI  
24 indicator as an example. So folks really pushed back on  
25 that one and said, you know, if we're going to be looking

1 at body mass index for a child, you know, we are placing  
2 the onus on that child and their family versus on the  
3 systems or the environment that's actually contributing to  
4 that outcome.

5 So better to look at the lack of open spaces, the  
6 lack of access to nutritious food. So that's an example  
7 of one of those data points.

8 So I next want to talk through a couple of  
9 dimensions of the objectives before sharing the  
10 objectives. And you all should have copies of that in  
11 front of you as well so you can track along. But in the  
12 objectives, you'll see that the indicators are starting to  
13 move to objectives by assessing in what direction we want  
14 that indicator to move. Do we want the indicator to  
15 increase or decrease? Right? So you now see either  
16 reduce or increase for every indicator.

17 And you'll also see that all of the indicators  
18 are docked in for a time horizon of a five-year plan. So  
19 by the end of 2028, we're wanting to see progress on each  
20 of these objectives. And that's because the staff felt  
21 that five years was an adequate amount of time in order to  
22 see impact of the tactics that you all land on.

23 Another point that I want to make is the staff  
24 were inconsistent with the new values that are expressed  
25 around racial equity, racial justice, that there's an

1 explicit desire at every step of the process to really  
2 disaggregate the data by race, potentially geography,  
3 neighborhood to really look at where there are inequities  
4 and what First 5's role and responsibility is in closing  
5 those gaps.

6 And lastly the objectives were identified as  
7 needing to really look at the fact that, you know, First 5  
8 alone -- some of -- in some of these conditions can't  
9 change it, you know, just willing it on their own. But  
10 it's going to require deep and part -- partnerships and  
11 collective impact in order to make these shifts and dial  
12 in the right direction.

13 So for Goal 1, which is the basic needs goal, the  
14 three objectives that were prioritized, Number 1, reduce  
15 the annual number of deaths of children under one year  
16 old.

17 Number 2, reduce the annual percentage of  
18 children birth through age five in LA County living in  
19 poverty.

20 Goal 3, reduce the annual percentage of  
21 households with children birth through age five in LA  
22 County who experience housing insecurity.

23 For Goal 2, the nurturing relationships and  
24 environments, Objective 1, increase the annual percentage  
25 of expecting or new mothers displaying signs or symptoms

1 of prenatal or postpartum depression who receive supports  
2 and services to support a mother's relationship and  
3 attachment with a newly born child.

4 Two, increase the annual percentage of households  
5 with children birth through age five in LA County with  
6 access to sufficient choices for healthy foods.

7 Three, increase the annual percent of households  
8 with children birth through age five that have access to  
9 parks and space.

10 And then the final goal, which is focused on well  
11 being, success, and lifelong learning, objective one,  
12 increase the annual percentage of children birth through  
13 age 5 who have access to Early Care and Education in a  
14 mixed delivery system.

15 Two, increase the annual percentage of children  
16 birth through age 5 in LA County with a developmental  
17 delay participating in early intervention programs.

18 And finally, Number 3, increase the annual  
19 percentage of children birth through age five in LA County  
20 receiving culturally affirming services and supports.

21 So those are the indicators for the -- from the  
22 100-plus that have risen to the top, based on all of the  
23 engagement and all the criteria that were established,  
24 based on the feedback from various stakeholders.

25 So I know that was a lot of information. Thank

1 you for bearing with me.

2 The rest of this time, we're really going to be  
3 in deep dialogue. And so Hanna, thank you so much for  
4 being willing to take notes for us. This is also a new  
5 system. I'm not sure if anybody's seen this before, but  
6 it's pretty amazing. This is new technology that will  
7 allow us to have our Zoom participants see in real time  
8 what the room is also viewing in real time.

9 Okay. So I want to open it up for reflections.

10 UNIDENTIFIED COMMISSIONER: I just have a quick  
11 question. What are culturally-affirming services? Like,  
12 could you give me a --

13 S. CASTRO: Yeah. Thank you. As I understand  
14 it, there is actually currently no set data system that  
15 kind of collects that. But the idea is that it's possible  
16 to add a question in a County-wide survey for parents to  
17 say do you feel that the care you received was consistent  
18 with cultural humility or something to that effect. So  
19 it's really asking the user to really identify whether  
20 they felt that the supports that they received were  
21 consistent with their culture. But currently, you know,  
22 for many -- not many, but some of the indicators that are  
23 listed here, they're aspirational versus available data.

24 So the idea is the next step is if there's  
25 agreement on this collection of indicators, then the idea

1 is to go back and look at what's available. If it's not  
2 available by proxy indicators or data, and/or create a  
3 data agenda to say this is the data that we want to  
4 collect on children and families and this is how we're  
5 going to get it.

6 UNIDENTIFIED COMMISSIONER: Gotcha. Thank you.

7 SUPERVISOR MITCHELL: Mr. Vice Chair.

8 COMMISSIONER NICHOLS: Thank you, Madam Chair.

9 Just a few reflections. I want to appreciate all the work  
10 that's gone into this, and please don't take any of this  
11 as a criticism. It's just us having a conversation to  
12 further the process.

13 Nine objectives seems like a lot for us to take  
14 on. I will start there. And a couple of these are  
15 doozies. Reduce the number of children living in housing  
16 insecurity, reduce the number of households with children  
17 under the age of five living in poverty are major, major  
18 undertakings. And I wonder about First 5's ability to  
19 move and influence those needles to some degree.  
20 Certainly, that will require high degrees of collaboration  
21 and partnership and participation by other groups doing  
22 pretty heavy lifting.

23 I was also going to reflect on the culturally  
24 affirming services. I do think all the services we need  
25 to be sponsoring and involved in and promoting need to be

1 culturally sensitive. But as a stand-alone objective for  
2 us to provide or promote culturally affirming services, I  
3 guess personally just need a little more information about  
4 what that is and what that looks like.

5           And I'll give an example from my own experience.  
6 I've been meeting with groups of foster parents. I met  
7 with a group that was raising children from Mexico, and  
8 they wanted access to Folklorico dances and classes. I  
9 see that maybe as a culturally-affirming service. I did  
10 think it was in the interest of the children. We as a  
11 County Department are working to try to figure that out.  
12 But is that what we're talking about? Or are we talking  
13 about I think what was already touched on? Just all the  
14 services that were involved with are culturally  
15 appropriate and accessible to people in different  
16 cultures.

17           MS. CASTRO: Thank you Commissioner Nichols. And  
18 we do really want to hear the feedback; so there's nothing  
19 that's off the table. This is what the purpose of this  
20 conversation is. Right?

21           And also, you know, as you were sharing,  
22 Commissioner Nichols, when I'm thinking about culturally  
23 affirming services, I can only relate it to my own  
24 personal experience, which is working in the Native  
25 American community. And I do know that with our largest

1 social service provider, United American Indian  
2 Involvement, even though -- you know, we're a  
3 non-geographic community; so we have people that will  
4 drive from Palmdale or the South Bay just to come in to  
5 get services from a Native American provider. So that  
6 might be another example of something that, you know -- I  
7 mean, I think we need to get more specific about what we  
8 mean about that. And another step in this process is the  
9 staff wanting to really create a glossary of terms so that  
10 when we say a specific term, there's no confusion about  
11 what we mean. So we have some language discipline. So  
12 that's definitely something that needs to be done as well.

13 But I really appreciate your comments and I think  
14 there are a few more hands.

15 SUPERVISOR MITCHELL: Commissioner Ramirez and  
16 then we'll come here.

17 COMMISSIONER RAMIREZ: I wanted to talk a little  
18 bit about Goal Number 3, specifically Objective Number 1,  
19 which talks about early care and education. And I think I  
20 brought this up at a previous meeting in terms of the  
21 wording to access. Right? So having access to and  
22 participating.

23 And then if I look at Goal Number 2 -- I'm sorry.  
24 Objective Number 2 and 3 in that same goal there, it's  
25 participating and receiving. So I do think there's a

1 distinction between the words. And I do think it's  
2 important to have it be a little more affirming than just  
3 having access.

4 MS. CASTRO: Okay. So it's more so tracking  
5 people taking up the access versus access.

6 COMMISSIONER RAMIREZ: Correct.

7 MS. CASTRO: Okay. Great. Thank you.

8 SUPERVISOR MITCHELL: Yes, please. Karla wanted  
9 to respond?

10 MS. PLEITEZ HOWELL: Commissioner, the  
11 consideration that was taken under this, our data team did  
12 an analysis of how much space and access is available.  
13 And part of what we saw is that the number is really,  
14 really low, especially as we think about the zero to three  
15 population. So the reason for this objective is we must  
16 first increase access. We can monitor participation as  
17 part of the (inaudible), but we think that part of the  
18 tactic that can be taken is increasing the number of  
19 spaces that are available in certain (inaudible) have less  
20 of a number.

21 So for this one that was the consideration.  
22 (Inaudible) that from looking at participation but looking  
23 at participation at that sort of second level of data  
24 analysis in regard to here's a particular community that  
25 may have the access, but children and family may not be

1 using it.

2 But that was the reason why we went for this  
3 different language.

4 COMMISSIONER RAMIREZ: So I understand the  
5 distinction. And I understand that we should have more  
6 access, and the amount is small. But I would like to see,  
7 like, a goal that included participation as well.

8 SUPERVISOR MITCHELL: Well, that -- should that  
9 be an additional bullet? Because it feels like it's two  
10 different goals -- access and participation.

11 COMMISSIONER RAMIREZ: I think so.

12 MS. CASTRO: That first objective was also  
13 modified to talk about the access for, you know, either  
14 prenatal or mothers, because before it was -- the language  
15 was also about access. And it's, like, okay. We want  
16 more than access; so, you know, the staff definitely had  
17 deep discussions about that distinction.

18 COMMISSIONER McCROSKEY: So thank you. I think  
19 we're moving in a really positive direction. You know,  
20 there's a "but" coming up. But I have a couple of  
21 (inaudible) tied our accomplishments to data in this way  
22 before. And there are certainly both conceptual issues,  
23 but there are also data management issues. And so I very  
24 much agree with our Vice Chair about having  
25 population-level ambition in nine areas or however many we

1     come up with, especially given the research of what we  
2     know in some of these areas about a change not occurring  
3     in a short period of time with our degree of resources,  
4     even with fabulous partnerships. So that's on the one  
5     hand.

6             And then on the other hand, having done a lot of  
7     this kind of data work, as you know, Chrissie. There's  
8     question, as you mention, of are the data available, and  
9     then there are much deeper questions about it. That's  
10    when you really get into the challenge.

11            (Inaudible) the context in which it was  
12    collected, how reflective it is of the current situation  
13    -- the time line. I can go on and on. But for both of  
14    these reasons, I really hope we're undertaking this in a  
15    learning spirit, because otherwise I think we'll be really  
16    disappointed in our achievements. And we also won't get  
17    the advantage that we could have of -- of really learning  
18    along with staff and our grantees and our partners about  
19    what's most effective and how we target our efforts.

20            I know that's related to the tactics discussion  
21    that's coming up, but I want to say just from a data  
22    perspective, this is a really ambitious data agenda.

23            S. CASTRO: I so appreciate that the metaphor is  
24    like building a muscle about how to use data for  
25    accountability and for action. It's not going to be a

1 perfect process, but data is not perfect. The way we  
2 collect it, the way we report it -- there are issues that  
3 are fraught. And there's still -- as we've talked to a  
4 lot of stakeholders, including many of you, you know, the  
5 staff, that there's a real desire to really think about  
6 how to hold higher accountability. So I really appreciate  
7 that, you know, offer about let's take a learning stance  
8 if this works, and also very much hearing the -- the  
9 intention to really get even more specific, perhaps, and  
10 get more realistic about what's possible.

11 So hearing that, thank you.

12 SUPERVISOR MITCHELL: Before I go to (inaudible)  
13 if not First 5, then who. And

14 COMMISSIONER McCROSKEY: And -- yes. I'm not  
15 saying don't do it, but I'm saying --

16 SUPERVISOR MITCHELL: Let's be clear.

17 COMMISSIONER McCROSKEY: Yes.

18 SUPERVISOR MITCHELL: I agree. I agree.

19 COMMISSIONER McCROSKEY: And not be surprised as  
20 we get down the line and say wait, we held ourselves  
21 accountable, but maybe we could have adjusted that in ways  
22 that make more sense.

23 SUPERVISOR MITCHELL: Commissioner Cortes,  
24 followed by Commissioner Allen.

25 COMMISSIONER CORTES: And thank you for all the

1 work that you all put in to this so far. And I know I'm  
2 coming in to this very green, but back to Goal 3.

3 I was wondering about the culturally affirming  
4 word as well. And I was thinking about responsive. And I  
5 don't know if that's an easier way to measure that because  
6 we can be responsive to others and their culture. I don't  
7 know if that's what the goal was, but I'm just wondering  
8 about that as well.

9 The other bigger picture piece that I'm wondering  
10 about is I -- I don't -- and I know that I don't know if  
11 this was in discussions prior to, but I don't see anything  
12 in here about workforce development. And I do think  
13 that's a bigger kind of larger piece to the pie that is  
14 going to need to come into play if we're talking about a  
15 mixed delivery system. And in terms of having enough  
16 people to provide these services to our -- our families.

17 Does that make sense to everyone else? So if  
18 that has already been discussed and I was not part of that  
19 have discussion, I apologize. I just want to make sure  
20 that's something we bring into the fold, because currently  
21 my other -- one of the other hats I wear in the child care  
22 resource center, they are working still on trying to fill  
23 classrooms with teachers that are qualified. And we are  
24 still working on filling those gaps after -- post Covid.

25 So this is a really important piece that we're

1 going to miss if we don't somehow include that. But I do  
2 agree that nine is a lot as well. So I don't want to add  
3 more, but I also don't want us to miss that important part  
4 of the bigger perspective. Thank you.

5 COMMISSIONER ALLEN: (Inaudible) to think in some  
6 ways, I mean I really agree with the comments about being  
7 careful what we say we're really going to accomplish.  
8 Because if -- if it's too much and none of its doable,  
9 then it makes it all seem hollow rather than committed or  
10 accountable.

11 So I -- in some ways, I think the things that you  
12 have as objectives are goals that is -- they're sort of  
13 the big aspirational place that we're aiming for. And the  
14 objectives need to be things we can really control more,  
15 or more of the need to be things we can control. I don't  
16 think that means throwing all of these out. I don't think  
17 it means throwing any of them out. But I don't think it  
18 means eliminating all of them as objectives, but being  
19 really selective as to what are you really tying your  
20 reputation to -- or our reputation to, and saying we're  
21 going to get there.

22 So I have a few comments. So I like that idea.  
23 I think it involves a little reframing to make that clear  
24 that there's a distinction between the things that we're  
25 saying these are going to happen and the things that we're

1 saying this is the direction we're trying to move it, and  
2 we're going to figure out what we can make happen. I say  
3 that with a particular personal and professional interest  
4 around the first -- the one around infant mortality  
5 because we're working so very hard with First 5 on that.  
6 And First 5 has committed, and we -- for those I don't  
7 know, I'm from the Department of Public Health. And we've  
8 really been joined at the hip in our efforts around this.

9           Even with that one, though, I think there's an  
10 issue which is that if you don't disaggregate, you're left  
11 with the a situation of which I think we may have now.  
12 Which I've talked about before here, which is that the  
13 birthrate plummeted during the pandemic and has not  
14 bounced back fully. And what that means to me is a  
15 different group of people having babies than had babies in  
16 2018. And they're probably better off because we know  
17 there was a whole cadre of women who were working from  
18 home. Many of them professional, well paid, women who,  
19 you know, could do work remotely and who chose to have  
20 babies.

21           I -- I don't know. We have to do the analysis;  
22 so this is more like throwing out a hypothesis. But the  
23 problem is if you look without looking by race, class,  
24 insurance source, the things that distinguish very  
25 well-off people from less well-off people, you end up

1 running the risk that the birthrate -- the rate of infant  
2 mortality will drop simply because the number -- the group  
3 of people having babies are better off.

4 You so discouraged poor people from having babies  
5 that you've taken them out of the denominator, rather than  
6 really improving the numeral. So I want to -- there needs  
7 to be some way of saying, like, across all demographic  
8 groups or, you know, some way of saying this that says we  
9 really need to do better.

10 So I mean, that's where it's very specific. A  
11 couple of others that I had specific comments on is I wish  
12 that the two around childcare said increase the annual  
13 numbers of families with children birth to age three --  
14 age five, because I really want people to get that ECE is  
15 both for the child but it is also a critical resource for  
16 families. And we need to think about it that way. Or we  
17 end up with situations where, for example, you know, for  
18 prekindergarten you don't have an all-day resource. It is  
19 not adequate to meet family. And we don't, you know, I  
20 don't think we've satisfied the need if we end up -- which  
21 I think it's going to happen. We're going to end up with  
22 a whole lot of four-year-olds who are reserving preK, and  
23 a whole lot fewer newborns who have access because we're  
24 distorting the system; right? And this is not solving the  
25 problem.

1           So I would, again, say something like I would  
2 like it to see -- increase the annual percent of families  
3 with children birth to age five. This is terrible  
4 wording, but you'll get the -- who at all ages -- all  
5 stages in that continuum are having access. Because,  
6 again, I think there are these funny things that can  
7 happen externally that can distort what's going on with  
8 the denominators; so that we're not -- it looks good but  
9 it isn't what we wanted to achieve.

10           MS. CASTRO: Thank you. Excellent point. You  
11 want to let us know what this speaking order is.

12           MS. PLEITEZ HOWELL: Can I -- this idea of the  
13 objectives and how big they are, I want to be really  
14 clear. We recognize that. And I want to emphasize what  
15 Chrissie emphasized. Goals as objectives are more at the  
16 more abstract level. When we talk about some of the  
17 tactics disaggregation of data is 100 percent part of what  
18 we've been discussing and what we will come to the board  
19 with is be really clear. Here is what First 5 LA would do  
20 to bring down some of these numbers. So, for example, in  
21 disaggregating data, we might identify 15 places for  
22 infant mortality or locations that we really want to focus  
23 on.

24           So that's the type of information we will come  
25 back with. And if there's any recommendations on how to

1 make that clearer in the materials -- because our intent  
2 with the materials was to make that a point to make sure  
3 that it is these larger objectives are going to be part of  
4 what we're partnering with. But I hope what our value add  
5 will be in particular tactics that we're focused on and  
6 the memo attachment -- Item 11 attachment tries to  
7 describe some of that. But if we can make that better in  
8 the final (inaudible).

9 COMMISSIONER ALLEN: If I could just respond. I  
10 think that does make sense what you're saying, but the  
11 very wording of the first one I think misses the boat,  
12 because the denominator can change, and then your numbers  
13 look better when they aren't really. In other words, you  
14 could achieve what's written here and still have a black  
15 white gap that's two to one if more white women are having  
16 babies and fewer black women are having babies.

17 MS. CASTRO: And -- yeah. And that level of  
18 analysis and research and disaggregation needs to happen  
19 for each of these data points. And then based on that  
20 information, that's how the development of tactics and  
21 then performance measures for each of those tactics will  
22 be created.

23 SUPERVISOR MITCHELL: (Inaudible) Tilton.

24 COMMISSIONER TILTON DURFEE: I think some of  
25 these objective do seem very attainable, though the

1 objective regarding access to parks and open space seems  
2 (inaudible). Set our teeth into by creating more open  
3 space, making it more accessible. I -- I don't think  
4 (inaudible) effect people's tendency to use parks and open  
5 space. And you've got a whole issue of safety and  
6 (inaudible). I want (inaudible) comment on the first  
7 objective, on the number of guests we're talking about,  
8 per one thousand live births, and it's under one year; so  
9 so it's per one thousand births in which year of those  
10 five? It's not one year; so I think that birthrate is  
11 something under a hundred thousand now.

12 MS. PLEITEZ HOWELL: No.

13 ATTORNEY TILTON DURFEE: It's about a hundred  
14 anyway.

15 Allen: Oh, what the birthrate is?

16 COMMISSIONER TILTON DURFEE: Yeah.

17 COMMISSIONER ALLEN: It's down to about 97- I  
18 think.

19 COMMISSIONER TILTON DURFEE: Yeah. It's under  
20 100,000.

21 Anyway, I'm looking at the increasing the annual  
22 percent of expecting new mothers who receive supports who  
23 have signs of prenatal or postpartum depression, and I  
24 want to thank you because I think last time we met we did  
25 not -- we just said reduce the number of expecting and new

1 mothers with prenatal or post-partum depression, and now  
2 we've added the support.

3 That connects so directly to the first objective,  
4 because when I look at the number of deaths of children,  
5 I'm thinking about okay let's do this. I really want to  
6 do this. And that means the response to pregnant and  
7 newborn mothers with newborn babies who are depressed, and  
8 if you address that, you're going to reduce the number of  
9 deaths. You're also going to reduce the number of deaths  
10 with infant-safe sleep programs that we have supported  
11 historically. Reduce it with safe surrender. There are  
12 many ways to reduce the number of deaths of children under  
13 one, which is the largest year with the largest number of  
14 deaths of children. First day of life is the largest  
15 number of death of children who die.

16 So addressing that first year of life not so much  
17 talking about per live births. I think we really -- we  
18 can do that if it's just per live births. That's one way  
19 of doing. Another way is to really look at the  
20 effectiveness of our preventative efforts. And we know  
21 that we have saved 257 infants through the safe surrender  
22 program. You can go right there. And how well we can  
23 load that.

24 We know that infant safe sleep we have gone from  
25 70 infant deaths down to 35. (Inaudible) by promoting,

1 information sharing, and campaigns and home visitors in  
2 the kind of activity that we engage in, to connect with  
3 this very high-risk population. So I always land on the  
4 side of safety for children. And I want to assure that --  
5 that we do realize that these objectives do (inaudible)  
6 Safety. And I like that.

7 SUPERVISOR MITCHELL: Question, then I'll come to  
8 Commissioner McBride. What's the leading cause -- because  
9 I know there's someone on this commission who can answer  
10 this question. What's the leading cause of death of  
11 children in LA County, zero to five?

12 COMMISSIONER DURFEE TILTON: Congenital  
13 anomalies.

14 COMMISSIONER ALLEN: And after age 1, it's guns.

15 SUPERVISOR MITCHELL: Are you going to answer  
16 that or -- are you answering that question? Because I'll  
17 come to McBride and then I'll come to you.

18 Commissioner McBride.

19 COMMISSIONER McBRIDE: So I always appreciate  
20 hearing how the goals and objectives are contextualized by  
21 different people. So, like, when I look at these goals  
22 and objectives, I do believe that they're lofty, but I  
23 also think that they all rest in the tactics that we're  
24 not at yet. But I look at Goal 1, Objective 2, to reduce  
25 the annual percentage (inaudible) of birth, and to me

1 similar to what commissioner Tilton was saying, one of  
2 those drivings can be goal one, objective three. So when  
3 you start to connect and they're not mutually exclusive,  
4 if you reduce poverty, you're going to increase housing  
5 security. If you decrease poverty, you're going to  
6 increase access to healthier foods. Low poverty  
7 neighborhoods are also food deserts; so if you address one  
8 of them, you're going to be addressing what is the driver  
9 for some of the other ones.

10 So I can see the connections between these which  
11 starts to make the objectives more condensed and doable,  
12 by also empowering communities with navigation tools,  
13 because it's not just on First 5 LA and the services that  
14 we provide. But we can be that navigation resource that  
15 allows families to know how to access the services that  
16 can address some of these other things like being unhoused  
17 or not having -- not having healthy food or access to  
18 parks.

19 And I think that the goals themselves are -- the  
20 objectives are measurable. And it's going to depend on  
21 those tactics and what we really get into deciding what  
22 resources are out there that we're not use utilizing for  
23 ourselves and the biggest services. There are services  
24 that families don't -- don't even know how to begin to  
25 access. So if we can increase their awareness and really

1 empower them, then a lot of this, as with most effective  
2 radical transformation, starts from the ground up, and  
3 starts with those families knowing how to reach out and  
4 access the services. And First 5 LA can do that.  
5 Which I know we can. Then I believe that these goals are  
6 really obtainable.

7 SUPERVISOR MITCHELL: Commissioner.

8 COMMISSIONER HEGER: I really love these goals.  
9 And I feel like that was why I wanted to be a commissioner  
10 or agreed to be a commissioner here, is we would have  
11 these kinds of goals. So I want to thank you for that.

12 I think the tactics are something that I would be  
13 happy to participate in or am interested in. But I went  
14 to medical school and built a program that I run based on  
15 the idea that all families should have access. And I  
16 agree. I think the biggest issue right now in the County  
17 is knowledge about what's there; navigators that help  
18 families find the services they need; and that they have  
19 access to excellent care. Not just access, but access to  
20 excellent care, and that we promote excellence.

21 But I just want to thank you very much. I  
22 realize this sounds a little bit like the save the world  
23 goal system, but I want to support that. I always believe  
24 that we can do that.

25 And the other thing that really helped stop child

1 death by -- from violence was access to assessments  
2 regardless of economics or race or whatever else. And  
3 that stopped a lot of child deaths. And in LA County from  
4 violence along with using a system of computerized, you  
5 know, seeing where the kids were.

6 So it was an accessed excellent care. And it was  
7 available 24 hours a day. And joined with a lot of the  
8 efforts that went with the child death review. And iCan  
9 stopped dropped child death in this County 15 years ago.  
10 65 was the high. About 16 years ago.

11 COMMISSIONER DURFEE TILTON: (Inaudible).

12 COMMISSIONER HEGER: What year was that?

13 COMMISSIONER DURFEE TILTON: (Inaudible).

14 COMMISSIONER HEGER: Right. I'm just saying that  
15 those efforts really stopped people from killing children.  
16 There are obviously a lot of other causes which we should  
17 talk about. But I do think the tactics are something we  
18 can come to. And I'd like to see us have tactics that  
19 would show change as quickly as possible so people  
20 actually believe us.

21 S. CASTRO: Thank you, Commissioner. All right.

22 UNIDENTIFIED COMMISSIONER: Yeah. I have three  
23 points of acknowledgment. And then I have not been here  
24 for very long; so if part of this is repetitive, please,  
25 excuse -- excuse me.

1           My first thought on the culturally affirming is  
2 the State or County's Black Infant Health Program comes to  
3 mind, because culturally affirming is very much part of  
4 their curriculum, and really being intentional about that  
5 language. And more than just language, but really  
6 connecting to the ways in which people communicate. So  
7 I'm just kind of putting that out there that they -- I see  
8 alignment with other initiatives happening across the  
9 area.

10           My second thought is similar to the conversation  
11 around participation and access to -- I don't remember if  
12 it was childcare or which one it was.

13           But is Objective 2 under Goal 2, access to  
14 healthy food choices -- is access to food choices the  
15 goal? Or is it that they are able to have these healthy  
16 food choices and therefore it is under basic needs or  
17 about the environmental where these stores are located. I  
18 understand, you know, healthy -- I mean, food deserts  
19 being, as was mentioned, a part of that conversation. But  
20 just wondering around, like, placement of that objective  
21 in alignment with the other goals.

22           And then last comment. I also think that they're  
23 very lofty, but I'm an eternal optimist. But I think when  
24 there is true collaboration and partnership, and that we  
25 are increasing how much people are aware of, you know,

1 services and opportunities. I think that has a big  
2 impact. One of the things that I'm seeing in my region is  
3 that if you know that a service or an agency or an  
4 opportunity exists, you say great. We have so many  
5 services. But in places where people don't know they,  
6 think we have none. And where are we bridging that  
7 information gap in the process of all of this?

8 MS. CASTRO: Thank you, Commissioner. I do think  
9 as far as your previous question about placement, this is  
10 really about the environment; right? So there's actually  
11 probably some proxy data that needs to be identified from  
12 this one, because there has to be more exploration of are  
13 we talking about food deserts, or, you know how are we  
14 actually going to measure this. Yeah. Excellent point.  
15 Thank you.

16 SUPERVISOR MITCHELL: Before we move on, Vice  
17 Chair, I want to come back to where you started us with  
18 acknowledgment that nine was a whole lot. So like what do  
19 we do with that?

20 COMMISSIONER NICHOLS: Well, I don't know if  
21 you're asking me.

22 SUPERVISOR MITCHELL: You drop that bomb on us  
23 and we stepped right around it. So I really want to bring  
24 it back.

25 COMMISSIONER NICHOLS: I guess I want to clarify

1 and go a little deeper there, then, and I appreciate the  
2 opportunity and the discussion that followed.

3 I'm not afraid of lofty, and I'm not afraid of  
4 taking on a lot. And I really appreciate your comment,  
5 Madam Chair, about, well, if not us then who?

6 But I think it -- if we are going to go big, then  
7 it changes the way we approach a situation. If -- you  
8 know, if we take on housing insecurity, it really means we  
9 focus more on collaboration and working pretty closely  
10 with entities that are in the housing space and have the  
11 revenue and resources to move the needle there. Because I  
12 don't think First 5 is resourced on its own to solve the  
13 housing crisis in LA.

14 Similarly, if we take on nine things, I think  
15 we're going to have to think about how we combine efforts  
16 to get, you know, double impact. You know, someone  
17 mentioned it's hard for me on the screen to tell exactly  
18 who's talking. But if you effect one thing, it might move  
19 the needle in two other areas. And I think if we're going  
20 to do that, we have to think about, you know, how we can  
21 do, you know, two birds with one stone or how we address  
22 underlying issues, that we actually see the benefits of in  
23 three or four of these different objectives.

24 So if we decide to go this route -- and I'm  
25 certainly not saying we shouldn't, I think it's going to

1 be a challenge to staff. And an appropriate challenge.  
2 But a challenge to staff to figure out how do we deal with  
3 that, if we're taking on this big lot.

4 It is much simpler and much easier to pick one or  
5 two things and go very hard and very deep on them. That's  
6 a different kind of approach. So I guess that's what I  
7 was thinking about when I mentioned that.

8 SUPERVISOR MITCHELL: I appreciate that. And I  
9 wrote my three words down on a piece of paper that I now  
10 can't find. But when we went back to our opening  
11 statement and we talked about -- help me -- I said the  
12 three. Partner, advocacy, and amplify. Right. So I  
13 completely hear you, Mr. Nichols. And if I think about  
14 the role we play in that way, to amplify, advocacy, and  
15 partner, you're right. We're not building housing, but we  
16 lend our voice to those who are. That's the way I think  
17 that we can again accomplish these goals. I hear you and  
18 I agree.

19 MS. CASTRO: I also -- this process has been very  
20 iterative; so we'll zero in on a specific area and we'll  
21 zoom out to double check our logic. Like, does this still  
22 make sense. And then we'll make judgments.

23 So we're about to move into strategies and  
24 tactics, and it's the same thing. And we move into  
25 tactics, the specificity of what are the things that can

1 be taken on, it's going to necessitate to move and then  
2 look at does this line up with the objectives, does this  
3 line up with the strategies. And I'll share parameters  
4 around how to make some decision points about  
5 prioritization, because all of the tactics that are going  
6 to be brainstormed, there's not enough resources to do all  
7 of those things. So, therefore, we do have a proposal and  
8 a rubric to help make those decision points and completely  
9 agree that the tactics that are identified are potentially  
10 at least they'll hopefully be aligned to at least one of  
11 the objectives or potentially more. So that could be  
12 another consideration to wait.

13 SUPERVISOR MITCHELL: Last point I'll make is on  
14 this concept of culturally affirming. And -- and thank  
15 you for asking the question (inaudible) the conversation,  
16 and thank you for giving your example. Because it gave me  
17 cause to go deep. And for me, affirm -- and when we say  
18 culturally competent or culturally sensitive, that is the  
19 service provider in our own mind assuming that we are  
20 providing a service that meets those criteria. Culturally  
21 affirming says to me that it is the population, it is the  
22 client who is driving what comes next, that we are meeting  
23 their communicated, expressed need.

24 My example that came to mind as you spoke about  
25 that, I happened to be in a space yesterday with a member

1 of children's court who talked about using her bully  
2 pulpit to require that social workers support young  
3 African American girls in foster care with their hair.  
4 That if they're placed in households that are not African  
5 American, that the support is provided so their hair is  
6 cared for in a culturally affirming way. That was the  
7 example that came to me as a way in which that it's  
8 different than competent and culturally sensitive. It is  
9 a -- more action oriented, coming from the recipients  
10 perspective and positive.

11 Thank you.

12 MS. CASTRO: That's a beautiful example. I'm  
13 happy to hear that's happening.

14 SUPERVISOR MITCHELL: I just had that  
15 conversation with the judge last night. Wow.

16 Other comments or questions?

17 COMMISSIONER HEGER: Just a comment on the beauty  
18 salon. I do have a portable beauty salon in the basement  
19 of my program because the African American girls that are  
20 in foster care, their number one request was getting their  
21 hair done.

22 SUPERVISOR MITCHELL: Right. In a way that they  
23 wanted it done. Not in a way that somebody else thought  
24 it was easier or more convenient to them versus what was  
25 culturally affirming. Beautiful. Yes.

1 MS. CASTRO: So just a time check. How much time  
2 do we have left?

3 SUPERVISOR MITCHELL: We are going to 3:00. We  
4 said 3:30; so tell me what you want to do.

5 MS. PLEITEZ HOWELL: It's a nice break right now  
6 because we just finished objectives. It sets us up for  
7 strategies and tactics when we come back.

8 SUPERVISOR MITCHELL: And then everybody will  
9 have a cookie and be ready or not have a cookie. So we're  
10 going to take a 10 or 15 -- I'm going to say 10, and I  
11 know you're not going to come back until 3:30.

12 So we're going to take a 10-minute break, and  
13 I'll see you back at 3:30. Thank you.

14 (A brief break.)

15 SUPERVISOR MITCHELL: All right. We are back.

16 MS. CASTRO: All right. So to close-up that  
17 conversation on objectives -- goals and objectives -- am I  
18 echoing? I hear myself okay.

19 So to close that conversation on goals and  
20 objectives, which is the part of RBA that talks about the  
21 ends, what I'm hearing is a couple of things. One, we're  
22 good to move forward with goals for November.

23 Two, there's a lot of healthy, beautiful  
24 discussion on objectives. But that there wasn't  
25 necessarily any that were taken off the table. More so

1 what's First 5's role? What's First 5's capacity? How to  
2 partner with others. And make sure we're disaggregating  
3 the data so we really understand what the data is, because  
4 that will determine the development of tactics.

5 So just wanted to make sure I close to  
6 conversation.

7 Before we move forward, Karla, is there anything  
8 else I may have missed in that summary?

9 MS. PLEITEZ HOWELL: That was perfect. Thank  
10 you.

11 MS. CASTRO: Okay. Thank you. Wonderful.

12 So Now we're going to get into the part of the  
13 conversation that is talking about the way we're going to  
14 get to the end. We're moving into a conversation about  
15 strategies as well as tactics, if we can advance the slide  
16 about one more scene. Thank you.

17 If you could just keep going to the actual draft  
18 strategies. Yup. Keep moving. All right. Yes.  
19 Wonderful.

20 So you'll see that the strategies that the staff  
21 came up with again, really culling through all the  
22 feedback, generating feedback from community engagement  
23 sessions, sessions with other partners, board input.  
24 There are three strategies that have been landed on. And  
25 so they're meant to be taken as a collective.

1           So the first strategy, catalyze public policy  
2 efforts at the local, State, and federal levels that  
3 prioritizes the needs of families of children prenatal to  
4 age five.

5           Second strategy, collaborate with partners to  
6 strengthen public systems, services, and supports for  
7 children prenatal to age five and their families.

8           And Strategy 3, partner with communities to  
9 collaboratively grow a social movement that elevates the  
10 needs of children prenatal to five and their families.

11          So in shorthand, it's a public policy, a systems  
12 change, and a community change set of strategies.

13          So we're going to open up for feedback. And the  
14 feedback -- if you want to advance the slide -- is going  
15 to -- we're inviting you to share feedback in a couple of  
16 ways. A, share what do you like. We really want to know  
17 what questions you have. And if you have any question or  
18 suggestions for how to improve on any of these strategies.

19          And Hanna again will be note taking for us.

20          COMMISSIONER McCROSKEY: So we're already doing  
21 all three of these to some extent, I would say. And I  
22 just wondered if there would be a conversation about what  
23 we learned, because they're all very broad. The most  
24 effective ways to do these things. And I'm particularly  
25 interested -- I'm looking at Debbie -- in the partnership

1 one. Sort of, there have been some really strong  
2 partnerships, I think, with strong public agencies. And  
3 learning what's most effective in that. And I know that  
4 those conversations are to occur later (inaudible) or  
5 both. Just wondered if you had any reflections on that.

6 MS. CASTRO: Its definitely both. There's been  
7 an acknowledgement on that that there's a lot of  
8 incredible work that's already happened and wanting to  
9 really leverage the learning from those initiatives as  
10 well as think about how First 5 may continue to evolve in  
11 each of these areas. So it's both recognizing what  
12 already has occurred, is occurring, and also to re-imagine  
13 where First 5 wants to go.

14 And, again, the strategy being the large  
15 umbrella. It is by design pretty general, and then the  
16 tactic is where my framework will get more specific.

17 But if there's anything in each these strategies  
18 that you all want to highlight, to say this is where I  
19 think First 5 shines, or this is a role that I think  
20 really First 5 is leveraging the best of what First 5 is  
21 in order to make it happen. We also want to hear that  
22 feedback.

23 SUPERVISOR MITCHELL: Call on Commissioner Allen.

24 COMMISSIONER ALLEN: I think I just really like  
25 the third one. I think it is the first time I've seen in

1 a First 5 document the idea of building the social  
2 movement. And I think that that -- recognizing that as  
3 either that we need constituencies for these things. And  
4 -- and -- I mean, there are things like reducing poverty  
5 that many people (inaudible). But how they connect with  
6 things like having more open space or parks, I think  
7 that's great. Really, you know, sort of making what we're  
8 fighting for the property of lots and lots of people  
9 (inaudible) we're going to be effected.

10 MS. CASTRO: Thank you, Commissioner.

11 COMMISSIONER BYRD: I also want to highlight  
12 Number 2. When we're talking about building our  
13 collaborations, I think there are strong collaborations  
14 that exists, but I think as we tackle some of these goals  
15 enhancing that collaboration will be necessary, and will  
16 help us meet some of the goals. And one of the goals I  
17 was thinking up were those enhanced partnerships.

18 Collaborations will be needed around the housing  
19 piece. Like, the County is recognizing the need for  
20 housing. The State's recognizing that need. But focusing  
21 on families with children birth to five as we are  
22 conceptualizing what that housing looks like is going to  
23 be critical where elsewhere they will be overlooked.

24 MS. CASTRO: Absolutely.

25 SUPERVISOR MITCHELL: And it was that literal

1 thought, if not us, then who, having heard from a group of  
2 seniors recently about complaining about a housing  
3 development built for seniors with no security railings in  
4 the bathroom and kitchen. I'm like, who thought that was  
5 a good idea? But if we're not at the table, then who? So  
6 that was when I thought if not us, who? That we may not  
7 build, but we need to be in the room advocating on behalf  
8 of those families for those that do. Absolutely.

9 Other comments? Thank you. Mr. Vice Chair.

10 COMMISSIONER NICHOLS: Thank you, Madam Chair.  
11 Just a couple quick comments. One, I don't see it  
12 specifically called out in here. I presume it's part of  
13 Number 1, but one of the roles we can play is advocacy.  
14 We have a loud voice. We have board members with loud  
15 voices. We have staff who are very effective in  
16 communicating. And I think that's one of our strengths,  
17 is the ability to advocate in other venues for these areas  
18 that we're interested in.

19 And then just secondly, on Number 3, I don't  
20 disagree with it. In fact, I join one of the other  
21 commissioners in thinking that the building of social  
22 movements is an interesting and novel approach, which I  
23 really like. But I want to make sure it doesn't come  
24 across of taking advantage of community.

25 It's not us using them to push an agenda that we

1 set, rather it's listening to what they want to do and  
2 supporting their agenda. And just the language and the  
3 way we approach it, there might be some subtleties there.

4 SUPERVISOR MITCHELL: I appreciate it. I think  
5 the Vice Chair called me a big mouth, but I'm not going to  
6 be offended by it.

7 COMMISSIONER NICHOLS: Absolutely not.

8 SUPERVISOR MITCHELL: You know, I'm just poking  
9 on you because you're not here and I can poke at you.

10 COMMISSIONER NICHOLS: That's all right.

11 SUPERVISOR MITCHELL: Other comments? Yes.

12 UNIDENTIFIED COMMISSIONER: Yeah. If I can add,  
13 maybe it's a part of two earlier conversations that you  
14 can have incredible services and supports for children and  
15 families, but if people don't know about them -- right?  
16 And so I don't know if knowledge or awareness or something  
17 is an aspect that I think is potentially missing in that  
18 piece.

19 COMMISSIONER HEGER: Ten years ago, there was a  
20 Blue Ribbon Commission that was formed in LA County to  
21 create a prevention strategy. And I think that exactly  
22 what you're talking about, that in order in every  
23 community, there was the assets that were there, the  
24 people that were involved no matter how big or  
25 bureaucratic or how small or intimate, that all of them

1 were part of a system that could respond to the needs of  
2 the community.

3 MS. CASTRO: Commissioner Byrd?

4 COMMISSIONER BYRD: So to continue this theme  
5 developed with the end user in mind and staffed with  
6 enough resources that we can help people navigate it. So  
7 whether it's a geomapping or whatever people may need  
8 help, video snippets to guide them or whatever that may  
9 be, but the end user has to be consulted in the  
10 development.

11 UNIDENTIFIED COMMISSIONER: (Inaudible) the lack  
12 of for the idea of -- of creating a roadmap that is  
13 accessible online. And that is call centers that is  
14 accessible in any community or space, libraries,  
15 hospitals. And possibly clickable as well. And there was  
16 another comment just left. But well, it will come back.

17 But no, it was around the same issue. There's --  
18 I'm trying to remember which goal with regard to assisting  
19 parents who need their children assessed. That is a  
20 bureaucratic space that is really hard to navigate if you  
21 may not speak the language, if you are just overwhelmed by  
22 doing more than two to three pages of paperwork. And so  
23 that is a space that I think might be helpful for us to  
24 try to figure out where do we fit into that and how can we  
25 assist families who need those kinds of services. Because

1 many just decide not to. And then they come -- they go to  
2 preschool and they struggle and then they go to public  
3 school and they struggle and that's -- and then a lot of  
4 -- and then they struggle for years.

5 SUPERVISOR MITCHELL: Folks on the previous  
6 screen mentioned video snippets. And then you said the  
7 logical place I think for us is libraries, clinics. I  
8 think we have to think outside the box. And it's painful  
9 for me to say, but, like, TikTok and IG and Facebook and  
10 whatever else is more current than that, because I'm aging  
11 myself that I acknowledge those. But -- but that is where  
12 people go to get their source of information. And so  
13 instead of fighting that, we need to lean in and buy  
14 Facebook ads, do whatever we need to do to help people get  
15 the information and collectively, not just First 5, but  
16 all of us.

17 Commissioner.

18 COMMISSIONER McBRIDE: I agree with everything  
19 that's been said and it goes back to navigation that we  
20 implement. And also I think this is where the  
21 conversation goes back to about culturally affirming  
22 lenses come into play as well, because as we are  
23 increasing the awareness of it, the message and the  
24 messenger matter greatly to the populations that we're  
25 serving. So if you're a family with an IEP or if you're a

1 family that's an English learner or whose first language  
2 is not English or a black family, it's going to matter not  
3 just what we're trying to provide by way of services, but  
4 how that's being presented to those populations. And so I  
5 think it's important to explore a variety of methods and  
6 messengers so that this feels very much like for strategy  
7 Number 3 that we are truly partnering with communities for  
8 them to amplify their own voices as opposed to us speaking  
9 for them in some way.

10 MS. CASTRO: So what I'm hearing is that there  
11 seems to be agreement on the strategies and there's a lot  
12 of nuance to include in the narrative to explain what is  
13 meant by each of those things and how you all want to see  
14 the approach to implementation of strategies. Right?

15 Any other comments? Yes.

16 COMMISSIONER ALLEN: Just to add to that. I  
17 mean, I think navigation is enormously useful. But I also  
18 think we have an insane system as far as navigators and  
19 that whenever -- I mean, we also, I think, as a County and  
20 advocates for children and families need to think about  
21 where are the places where the system is so confusing that  
22 no one -- no one can sort of make it through without lots  
23 of missteps and time wasted and frustrations and how do we  
24 improve that. How do we make it so that when you call a  
25 County agency, you get a sensible answer, and you are

1 quickly directed to where you need to go without needing  
2 someone whose job is to help you figure that out.

3           So I love navigation. I absolutely -- this is an  
4 I -- I'm not dissing navigation. But just recognizing  
5 that we create the need for it by making it, you know, in  
6 countries where you walk into any hospital and they're  
7 going to see you because there's universal health care,  
8 you don't need a navigator to go to a doctor. We've  
9 created a situation where you do. So I think we need to  
10 make it accessible and so on. At the same time, as we  
11 recognize that they're not.

12           SUPERVISOR MITCHELL: (Inaudible)

13           COMMISSIONER ALLEN: Universal health care.

14           SUPERVISOR MITCHELL: Yes, commissioner.

15           COMMISSIONER McCROSKEY: I'm just glad we're  
16 having this navigation conversation. I think everybody  
17 that's planning anything related to stuff I work on is  
18 having the same conversation about how very difficult it  
19 is and the numbers of specialized navigators you need to  
20 navigate, you know, from one system to another. But I do  
21 think there's another reality part of it which is our  
22 services and supports turn over faster (inaudible) than  
23 any place else in the country. Because a lot of people  
24 are dependent on grants and grants come-and-go. And staff  
25 come-and-go; so language, capacity, etcetera -- I'm not

1 saying we can't solve that too. But we do need to be  
2 aware as we think about navigation that it's -- we have --  
3 different parts of the County have really different things  
4 to offer. And they aren't called the same thing or work  
5 the same way in different parts of the country in they're  
6 not always what we think they are.

7 I've been listening to some presentations by tech  
8 vendors about navigation. And one of them, for example, I  
9 can't even remember the name, doesn't validate what's on  
10 their list with the providers. They get it from already  
11 existing directories. So people who are saying this is  
12 going to be wonderful, we're going to have a technological  
13 way to -- but it's not going to be accurate. And we'll  
14 discourage people more than it can help. I don't want to  
15 end with that I'm trying to think of something else  
16 positive. I just think it's something we need to keep in  
17 mind that it's not navigation in and of itself, but in  
18 collaboration with -- with the clients and the end users  
19 but also the providers.

20 MS. CASTRO: Right. And also I'm hearing your  
21 comment that navigation needs to be looked at in the same  
22 way that you're looking at the other tactics, which is  
23 specific to a specific group and a specific neighborhood  
24 and a specific -- right? So you need -- we need to get  
25 much more specific about all of those environmental

1 factors. Yeah.

2 All right are we good to move forward? There's a  
3 lot of content here. That's why I'm eager to share  
4 because, I think this is a place you all are going to dig  
5 in. Okay to move forward?

6 SUPERVISOR MITCHELL: Let's go.

7 MS. CASTRO: Okay. So parameters for tactics. I  
8 want to make sure that you all are aware that we're not  
9 talking about the tactics themselves. This is more a  
10 precondition or pre-readiness step to talk about what is  
11 important as staff brainstorm, as we get back about  
12 tactics that align with this framework. So, you know, how  
13 will prioritization happen, what are the things that need  
14 to be there in order for tactics to be considered.

15 So staff came up with the very robust list. And  
16 even though this is a lot of content, believe me. We've  
17 narrowed and prioritized and so it was even more prolific  
18 that what you're going to see.

19 But the parameters for tactics have landed in two  
20 major buckets. This slide is really just to say that  
21 indicators are meant to track to either one or more  
22 objectives. So the tactics are adopted into the  
23 framework. So tactics -- when we say tactics, we mean  
24 organized activities that can help First 5 achieve one or  
25 more objectives.

1           We're going to drill into the parameters.

2           The other thing about tactics is we're going to  
3 be in alignment with one or more strategies as well. So  
4 we're having that discipline to keep going back to the  
5 framework so that there's alignment within the  
6 organization.

7           So moving into the first part of this. There are  
8 some parameters for strategies that cut across all of the  
9 strategies. So there are three major categories for  
10 parameters that cut across all strategies. And I'll give  
11 some examples in each of those areas. You also have this  
12 in front of you and in your handout as well.

13           So the first one is about alignment and potential  
14 impact; so just as I shared, you know, does the tactic  
15 address at least one of First 5 LA's goals and objectives?  
16 Two, does the tactic operationalize at least one of First  
17 5 LA's strategies? Does it contain performance measures?  
18 So here we mean outcomes, outputs, metrics, customer  
19 satisfaction metrics. Right? There's a whole lot that  
20 goes into performance measures that demonstrate high  
21 potential to impact at least one or more objectives.

22           And then lastly, is there strong alignment  
23 between this tactic and other tactics. All right? So you  
24 already identified how some objectives would play on each  
25 other. The same here. Are there other tactics that can

1 feed into a bigger impact across the plan?

2 The second is an equity-driven planning process.  
3 So again, you know, really wanting to hold the value  
4 around equity that is now explicitly expressed in the  
5 strategic plan.

6 Number 1, does a tactic involve racialized groups  
7 or other marginalized communities in tending to narrow  
8 equity gaps for kids prenatal to five. And does that  
9 build greater decision making power.

10 Number 2 is the tactic developed through an  
11 analysis of desegregated data? For example, age, race,  
12 income, could be neighborhood. And an analysis of the  
13 systemic causes.

14 Number 3, does the tactic address a problem  
15 deeply and extensively felt by community members? As an  
16 example of this, as the landscape analysis has occurred,  
17 as stakeholders have been engaged, housing is one of those  
18 things that consistently and repeatedly keeps getting  
19 named by families. Right? So that's an example there.

20 Number 4, is their strong support or high  
21 potential from critical stakeholders for this tactic? So  
22 is there community support? Is there political will? Is  
23 there ability to move this based on that relational field?

24 And the last universal parameter is around  
25 cosmetic sustainability. You know, this whole strategic

1 plan, there's some pre-conditions about why a new plan was  
2 needed. One is the financial reality of First 5. So  
3 sustainability was something that was really lifted as a  
4 very real need.

5 So some of the questions to consider there, does  
6 the tactic generate greater benefits and/or a larger scale  
7 of impact? And then other options for a similar cost,  
8 does it include a plan that demonstrates public policy or  
9 systems change will be sustained through multiple funding  
10 sources and with benefits of specific timelines? Does the  
11 tactic include a plan that includes information criteria  
12 timelines on whether First 5 LA should continue funding  
13 this tactic? And lastly, does a tactic include a analysis  
14 of staff time and other costs to the organization that it  
15 will need?

16 So those are the universal parameters that apply  
17 to all of the strategies.

18 I'm now going to move into the second part of  
19 this, which is to talk about the specific parameters for  
20 each strategy. So we're going to move into strategy one,  
21 which is our policy strategy. Thank you.

22 So around policy, the questions here are does the  
23 tactic actually focus on legislation, regulatory rules, or  
24 policy implementation? Is the implementation of the  
25 public policy feasible at the local level? We all know

1 that, you know, big efforts are made to create some kind  
2 of policy change. And then when you get into  
3 implementation, it's sometimes you go through the mud.  
4 It's really hard. So what is the feasibility about  
5 implementation?

6 That's the public policy aim, to draw down  
7 federal and State funds to the local level. And does this  
8 tactic have high potential to gain support from  
9 policymakers.

10 I'm going to move into the systems change  
11 strategy. Does the tactic target at least one specific  
12 system? Does the tactic name a concrete set of  
13 administrative policies, procedures, and/or practices that  
14 need to shift so what in the system is actually -- is the  
15 change intending to -- to promote? Does the tactic  
16 indicate how the shift in administrative policies,  
17 procedures, and/or practices will achieve specific gains.  
18 So, for example, is an increased resource -- is it better  
19 eligibility? Is it improved quality?

20 And the last of the tactic involves funding a  
21 direct service. Is there an explanation of how the direct  
22 service will generate shifts and practices within at least  
23 -- at least within one specific public system. And this  
24 one is very important, because there's not a social  
25 service strategy within the strategic framework. It's

1 about policy systems and community change. Right? So if  
2 it is a direct service, how is that direct service  
3 directly contributing to one of the other strategies?

4 And the last parameter under Strategy 3, which is  
5 the community social movement strategy, does the tactic  
6 foster greater parent/caregiver/resident or stakeholder  
7 ownership of the shared vision; so to the point of many  
8 folks, including Commissioner Nichols; so for example is  
9 this aligned with community identified priorities? Does  
10 it center the lived experiences of parent caregivers and  
11 residents? Does it strengthen their leadership skills and  
12 technical knowledge?

13 Number 2, does the tactic connect the parents and  
14 caregivers, residents, and local organizations, to  
15 institutions with more resources advancing a vision for  
16 the well-being of children prenatal to five.

17 So here resources could be larger than just  
18 public agencies. It could include important nonprofit  
19 organizations, etcetera.

20 Number 3, does it enable a community specific  
21 network to connect with networks operating at various  
22 levels that seek to deepen the public commitment of  
23 children prenatal to age five. And last, does the tactic  
24 produce a physical, social, political and/or economic,  
25 infrastructure that increases community control and access

1 to resources that advances the well-being of kids prenatal  
2 to age five.

3 So that is a lot. And if you can see how these  
4 parameters that start to contribute to waiting -- right?  
5 -- the tactics that I identified to say which ones are  
6 really going to rise to the top, that have community  
7 support, etcetera. So I will stop there. We're going to  
8 do the same thing, open it up for questions. Anything  
9 that you like to clear, specifically to callout, or any  
10 suggestions that you have to change.

11 COMMISSIONER McBRIDE: Just going off --  
12 navigation tools, eliminating some of the barriers that  
13 make those necessary.

14 MS. CASTRO: So that's like a systems  
15 intervention; right? So reducing the barriers to the --  
16 for family to be able to access the services and supports.  
17 Fantastic.

18 What else is -- is calling out for you?

19 COMMISSIONER NICHOLS: Everybody's quiet. I'm  
20 glad that you think it's good that I'm talking. I feel  
21 like I'm a little hard on people. I don't mean to be,  
22 that I'm really -- mind spins, and I think a lot about  
23 these things. And a lot.

24 So see and hear a lot is evaluation of the  
25 timeliness of achieving the goal of the tactic. So is it

1 something that will happen quickly? Is it something  
2 that's, like, a multi-year pull? Multi-prong tactic? And  
3 part of why I call that out is there may be some  
4 strategies to doing some things that are quick to catalyze  
5 other things that would come later in how we allocate our  
6 resources, in terms of order of operation, what do we do  
7 first. What do we do next. What is our long-term plan?  
8 And I didn't really see that calculus come across clearly  
9 in this.

10 MS. CASTRO: I really love that I -- I definitely  
11 think that's something that could be cross cutting across  
12 all of the tactics identified. So thank you for that.

13 And included in some of the language, but I think  
14 it could be a lot stronger.

15 UNIDENTIFIED COMMISSIONER: Quick question. For  
16 each tactic, then, the answer would have to be yes for all  
17 four questions within?

18 MS. CASTRO: Not necessarily. So there was a  
19 desire for staff to not necessarily make this a checklist  
20 but rather for there to be a rubric of seeing how these  
21 all weigh. And then taking a step back and looking at it  
22 in a holistic way to make final decisions. So one not  
23 achieving all of them doesn't mean that the tactic is out.

24 And the staff do a great job of thinking through  
25 all of these angles. Yes.

1           COMMISSIONER McCROSKEY:  Maybe it's also here,  
2 but the issue about the time -- time -- timelines, time to  
3 completion, etcetera, made me think of existing resources  
4 that are already available that we already have in play.  
5 And it feels like I don't know if it fits here exactly,  
6 but I would think any kind of practical decision making,  
7 if we can find something where we have partners or know of  
8 partners who already have (inaudible) interested in that  
9 would be a good place to start.  And at least some of  
10 these objectives and important way to consider where we  
11 start, some may be earlier some maybe later.

12           MS. CASTRO:  Yeah.  So to what extent our  
13 existing resources are already contributing to this area.

14           COMMISSIONER McCROSKEY:  And can we add a zero to  
15 five frame or voice or learning stream from what we're  
16 doing, etcetera, and not just saying any resources that  
17 are available, though sometimes that's where you end up.  
18 But it feels like it's one of the things we ought to be  
19 considering as we're thinking about tactics.

20           S. CASTRO:  Absolutely.

21           MS. PLEITEZ HOWELL:  Can I ask a clarifying  
22 question, Commissioner?  So an assessment of the landscape  
23 and what funding exists for an issue, and/or what we have  
24 invested or both?

25           COMMISSIONER McCROSKEY:  So partially, I'm coming

1 off of there's -- you know, there's this new promotion and  
2 prevention task force being developed. And the name of  
3 which I don't get all the word in the right order, but I  
4 know that one thing is they have on their list is trying  
5 to understand where the resources are in the County budget  
6 across departments that are related in particular to  
7 prevention. So wouldn't it be wonderful if that was done  
8 early enough we could say there, you know, there's two  
9 departments who are already investing programs that are or  
10 could be aligned and First 5 could add to it in the  
11 following way. So I'm not just thinking of a, you know,  
12 sort of a what money already, but what money aimed towards  
13 some of these goals and objectives where First 5 has  
14 alignment already or could have -- could add something.  
15 And this is where it's so wonderful that we're going to  
16 have a representative on that.

17 MS. CASTRO: And in that example, it could go  
18 both ways. Right? Like if there's a lot of political  
19 will, then the ability to leverage what exists, great. On  
20 the other hand, to Supervisor Mitchell's point, if  
21 nobody's doing and First 5 can play a role, because no --  
22 that calculus can shift.

23 COMMISSIONER McCROSKEY: And we would probably  
24 balance those out then.

25 MS. CASTRO: But it's an important consideration.

1 Commissioner Allen.

2 COMMISSIONER ALLEN: And so it sounds like what  
3 you're saying instead of does it maximize the (inaudible)  
4 is that right?

5 COMMISSIONER McCROSKEY: Maximize the value.  
6 Correct. (Inaudible) and potentially expand because of  
7 the partnership.

8 COMMISSIONER ALLEN: But it's a starting point.

9 COMMISSIONER McCROSKEY: It's not saying let's  
10 all tell XYZ Department and program what to do. But if we  
11 take that program and add to how can we get a --

12 COMMISSIONER ALLEN: Right. Right.

13 COMMISSIONER McCROSKEY: -- additional impact.

14 COMMISSIONER ALLEN: I think that's great. I  
15 think this is maybe sort of implicit, but one other thing  
16 to think about is are there unintended side effects. I  
17 mean, it does talk about cost benefit, but it doesn't  
18 really say look at the potential cost. I mean, I think  
19 there's lots of things you can do that are good, but they  
20 have potential side effects that aren't intended that you  
21 want to look at carefully. So somewhere that needs to be  
22 stated, I think, is that there's been an examination of  
23 what the potential risks are and are they -- do they  
24 outweigh, you know, the potential benefit. I mean, I  
25 think there are lots of -- I mean, obviously, some of the

1 debates about what are the best ways to handle schools  
2 during the pandemic -- I mean, clearly there was some  
3 adverse outcomes. How many lives were saved? You know,  
4 we may never be able to think about things like that.

5 MS. CASTRO: So I'm hearing that in addition to  
6 the cost benefit question --

7 COMMISSIONER ALLEN: So the greater the benefits,  
8 greater than other interventions, rather than are the  
9 benefits greater than doing nothing at all, because you're  
10 -- like first do no harm.

11 MS. CASTRO: Great point. Thank you.

12 COMMISSIONER ALLEN: Mistake for the schools to  
13 shut down, because, you know, it's obviously something to  
14 think about.

15 MS. CASTRO: All right. Any additional comments?  
16 Feedback? Wishes? All right.

17 So just to close, this is what we're hearing,  
18 that there's a few additions and few more specificity.  
19 But on the whole, it sounds like you all are appreciating  
20 this framework around parameters. Okay.

21 I think we're in a great position then to discuss  
22 next steps. Which will be taking all the feedback, what  
23 we've been doing as a whole process of getting feedback  
24 from the board, coming back to the staff, you know,  
25 getting feedback, and blessing there, and then coming back

1 to you all. So this is the iterative process that we've  
2 been in. So we're at final recommendations. And then  
3 that will be what I believe is going to come to you at the  
4 next meeting in November.

5 Is there anything else that I need to share  
6 regarding next steps?

7 MS. PLEITEZ HOWELL: One thing, there will be a  
8 draft version of the strategic plan which we will share  
9 and we'll have some conversations with you all regarding  
10 the draft before it comes back November 9th. But November  
11 9th will be our final meeting where you'll receive the  
12 final draft of the full strategic initiative -- strategic  
13 plan.

14 MS. CASTRO: Right. And then the step after that  
15 is about implementation, which we said is the hardest part  
16 to do.

17 SUPERVISOR MITCHELL: (Inaudible) our full board  
18 community.

19 MS. PLEITEZ HOWELL: Thank you for asking that.  
20 Clarification will be shared with alternates, the full  
21 (inaudible) want to make sure that internal First 5 LA  
22 team sees the first, and after that we'll be shared with  
23 everyone here and alternates.

24 SUPERVISOR MITCHELL: Excellent.

25 MS. CASTRO: Thank you. Thank you all.

1 Appreciate you.

2 SUPERVISOR MITCHELL: So very good. Thank you.  
3 Thank you. Colleagues, we're going to move to agenda item  
4 12, which was public --

5 ATTORNEY YOUNG: This was a public hearing item.  
6 Would you like to see if there's any public comments?

7 SUPERVISOR MITCHELL: I think so. For this  
8 agenda item?

9 ATTORNEY YOUNG: Correct.

10 SUPERVISOR MITCHELL: I was trying to get to them  
11 because they were general public comments.

12 All right. We have three public commenters in  
13 the crowd. And we're going to start with Fiona Stuart  
14 from the Childcare Alliance. Following Fiona will be  
15 Carlos Arreo, associate director Para Los Ninos. And  
16 following Carlos will be Wendy Wechsler.

17 Hi.

18 Speaker: Hi. Good afternoon, commissioners. My  
19 name is Fiona Stuart, and I'm the program director with  
20 the Childcare Alliance of Los Angeles, which is a  
21 long-time collaborative partner. And we thank you for all  
22 of your support throughout the years. And while I support  
23 the three goals regarding children and families basic  
24 needs and (inaudible) and having a solid foundation is  
25 built on, I want to highlight the significant role of

1 early care and education in all of these areas. The Early  
2 Care and Education system is critical to supporting  
3 children's outcomes and families economic stability for  
4 all of the goals. Childcare keeps LA County families  
5 working and able to thrive, and will be a necessary  
6 strategy to achieving several of the goals.

7           And as you know, this is a workforce in crisis.  
8 As Dr. Austin and others for the Center for the Study of  
9 Childcare Employment have continuously championed this is  
10 a workforce that is frequently under great stress and  
11 leaving or closing down due to low compensation, little  
12 access to benefits, and challenging work environment.  
13 This stress on top of the historic racism and sexism built  
14 into this field make achieving and sustaining a high  
15 quality environments and nurturing relationships known to  
16 impact children's outcomes and as you recently heard  
17 landscape analysis (inaudible) with First 5 LA across the  
18 various home-based providers in our study, more than 60  
19 percent of them do not have any access to benefits. Less  
20 than 10 percent have any retirement account or paid civic  
21 time. And these are the providers most needed for  
22 marginalized families and those with infants and toddlers.

23  
24           So we appreciate all that you've done to lift  
25 this workforce up and we urge you to keep them at the

1       forefront of your strategic planning work.

2               Thank you.

3               SUPERVISOR MITCHELL: Thank you.

4               MS. VO: Testing.

5               SPEAKER: Good afternoon, Commissioners. My name  
6 Carlos Arreo, Associate Director of community  
7 transformation with Para Los Ninos. And we also have a  
8 play a role as a regional network grantee for Best Start  
9 Region 1 which includes East La, Metro LA, Southeast LA.  
10 I feel like I'm reacting a lot to what I've just seen over  
11 the last couple of hours. So this may be repetitive. So  
12 I apologize for that.

13               But I wanted to first of all appreciate seeing  
14 we've been able to participate in this process as well.  
15 So I wanted to appreciate that input that is really  
16 important for us. So thank you for that. I also did want  
17 to offer a little bit in terms of conversation about the  
18 loftiness or the perceived generalness of the goals. It  
19 actually allows us to be a little more strategic and also  
20 be more creative in the implementation and the response to  
21 these pieces, so when I was looking at Goal 2 and  
22 Objective 2, when it talks about more access to parks,  
23 what it allows us to do is not just how many parks are  
24 being built in specific communities, but what are the  
25 amenities of the parks, for example. What is the makeup?

1 the racial makeup? The gender makeup of the staff that's  
2 in the parks as well. So I appreciate that it allows us  
3 to go beyond just the larger perspective of it. I also  
4 want to appreciate the fact that in Strategy 3, it's been  
5 an incorporation of the partnership with the community  
6 members, folks who are most effected. What we have found  
7 is that when we're not working closely with the community  
8 members, sometimes our good intentions, despite them being  
9 good, sometimes don't result in the results that we're all  
10 looking for, which I think this process allows us to do.

11 Since I think my time is running out, I wanted to  
12 throw my hat into the conversation about culturally  
13 affirming care. I think what I just described about the  
14 parks, that's a culturally affirming park, if they were to  
15 do things like (inaudible). So it goes beyond just the  
16 our typical notions of care.

17 And to add to Supervisor Mitchell's definition of  
18 affirming care, affirming to me implies something already  
19 exists. So if something already exists, we're not  
20 bringing culture to communities. Culture exists, and this  
21 is my end. So thank you all for the time. I appreciate  
22 it.

23 SPEAKER: I just wanted to make a comment that I  
24 thought was really important after the break, but then  
25 your conversation really included a lot of points that I

1 actually wanted to add. So I'm going to more or less echo  
2 the points that have been made by several of the  
3 commissioners since the break about, you know, responding  
4 to collaborative -- the collaborating with different  
5 County agencies and the potential of creating some  
6 documentation that helps us all understand how much is  
7 being spent on P-5 by other agencies in the County. And  
8 then how First 5 fits into that. At least for me, maybe,  
9 I'm extremely, you know, visual. But to see, you know,  
10 we're talking about \$80 million from First 5, how much of  
11 the hundreds of millions that are being spent by DHS, DPH,  
12 DCFS, and other, DMH, LACOE, are also targeted to P-5.  
13 And if we could start to create that analysis and then  
14 track it year after year, suddenly we'd all have a  
15 document that could be used across different organizations  
16 and different commissions or task forces. And so that  
17 we're all using a common set of data. And I think people  
18 throughout the County would really appreciate First 5  
19 taking a lead on that. Because there's really nobody that  
20 would naturally do that. I'm not even sure that any of  
21 your County agencies look at their budgets according to  
22 population served in that way. Maybe they do. I haven't  
23 seen it.

24 So I just want to fortify the comments you've  
25 made about collaboration with County agencies and

1 documents that would help all of us use a common set of  
2 numbers, and then make sure that our bullet in that regard  
3 fits right in. Thanks.

4 SUPERVISOR MITCHELL: Thank you. Good thing  
5 Mitchell carried that amazing motion at the County. Man,  
6 that Supervisor, she's something else.

7 Okay. Thank you very much to the public for your  
8 comments on Agenda Item 11.

9 And there are none telephone?

10 MS. VO: Confirming there are none telephonic.  
11 Correct.

12 SUPERVISOR MITCHELL: Beautiful. Moving on to  
13 Agenda Item 12.

14 MS. VO: Interject for one public hearing, I do  
15 want to have it officially closed before we move on to the  
16 next item.

17 SUPERVISOR MITCHELL: Thank you. We will now  
18 officially close the public hearing.

19 MS. VO: Thank you.

20 SUPERVISOR MITCHELL: All right. Moving on to  
21 Agenda Item 12, which is public comment for items not on  
22 the agenda.

23 Do we have any public comments?

24 MS. VO: Confirming there are no general public  
25 comments today.

1 SUPERVISOR MITCHELL: Thank you.

2 And is there any other business that I should  
3 consider or call on before we adjourn? Hearing none, we  
4 will now stand adjourned. Our regular board meeting will  
5 pick back up on Thursday, November 9th. Thank you all for  
6 your energy, your time and attention.

7 Thank you, Mr. Vice Chair, for hanging with us  
8 remotely for a long meeting.

9 (At 4:17, the meeting was adjourned.)

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C E R T I F I C A T E

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

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

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

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

Attested to on this 26th 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 September 30, 2023.**

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

**DISCUSSION:**

First 5 LA began the month of September with a cash balance of \$291.7 million. During the month of September 2023, we received \$460,330 in revenues. We had \$2.7 million in program expenditures, and \$1.2 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$288.2 million.

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

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of September 30, 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  
September 30, 2023, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Net Position as of August 31, 2023</b>	<b>\$ 291,663,678</b>	
<b>Revenue</b>		
Monthly State Allotments	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	460,330	
Investment Income - Other	-	
<b>Total Revenue</b>	<b>\$ 460,330</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2020-2028 Strategic Plan: Focusing For The Future	\$ 2,703,516	
Legacy Investments	-	
<b>Total Initiative/Program Expenses</b>	<b>\$ 2,703,516</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	\$ 1,043,540	
General Operating	73,511	
Consultant Services	50,875	
Professional Services	53,515	
Travel Expenses	2,488	
Professional Development	6,591	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,230,519</b>	
<b>Total Expenses</b>	<b>\$ 3,934,035</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (3,473,705)</b>	
<b>Net Position as of September 30, 2023</b>	<b>\$ 288,189,973</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 2023-24 BUDGET  
SEPTEMBER 30, 2023, UNAUDITED**

<b>INITIATIVE/PROGRAM</b>	<b>FY 2023-24 BUDGET</b>	<b>SEPTEMBER EXPENDITURES</b>	<b>FISCAL YTD EXPENDITURES</b>	<b>BALANCE REMAINING</b>
<b>2020-2028 STRATEGIC PLAN</b>				
Center for Child and Family Impact				
Family Supports	39,103,000	1,801,466	2,584,460	36,518,540
Communities	14,367,200	456,555	456,555	13,910,645
Early Care & Education	6,174,615	268,019	795,682	5,378,933
Health Systems	4,750,550	101,908	379,441	4,371,109
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	28,000	130,600	169,400
Organizational Memberships	175,000	-	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	813,875
Office of Communications				
Strategic Communications	1,587,417	26,118	112,517	1,474,900
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	21,450	25,050	37,950
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>2,703,516</b>	<b>8,565,330</b>	<b>67,752,952</b>
<b>LEGACY INVESTMENTS</b>				
Little by Little/One Step Ahead Program	2,027,000	-	151,605	1,875,395
<b>Subtotal Legacy Investments</b>	<b>2,027,000</b>	<b>-</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>2,703,516</b>	<b>8,716,935</b>	<b>69,778,347</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 September 2023.

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

Attachment B

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

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

OPERATION AND ADMINISTRATION EXPENSE	SEPTEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2023-24 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	823,386	2,603,421	12,274,806	9,671,385
Fringe Benefits	220,154	780,575	3,996,716	3,216,141
<b>Total Personnel Services</b>	<b>1,043,540</b>	<b>3,383,996</b>	<b>16,271,521</b>	<b>12,887,526</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	3,714	6,661	42,000	35,339
Workers Compensation Insurance	-	63,993	45,000	(18,993)
Utilities	-	-	170,000	170,000
Corporate Insurance	40,906	109,242	113,300	4,058
Mileage, Parking and Other Transportation	518	1,173	28,825	27,652
Telephones	3,828	12,426	71,600	59,174
Cell Phones & Mobile Devices	8,650	26,550	122,000	95,450
Outside Printing & Publishing	-	-	1,450	1,450
Other Supplies	-	467	6,250	5,783
Postage & Delivery	-	-	6,000	6,000
Educational Supplies	414	693	3,850	3,157
Office Supplies	697	4,186	63,655	59,469
Subscriptions & Publication	774	1,927	28,325	26,398
Equipment-Rents & Leases	1,112	8,030	13,000	4,970
Building Repair & Maintenance	-	-	185,000	185,000
Equipment Repair & Maintenance	-	-	7,500	7,500
Offsite Storage	284	960	5,500	4,540
Hardware & Software Maintenance	2,100	26,206	394,000	367,794
Miscellaneous/Contingency	-	3,142	60,000	56,858
Stipend Honorarium	-	-	2,500	-
Internal Meeting	4,915	13,725	99,240	85,515
Divisional Capacity Building	5,600	5,600	20,000	14,400
<b>Total General Operating Expenses</b>	<b>73,511</b>	<b>284,983</b>	<b>1,488,995</b>	<b>1,201,512</b>
<b>Consultant Services</b>				
Consultant Fees	42,724	102,798	1,462,500	1,359,702
Other Professional Fees	8,151	15,533	291,000	275,468
<b>Total Consultant Services</b>	<b>50,875</b>	<b>118,331</b>	<b>1,753,500</b>	<b>1,635,169</b>
<b>Professional Services</b>				
Audit	31,000	31,000	72,000	41,000
Legal Fees	21,240	35,363	225,000	189,637
Professional Dues	170	880	55,370	54,490
Staff Recruitment	70	70	15,000	14,930
Commission Stipends	750	1,500	20,000	18,500
Web-Based Services	285	1,569	88,000	86,431
Bank & Other Service Charges	-	5,896	11,000	5,104
<b>Total Professional Services</b>	<b>53,515</b>	<b>76,278</b>	<b>486,370</b>	<b>410,092</b>
<b>Travel Expenses</b>				
Airfare	1,599	4,306	107,562	103,256
Lodging	-	497	104,354	103,857
Per Diem	701	1,234	47,602	46,368
Other Travel Expense	188	590	12,158	11,568
<b>Total Travel Expenses</b>	<b>2,488</b>	<b>6,627</b>	<b>271,676</b>	<b>265,049</b>
<b>Professional Development</b>				
Training Material & Supplies	-	-	15,780	15,780
In-house Training	-	-	77,200	77,200
Leadership Programs	2,600	6,250	81,500	75,250
Conference/Training Registrations	3,792	12,379	112,300	99,921
Outside Training	199	698	57,700	57,002
<b>Total Professional Development</b>	<b>6,591</b>	<b>19,327</b>	<b>344,480</b>	<b>325,153</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>1,230,519</b>	<b>3,889,543</b>	<b>20,746,542</b>	<b>16,854,500</b>

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

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

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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  
September 30, 2023 Unaudited**

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**Current Assets:**

Cash	\$	3,453,681
Cash- Morlin Mgmt Corp		237,380
Investment:		
Operating and Allocated funds		133,726,153
Specific Investment - County Pooled		134,000,000
Advance - Regional Network (RN)		2,697,914
Advance - Various		197,075
Other Receivables		3,121,560
<b>Total Current Assets</b>	<b>\$</b>	<b><u>277,433,763</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>290,898,398</u></u></b>
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**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$	(31,467) (1)
<b>Total Current Liabilities</b>	<b>\$</b>	<b><u>(31,467)</u></b>

**Net Assets:**

Investment in capital assets	\$	13,464,635
Restricted		277,465,230
<b>Total Net Assets</b>	<b>\$</b>	<b><u>290,929,865</u></b>

<b>Total Liabilities and Net Assets</b>	<b>\$</b>	<b><u><u>290,898,398</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 two (2) renewals 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 programmatic budget for FY 2023-24 totals \$78,370,282 and the approved operating budget totals \$ 20,746,542. Funding for the renewing agreements is included in the FY 23-24 budget approved at the June 8, 2023, Board of Commissioners meeting. For agreements 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.

The contractors are proposed for renewals to continue or complete a multiyear project or initiative. A description of each contractor's project and scope of work for FY 23-24 is provided in Attachment A. Staff analyzed the progress of each contractor and determined whether these contractors are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A. The anticipated project end date noted in Attachment A is subject to change based on First 5 LA's strategic plan reset efforts. Upon approval of the agreements presented below, staff will complete final execution of the agreements.

**DISCUSSION:**

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

Attachment A  
November 2023

RENEWALS											
	TEAM/OFFICE	TEAM/ INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
1	Office of Government Affairs and Public Policy	N/A/Policy Agenda/Advocacy/State Policy and Sustainability Advocate	<p><b>CALIFORNIA STRATEGIES &amp; ADVOCACY, LLC (10357)</b> The Contractor will develop and execute advocacy strategies to help advance First 5 LA state policy priorities. Their primary purpose will be to support First 5 LA's early childhood policy and advocacy efforts in the state policy arena, while employing a variety of strategies and activities to support the organization's policy agenda priorities to strengthen systems of support for children ages prenatal to 5-years old. In FY 22-23, the contractor supported First 5 LA's advocacy efforts and strategies in support of state budget and legislative proposals aligned with the organization's policy agenda, which included but not limited to state budget increases in the early learning field (child care spaces and workforce support), and increases in CalWORKS cash grants for families. During this new contract period (December 1, 2023-November 30 2024), the contractor will again support these advocacy efforts during the 2024 state legislative session. Funding for this agreement was included in the FY 23-24 budget approved on June 8, 2023. Funding for this contract will be included in the FY 24-25 budget which is anticipated to be presented to the Board for approval at the June 2024 Meeting of the Board of Commissioners.</p>	RFQ	5 years	\$1,830,000	\$320,000  Estimated FY 23-24 Spending: \$133,583  Impact to FY 24-25 Budget: \$186,417	12/1/2023	11/30/2024	11/30/2027	118 Yes
2	Communities Team	Communities/Strengthe ning Regional Networks/Communities of Practice	<p><b>ENGAGE R+D, INC (10245)</b> The Contractor provides co-design, plan, facilitation, and continuous improvement support of the Communities of Practice (CoP) for representatives of the five Best Start Regional Network Grantees (RNGs) and First 5 LA. During FY 22-23, the Contractor provided opportunities for the RNGs to build relationships, learn from each other, and collaborate. Over the past year, the Contractor coordinated, convened and facilitated regular virtual and in-person convenings with the current RNGs to foster a space where they can learn from each other and collaborate on common goals. Through these convenings and knowledge-sharing sessions, RNGs deepened their relationships and trust, allowing for more honest</p>	RFQ	4 years and 6 months	\$699,745	\$175,000  Estimated FY 23-24 Spending: \$87,500  Impact to FY 24-25 Budget: \$87,500	1/1/2024	12/31/2024	12/31/2024	Yes

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

**Attachment A  
November 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?	
		<p>conversations about their unique challenges and needs. RNGs also deepened their knowledge and understanding of each other's community engagement and power-building strategies, identifying similarities and shared interests (e.g., housing policy, wellness and healing). Through the Community of Practice (CoP), the RNGs and First 5 LA will continue to learn, problem-solve and collaborate together, assess progress, foster collective accountability, and inform approaches to address critical issues and opportunities emerging in the work. The scope of work for this project includes co-designing and facilitating virtual and/or in-person sessions, documenting and disseminating key learnings, and continuous improvement of the CoP. In the new year, the Contractor will focus more closely on opportunities to collaborate, move towards collective action, continue advocacy efforts and systems change, with a strong focus on supporting sustainability efforts.</p> <p>Funding for this agreement was included in the FY 23-24 budget approved on June 8, 2023. Funding for this contract will be included in the FY 24-25 budget which is anticipated to be presented to the Board for approval at the June 2024 Meeting of the Board of Commissioners.</p>								119	

\*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:**

**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 were presented as written information for the Board's consideration at the Board of Commissioners Meeting on October 12, 2023. First 5 LA staff recommends that at the November 9, 2023, Board of Commissioners meeting, the Board approve the following action related to the QSLA Dual Language Learner (DLL) Communications Campaign:

1. Approve a Budget Resolution #2023-04 to approve receipt of funds in the amount of \$2,000,000 for one-time funding 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 complete execution of agreement with Los Angeles County Office of Education (LACOE) upon approval from the Board at the Board of Commissioners Meeting on November 9, 2023, to receive funds for a period of seven months.
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:**

Upon Commission approval, the Executive Director, or Designee, will execute an agreement with Los Angeles County Office of Education (LACOE) to receive funds for a period of seven months.

**RESOLUTION NO. 2023-04**

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN  
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:  
APPROVAL OF RECEIPT OF QUALITY START LOS ANGELES (QSLA) DUAL LANGUAGE LEARNER  
(DLL) FUNDS**

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

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

**Whereas**, the Los Angeles County Office of Education (LACOE) is awarding First 5 LA funds to further support young dual language learners, children aged 5 and younger, and nurture multilingualism in L.A. County by connecting with families and educators to create an environment where multilingual children feel safe and valued. Funding will be used to extend and expand the Quality Start Los Angeles (QSLA) Dual Language Learner (DLL) communications campaign, whose intent is 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. Funds to support the DLL communications campaign may be used to boost 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, early learning educator-focused, and parent-focused sections of the QSLA website. Additional elements under consideration are bus backs and bus wraps.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. Funding received from LACOE in the amount of \$2,000,000, invoiced monthly over a period of seven months, will be considered restricted for fund balance purposes; and
2. The Executive Director, on behalf of First 5 LA, is authorized to accept funding from LACOE if funding for the same purpose continues; and
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

**PASSED, APPROVED AND ADOPTED THIS 9th DAY OF NOVEMBER 2023, BY THE FOLLOWING VOTE:**

AYES: Commissioners \_\_\_\_\_

NOES: Commissioners \_\_\_\_\_

ABSTAIN: Commissioners \_\_\_\_\_

\_\_\_\_\_  
Holly J. Mitchell  
Chair, First 5 LA

\_\_\_\_\_  
Karla Pleitéz Howell  
Executive Director

**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.

<b>Board Meeting Schedule 2024</b>		
<b>Date</b>	<b>Meeting Type</b>	<b>Time</b>
<b>No Meetings in January</b>		
February 8, 2024	Board of Commissioners	1:30-4:30 pm
March 14, 2024	Board of Commissioners (Closed)	12:15-1:15 pm
	Board of Commissioners	1:30-4:30 pm
April 25, 2024	Program and Planning Committee	1:30-4:30 pm
May 9, 2024	Board of Commissioners	1:30-4:30 pm
June 13, 2024	Board of Commissioners (Closed)	12:15-1:15 pm
	Board of Commissioners	1:30-4:30 pm
<b>No meetings in July and August -Summer Break-</b>		
September 26, 2024	Program and Planning Committee	1:30-4:30 pm
October 10, 2024	Board of Commissioners (Closed)	12:15-1:15 pm
	Board of Commissioners	1:30-4:30 pm
November 14, 2024	Board of Commissioners (Closed)	12:15-1:15 pm
	Board of Commissioners	1:30-4:30 pm
<b>No meeting in December -Winter break-</b>		

**NOTE:** The Executive and Budget & Finance Committee meeting is anticipated to take place in early May. Executive and Budget & Finance Committee members will be informed once the date is confirmed.

**COMMISSIONERS**

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

**EX OFFICIO MEMBERS**

Alejandra Albarran Moses  
Barbara Ferrer, Ph.D.,  
M.P.H., M.Ed.  
Jacquelyn McCroskey, DSW  
Deanne Tilton Durfee

**EXECUTIVE DIRECTOR**

Karla Pleitez Howell

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

# Memo

**To:** Board of Commissioners  
**From:** Karla Pleitéz Howell, Executive Director  
**Date:** November 9, 2023  
**Subject:** EXECUTIVE DIRECTOR'S REPORT

## I. EXECUTIVE DIRECTOR'S HIGHLIGHTS

During the last ten months, First 5 LA has had the privilege of listening and learning from our board, partners, grantees and community members. It has been through this listening and learning journey that we have clearly seen a renewed urgency to address a different set of conditions faced by children and families in a post-pandemic world. Further, in the wake of additional pressures that have decreased First 5 LA revenue, we are clear that we must refine our focus.

To address this changing landscape, on behalf of the organization, I am proud to present First 5 LA's new 2024-2029 Strategic Plan for board endorsement. It will mark a significant milestone for the organization's path towards creating the greatest possible impact for Los Angeles County's youngest children and their families.

The First 5 LA team recognized that, in a post-pandemic world where existing disparities have been exacerbated, drastically impacting the conditions of children and families, the time is now to address structural inequities that create barriers for children prenatal to age 5 from reaching their full developmental potential. Our new strategic plan focuses on goals to collectively build toward ensuring the basic needs, psychological needs and self-fulfillment needs of children and families are prioritized and fulfilled. As we emerge from the pandemic with a new reality that will include the ongoing impact of COVID-19, First 5 LA is continuing to lean into the power of partnership, so that together we can create a brighter, more equitable future for our youngest children and their families.

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

### Advancing First 5 LA's Policy Priorities And Building Relationship With Policymakers

The Governor's deadline to sign or veto any legislative bills passed by the Legislature was October 14, 2023. AB 1015 (Calderon), related to a diaper and wipe distribution program, was the only First 5 LA support bill that passed the legislature but was vetoed by the Governor (see here for a list of 2023 First 5 LA Support positions). First 5 LA also monitored SB 326 (Eggman) related to reforming the Mental Health Services Act (MHSA), which the Governor signed. In October, First 5 LA attended the California Legislative Women's Caucus Policing

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#### EXECUTIVE DIRECTOR

Karla Pleitéz Howell

#### EXECUTIVE VICE PRESIDENT

John A. Wagner

y Retreat with early learning partners to build stronger relationships with members, and also participated in an east coast early learning trip hosted by, Early Edge, designed to educate policymakers, and early learning stakeholders about the Boston and New Jersey early learning system. On the federal level, First 5 LA has asked our Los Angeles delegation of Congressional members to support and co-sponsor the Child Care Stabilization Act which provides at least \$16 billion per year in emergency child care dollars to address the child care cliff due to the expiration of child care investments under the American Rescue Plan Act (ARPA).

### **Launch of Projects Funded by First 5 California Home Visiting Coordination Grant**

The First 5 California (F5CA) State Commission approved funding to help counties create a sustainable, unified home visiting system that supports families and promotes increased system coordination and collaboration. First 5 LA will launch two projects by November with this funding: 1) creation of a data lake that will facilitate aggregate data sharing across program models and funding streams to help highlight family needs and resource gaps to more effectively inform county efforts, led by Los Angeles Best Babies Partners and in partnership with Los Angeles County Department of Public Health; and 2) establishment of a proof of concept pilot for drawing down Medi-Cal funding for home visiting through the Community Health Workers (CHWs) benefit with consultant support. These projects will inform and strengthen county-wide home visiting system building and sustainability efforts.

### **Rising Communities Fantastic Futures Policy Forum**

Rising Communities, First 5 LA's Regional Network Grantee in South LA, hosted their first Policy Forum: Fantastic Futures as the launch event for their Guaranteed Basic Income pilot program, Mother's Rising. Through the South LA Decides process, Best Start South LA community members voted to support this effort that aims to provide mothers who are pregnant or have children ages 2 and younger with an opportunity to break poverty cycles and to assess the impact a guaranteed income has on the mental and physical health of the mother and her children. The day-long forum consisted of powerful panels that were comprised of BIPOC leaders in their field. The panels were: Basic Income, Right or Privilege-Influencing Federal Policy; UNIDAD, Building & Sustaining Social Movements, A Case Study; Reparations, Building a Culture of Repair & Healing; and Octavia's Brood, Intersections of Science Fiction & Social Justice. All panels highlighted the need and strength behind community power building to support social movements that are sustainable and influence how systems change to create fantastic futures for all children.

### **The Antelope Valley Deepens Movement Work In Support Of Children And Families**

On October 4, 2023, Antelope Valley Resource Infusion (AVRI) hosted a community workshop with Antelope Valley community members and coalition partners. Since 2020, community residents, leaders, and Best Start Region 5 network partners have been working together as part of AVRI to strengthen child and family wellbeing and safety in the region. This full day workshop was an opportunity to further refine strategies being implemented in three AV neighborhoods where African American children and families experience significant inequities – Central/East Lancaster, Central Palmdale, and Lake Los Angeles. The day also helped deepen trust, alignment and collaboration among partners who identified changes needed at the systemic level; shifting resource flows so black-led organizations are funded to implement transformational work and embracing accountability by exploring equity audits starting with partners currently at the table. Participants also revisited the Collective Impact approach guiding this effort and affirmed their commitment to the community and each other. AVRI Steering Committee members engaged in a retreat the next day to build on learnings from the workshop and discuss the months ahead. The retreat was marked by greater clarity on the path forward and commitment towards transformational results for children and families in the Antelope Valley.

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

**#10414 Andrea Stouder Pursley, LLC – Contract Amount: \$72,000.00**  
**Contract Period: 9/29/2023 – 03/30/2025**

The Contractor will provide recommendations on strategic plan implementation, with specific emphasis on addressing implementation inconsistencies across our organization and ensuring First 5 LA has the practices and internal resources for implementation success.

**#10340 San Gabriel/Pomona Valleys Developmental Services, Inc. Dba San Gabriel/Pomona Regional Center– Amendment Amount: \$15,400.00**  
**Amendment Period: 07/1/2022- 06/30/2024**

This amendment adds additional funds in the amount of \$15,400 for a total contract amount of \$166,218 to allow the Grantee to accommodate printing additional outreach materials, adding translation services, providing stipends for collaborative agencies, and additional HMG LA consulting and project management services.

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

**Name: InnerCity Struggle**  
**Date: October 12, 2023**  
**Amount: \$5,000**

Commissioner Alejandra Albarran Moses joined a cross-departmental team of First 5 LA staff from the Communities Team and Office of Government Affairs and Public Policy at the annual Adelante Awards.

**Name: Breastfeed LA: Infant Feeding Equity Summit**  
**Date: October 12 - 13, 2023**  
**Amount: \$2,500**

AAIMM network members attending this two-day summit in support of First 5 LA's sponsorship and continued partnership.

**Name: CHANGE Philanthropy's Unity Summit**  
**Date: October 16 – 18, 2023**  
**Amount: \$5,000**

Communities Team members attended this multi-day summit, centering identity-focused philanthropic affinity groups, in support of First 5 LA's ongoing commitment to DEI values and priorities.

**Name: Eisner Health's Sunset Social**  
**Date: October 19, 2023**  
**Amount: \$2,500**

The Health Systems Team attended this annual fundraiser in support of Eisner's long-time partnership on the First Connections Initiative, informing learning on developmental screenings and referral strategies.

**Name: Western Center on Law & Poverty's Annual Garden Party**  
**Date: October 19, 2023**  
**Amount: \$2,500**

First 5 LA supported this annual event to continue to highlight the importance of centering young children and their families in strategies addressing economic and racial justice.

**Name: California Social Work Hall of Distinction Induction Ceremony**

**Date: October 21, 2023**

**Amount: \$2,500**

First 5 LA was pleased to support this event in honor of Commissioner Jacquelyn McCroskey's induction into the California Social Work Hall of Distinction

**Name: Taste of Soul**

**Date: October 21, 2023**

**Amount: \$15,000**

The Health Systems team centered our AAIMM network colleagues for this event to provide community resources and referrals.

**Name: Catalyst California's 2023 Champions For Equity Awards**

**Date: October 22, 2023**

**Amount: \$10,000**

First 5 LA staff and commissioners joined this event to help recognize Board of Commissioners Chair Sup. Holly Mitchell as she received the Champion for Equity Award for her commitment to racial equity throughout her career.

**Name: Community Coalition's 2023 People, Power, and Progress Awards**

**Date: October 26, 2023**

**Amount: \$5,000**

Communities Team Program Associate Celina Rivas and Program Officer Roberto Roque were joined by community colleagues from the LA Promise Fund, Concerned Citizens Community Involvement, and Rising Communities.

**Name: Northeast Valley Health Corp's 50th Anniversary Gala**

**Date: October 27, 2023**

**Amount: \$3,000**

First 5 LA supported this former First Connections Initiative grantee in recognition of their continued support of young children and families in the San Fernando Valley with early identification and intervention work.

**FIRST 5 LA**

**SUBJECT:**

Request to approve the 2024 First 5 LA Policy Agenda.

**RECOMMENDATION:**

First 5 LA staff recommends the Commission approve the 2024 First 5 LA Policy Agenda.

**BACKGROUND**

In partnership with others, First 5 LA's Office of Government Affairs and Public Policy (OGAPP) executes policy and advocacy strategies to advance policies that strengthen systems of support at the local, state, and federal levels of government on behalf of Los Angeles County's youngest children and their families. To support this work, the First 5 LA Board of Commissioners has approved annual policy agendas to allow First 5 LA staff to take positions on specific proposed policy proposals (administrative, legislative, budget) aligned with our Strategic Plan.

First 5 LA uses the Policy Agenda to inform and prioritize legislative, budget, and administrative work to align with the organization's strategic priorities, and to clarify the federal, state, and policy priorities in which First 5 LA engages. The Policy Agenda serves as a guide for OGAPP to inform any formal analysis of policy proposals and as the blueprint to develop policy recommendations. Starting in 2020, OGAPP engaged offices and teams across First 5 LA to refine the policy agenda for each upcoming year, incorporating learnings and best practices from the past year, all to further improve, focus, and clarify First 5 LA's high-level policy related goals.

In the fall of 2022, OGAPP embedded both equity and the need to support children holistically in the context of their families and communities, referred to as the "Whole Child and Whole Family" systems framework, within the 2023 Policy Agenda and across every First 5 LA policy priority. The 2023 Policy Agenda sought to close race-based disparities in health, well-being, and opportunity; utilizing full, complete and disaggregated data, where available, to understand which communities face the most significant barriers to resources, and so have the greatest opportunity to benefit from First 5 LA policy and systems change efforts; and promoting a holistic system of supports that is language- and culturally- responsive.

While First 5 LA's Board of Commissioners will approve the organization's Strategic Plan this month, the 2024 Policy Agenda will mirror the 2023 Policy Agenda to allow OGAPP to begin identifying legislative, budget, and administrative policy opportunities in early 2024 at the beginning of the legislative and budget year. In early 2024, OGAPP will return to the Board with a revised policy agenda aligned with F5LA's Strategic Plan goals and objectives.

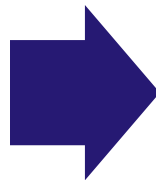


# 2024 Policy Agenda

.....  
Ofelia Medina, Senior Policy Strategist



2024  
Policy Agenda



2024 Advocacy  
Roadmap and  
Board  
Engagement

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

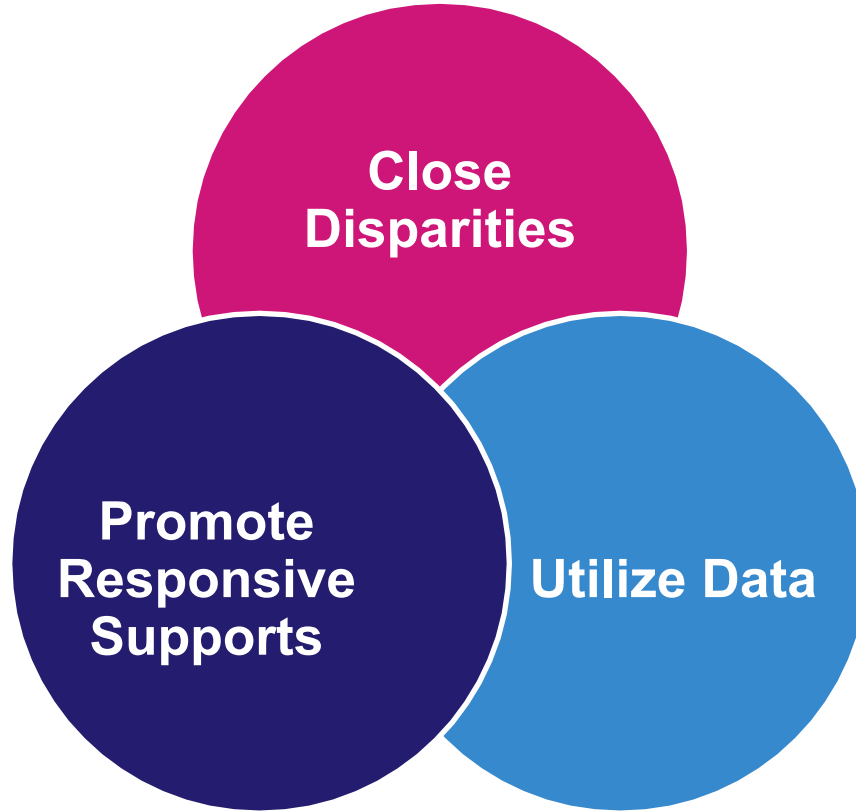
Authorizes First 5 LA's policy and advocacy work, informing where First 5 LA leads, supports or does not engage on policy issues.

Recognizes the full range of policy changes necessary to achieve desired outcomes, including budget items, legislation, and administrative change.

Guides First 5 LA public policy analysis and policy proposal development.

Supports efforts to both advance long-term policy change and respond to short-term needs, issues, and opportunities.

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

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

Expand access to affordable, quality early care and education.

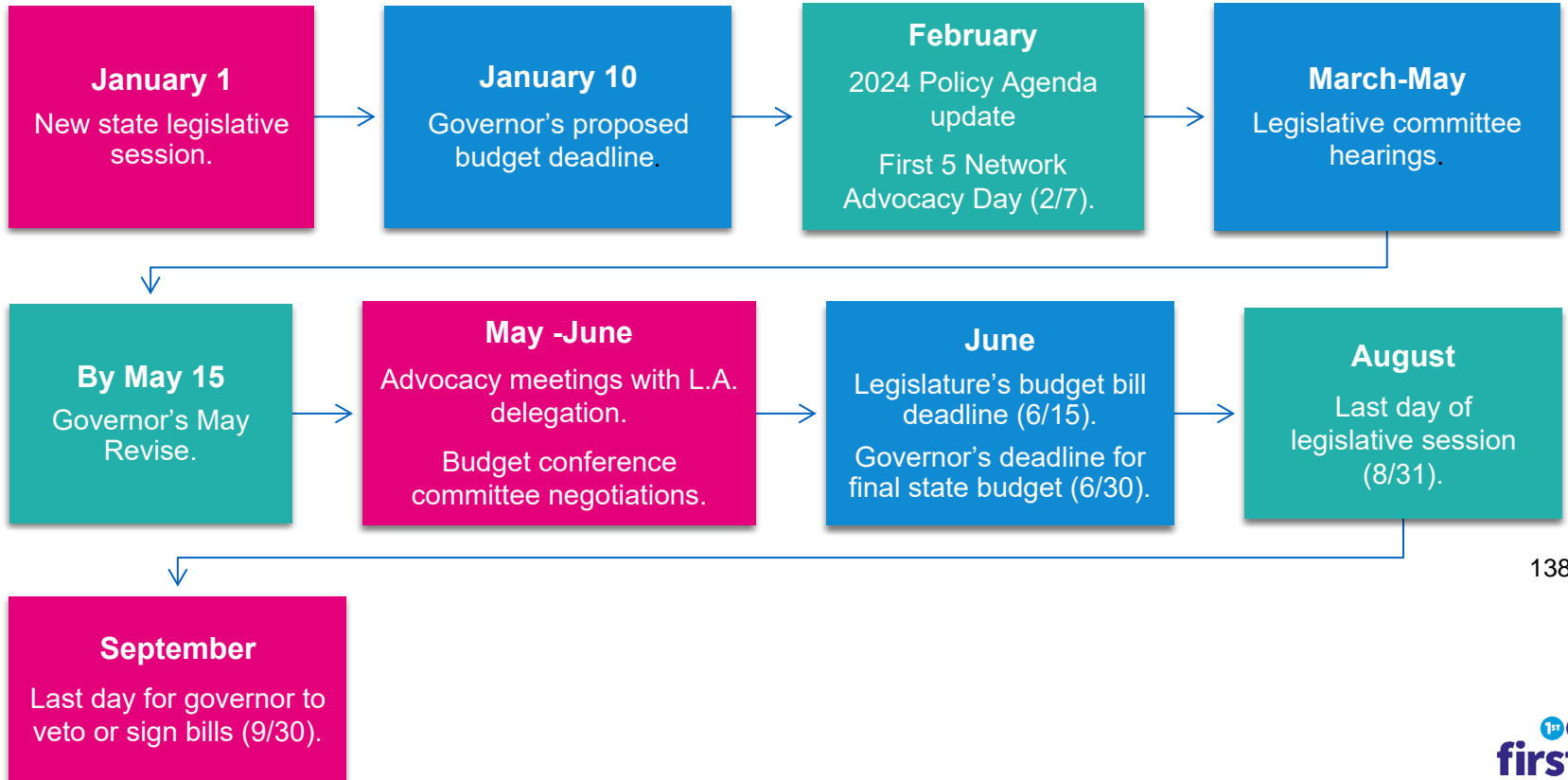
Ensure communities have the resources and environment that support optimal development of children prenatal to age 5.

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- Current priorities reflected in 2024 Policy Agenda.
- Once the F5LA's Strategic Plan is finalized, the Policy Agenda will be updated and refined.
- We expect to return to the Board in early 2024 for Policy Agenda refinements and approval.



# 2024 Advocacy Roadmap and Board Engagement





# Question and Discussion

**First 5 LA**

**SUBJECT:**

Approval of the 2024-2029 Strategic Plan

**RECOMMENDATION**

Request five affirmative votes to approve the 2024-2029 Strategic Plan and adopt Resolution No. 2023-05.

**SUMMARY**

At the November 9, 2023, Board of Commissioners Meeting, staff is requesting five affirmative votes for Resolution No. 2023-05 to adopt the 2024-2029 Strategic Plan, and confirm the intended purposes and constraints placed on funds in the “assigned” fund balance category. This action will enact the Strategic Plan as the official policy guidance for the Commission and enable staff to begin developing an implementation plan for the organization.

**BACKGROUND:**

In January 2023, First 5 LA welcomed a new Executive Director, Board Chair, and Vice Chair whose insights and leadership prompted the development of a new strategic plan in response to the impact of the COVID-19 pandemic on children and families and a sharper decline in revenue resulting from the passage of Proposition 31.

Planning for the new strategic plan began in February 2023. During Board of Commissioners meetings held March, May, June, July, September and October, Commissioners provided input and guidance to shape the development of the 2024-2029 Strategic Plan. Staff and community partners also gave input that informed the vision, mission, values, goals, objectives, strategies and parameters for tactics outlined in the plan. The draft plan was presented during the October 2023 Board of Commissioners Meeting for review and feedback prior to the November vote in accordance with First 5 LA’s governance guidelines.

**DISCUSSION:**

The 2024-2029 Strategic Plan includes vision, mission, values, goals, objectives, strategies, and parameters to guide the development of tactics. Each of these has been finalized based on feedback from the Board of Commissioners. The Board will see the final 2024-2029 Strategic Plan with a recommendation to adopt Resolution 2023-05.

**NEXT STEPS:**

Following the receipt of five affirmative votes for Resolution No. 2023-05, staff will begin developing an implementation plan that outlines the tactics that will be employed to implement the Board-approved Strategic Plan.

**RESOLUTION NO. 2023-05**

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN  
AND FAMILIES FIRST PROPOSITION 10 COMMISSION  
ADOPTING THE 2024-29 STRATEGIC PLAN, AND CONFIRMING THE INTENDED PURPOSES AND  
CONSTRAINTS PLACED ON FUNDS IN THE “ASSIGNED” FUND BALANCE CATEGORY**

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

**Whereas**, the Commission is authorized by Board policy to place constraints on resources that do not rise to the level of a commitment in order to demonstrate an intention to use such resources for specific purposes. Such constraints may be modified by formal action of the Commission at any time; and

**Whereas**, the Commission is required by statute to adopt a strategic plan and is authorized to fund the adopted strategic plan using available resources as appropriate.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. The 2024-29 First 5 LA Strategic Plan is hereby adopted;
2. No more than \$95,087,369 in First 5 LA’s “Assigned” fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2020-28 Strategic Plan for FY 2024-25;
3. All remaining funds in First 5 LA’s “Assigned” fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2024-29 Strategic Plan; and
4. The executed copy of this Resolution and the 2024-29 Strategic Plan shall be retained on file as evidence of the Commission’s actions herein.

**PASSED, APPROVED AND ADOPTED THIS 9th DAY OF NOVEMBER, 2023, BY THE FOLLOWING VOTE:**

AYES: Commissioners \_\_\_\_\_

NOES: Commissioners \_\_\_\_\_

ABSTAIN: Commissioners \_\_\_\_\_

\_\_\_\_\_  
Holly J. Mitchell  
Chair, First 5 LA

ATTEST:

\_\_\_\_\_  
Karla Pleitéz Howell  
Executive Director



Strategic Plan | 2024-2029

Building a future where every child is born healthy and thrives in nurturing, safe and loving communities.





# Acknowledgments

We embark on this next chapter as an organization with a renewed focus and resolve to work in partnership to create a lasting impact for our county’s youngest children. We do so with appreciation for the engagement of our entire community in this process, including our committed partners and grantees, the passionate First 5 LA team and our consultants. The guidance and insight of our board of commissioners was essential.

## First 5 LA Board of Commissioners

Holly J. Mitchell,  
Los Angeles County Supervisor,  
Second District, Chair

Brandon Nichols,  
Los Angeles County Department  
of Children & Family Services,  
Vice Chair

Robert Byrd, Psy.D.,  
Los Angeles County  
Department of Mental Health

Alma Cortes,  
Appointed by Supervisor  
Lindsey Horvath, Third District

Astrid Heger, M.D.,  
Appointed by Kathryn Barger,  
Fifth District

Yvette Martinez,  
Appointed by Supervisor  
Janice Hahn, Fourth District

Summer McBride,  
Appointed by Supervisor  
Holly J. Mitchell,  
Second District

Maricela Ramirez,  
Los Angeles County Office  
of Education

Carol Sigala,  
Appointed by Supervisor  
Hilda Solis, First District

## Ex Officio Members

Alejandra Albarran Moses,  
Policy Roundtable for Child Care  
and Development

Barbara Ferrer, Ph.D., M.P.H., M.Ed.,  
Los Angeles County Department  
of Public Health

Jacquelyn McCroskey, DSW,  
Appointed by Commission for  
Children and Families

Deanne Tilton Durfee,  
Inter-Agency Council on  
Child Abuse and Neglect (ICAN)

## Board of Commission Alternates

Deborah Allen,  
Los Angeles County  
Department of Public Health

Mary Romero Barraza,  
Los Angeles County  
Department of Mental Health

Luis Bautista,  
Los Angeles County Office  
of Education

Victor Manalo,  
Appointed by Supervisor  
Janice Hahn, Fourth District

Kristin McGuire,  
Appointed by Supervisor  
Hilda Solis, First District

Frank Ramos,  
Los Angeles County  
Department of Children  
and Family Services

Winnie Wechsler,  
Appointed by Supervisor  
Kathryn Barger, Fifth District

Julie Taren,  
Appointed by Supervisor  
Horvath, Third District

Sylvia Swilley,  
Appointed by Supervisor  
Holly J. Mitchell

### Community Partners

AAPI Equity Alliance  
ActiveSGV (San Gabriel Valley)  
Antelope Valley Partners  
for Health  
Active SGV  
Black Women for Wellness  
California Child Care Resource  
and Referral Network  
Catalyst California  
Center for the Study of  
Child Care Employment  
Child Care Alliance of  
Los Angeles  
Child Trends  
Children's Bureau of  
Southern California  
Community Coalition  
Community Partners  
Crystal Stairs/Community Voices  
El Nido Family Centers  
EmpowerTHEM Collective  
Families In Schools  
Hilton Foundation  
InnerCity Struggle

Long Beach Forward  
Long Beach Mayor's Fund  
Los Angeles Food  
Policy Council  
Los Angeles County Chief  
Executive Office  
Los Angeles County Commission  
for Children and Families  
Los Angeles County  
CEO Poverty Alleviation  
Initiative (PAI)  
Los Angeles County Office  
of Child Protection  
Memorial Care  
ÓRALE  
Para Los Niños  
PHFE WIC  
Public Health Alliance  
Rising Communities  
Shields for Families  
The Children's Partnership  
The Nonprofit Partnership  
USC Research Equity Institute  
Weingart Foundation

### Strategic Plan Consultants

Chrissie Castro,  
Castro & Associates  
Rigoberto Rodriguez,  
Castro & Associates  
Jenny Kern,  
Spitfire Strategies  
Nancy Strohl,  
Consultant



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# A letter from our executive director



Dear Partners,

Every child has the potential to thrive. The pandemic exacerbated disparities and laid bare what we have long known: that healthy food, secure housing, and families' experiences of safety and belonging are critical to children's well-being. It also showed we must go further.

During the first five years, a child creates trillions of neural connections that become the foundation of their brain architecture. The healthy development of this architecture is dependent on a child's relationships and experiences. During these critical years, children need the support of safe, stable and nurturing relationships and environments. Young children's interactions in social environments, with their families, caregivers and communities, and their physical environments — where they live, play and explore — have long-term implications

for their health and well-being. That's why we must work together to ensure children have a solid foundation from early learning experiences to reach their **full developmental potential**.

Our strategic plan focuses on goals to collectively build toward ensuring children's needs across a continuum of basic (physiological and safety), psychological (esteem, love and belonging) and self-fulfillment (self-actualization) needs are met. As we emerge from a global pandemic, we commit to centering racial justice and equity in our work and partnering with renewed urgency to create a future where young children and their families are prioritized in Los Angeles County and across the state. We seek to go beyond mitigating the effects of growing inequities to address root causes by engaging in community engagement, prevention and systemic change.

Let's work together to create change so our region shines as an example of what it looks like to prioritize our youngest children and their families as our pathway to a strong and inclusive future. At First 5 LA, we look forward to partnering with you so we can create a brighter, more equitable future for our youngest children and their families.

Sincerely,

A handwritten signature in black ink that reads "K Howell". The signature is fluid and cursive, with a large initial "K".

Karla Pleitéz Howell  
First 5 LA  
Executive director

# Building a future where every child ● thrives



### Prioritizing children during the crucial early years

There is a window of opportunity during a young child’s development that calls on the collective efforts of parents, the community and service providers to respect, support one another and work together. While this window is open, from prenatal to age 5, 90% of a child’s brain will develop and determine social, emotional and learning patterns for life. Laying a solid foundation — step by step — helps build and develop a child’s brain and ultimately impacts their ability to enter school ready to learn and succeed. Supporting children during this crucial period is the best way to promote lifelong health, well-being and success.

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### Setting a strong foundation for every child

To set a strong foundation for children’s well-being, lifelong learning and success, collaboratively we must ensure our systems and organizations truly work for and support every child and their family across race, ethnicity, class, geography, physical and cognitive differences, sexual and gender identity, home language and the diversity of family structures. And we know these systems will only work for young children when we recognize that they live, grow and develop within the context of their families and communities. That’s why at First 5 LA we take a whole child, whole family approach.

To ensure every child has what they need to reach their full developmental potential during the critical years of prenatal to age 5, at First 5 LA we engage in a targeted universalism approach. We ground our strategic plan in universal goals for the well-being of all children prenatal to age 5 and their families in Los Angeles County. Then we work with our partners, communities and families to identify targeted tactics to meet different groups’ varying needs. First 5 LA tactics will seek to work to address factors such as structural inequities and historic and present-day oppression.



### Creating a bright and inclusive future for Los Angeles County children

With over a half million children under age 5 in Los Angeles County, we recognize the need to partner to advance better outcomes for our youngest children and their families across race, ethnicity, class, physical and cognitive differences, sexual and gender identity, home language and the diversity of family structures. Together, we must go further. All families want what is best for their children. The rich diversity of families in Los Angeles County is a strength for our county and within each family, but too many face systemic barriers. More than half of Los Angeles County households with children lack sufficient income to meet basic needs, including healthy food and secure housing. Nearly 3 out of 4 Los Angeles County households with children under 5 speak a language other than English. While speaking multiple languages is an asset for children, many families face language barriers to accessing supports and services. Barriers from systemic racism in local, state and federal policies and practices persist, with significant disparities in child well-being in Los Angeles County among different racial and ethnic groups. While engaging, collaborating and building on the strengths of Los Angeles County's diverse families and communities, we must address structural inequities as well as historic and present-day oppression that create barriers for children prenatal to age 5 reaching their full developmental potential.

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### Championing early childhood as part of the First 5 network

At First 5 LA, we are proud to be part of the statewide network of 58 county commissions championing investments in the health and well-being of our youngest children and their families. We celebrate our collective work that began in 1998 when California voters passed Proposition 10, instituting a new tax on tobacco products to fund the creation of the statewide network of First 5s. Together, the First 5 network — including First 5 California, the First 5 Association and our county commission partners — shines a spotlight on the importance of the early years. In everything we do, the First 5 network brings expertise and perspectives in early childhood, elevating the concerns of children prenatal to age 5 and their families where they may otherwise not be considered. At First 5 LA, we commit to working collaboratively with our First 5 network to continue to support young children's safe and healthy development now and into the future.

# Approach



Over the past 25 years, First 5 LA has evolved from funding only direct services to collaborating broadly to identify and implement systems change to advance better outcomes for our youngest children and families. Given the changing landscape and our commitment to community engagement, partnership and equity, First 5 LA's role continues to evolve. To advance this strategic plan to ensure children have a solid foundation to reach their full developmental potential, First 5 LA will act as:

**Convenor:** brings together public agencies, philanthropy, nonprofit organizations and communities to share data, access and learn from new and diverse perspectives

**Connector:** cultivates existing and new relationships to improve collaboration to advance better outcomes for children and families

**Trusted thought partner on early childhood:** ensures issues impacting children, prenatal to age 5 are part of diverse agendas and spaces

**Advocate:** influences resource allocation and distribution, policy and practice changes, and implementation of public policy

## Working in partnership for collective impact

As one of the state’s largest funders of early childhood and an independent public agency, at First 5 LA we recognize we make our strongest contributions in partnership with other public agencies, nonprofit organizations, philanthropic organizations and communities, including parents, caregivers and families. We will only reach our bold goals to truly achieve measurable, long-lasting results for children prenatal to age 5 and their families when we work collaboratively, innovate and adopt new approaches, embracing feedback and continuous learning. First 5 LA is committed to aligning our organizational practices, capabilities and resources to making the greatest possible impact for Los Angeles County’s children prenatal to age 5 and their families.

We recognize that our commitment to equity and continuous learning must include reflecting on our own actions and where we fall short. We strive to center equity and racial justice in our work, looking for opportunities to be part of the solution and recognizing and elevating community agency and voice. Further, through analysis of systemic racism and historic inequities, we identify and seek to address systemic barriers that are causing problems.

As part of our collaborative approach, it is essential we ground our work in family and community engagement, input and feedback. We bring together partners across public agencies, philanthropy, nonprofit organizations and communities to share data, access and learn from new and diverse perspectives, and build collective capacity to achieve a common purpose. As a public organization that in many instances has greater flexibility than county or state agencies, we strive to be solutions-oriented and look for opportunities to serve as a conduit to connect and elevate community voices with our fellow public agencies.

## Leveraging Results-Based Accountability

As part of our commitment to results for young children and their families, we take a **Results-Based Accountability** approach where the desired end results drive the process.

To be accountable and transparent, a Results-Based Accountability approach outlines measures on two levels. First, we identify measurable objectives for **population-level accountability** that will move through collective action with partners over time. This form of accountability uses indicators as data points to help us gauge the conditions of well-being for populations within a geographic area. For First 5 LA, our focus population is children prenatal to age 5 in Los Angeles County. Second, we identify a measure for **performance-level accountability** for our investments in tactics that are in collaboration with partners. As part of this, we will focus on impact metrics, including asking questions such as: “Who is better off as a result of the tactics?” By embracing the two-level approach to measuring our impact, we seek to work in collaboration with partners and hold ourselves accountable in our unwavering pursuit of lasting results for young children and their families.

## Creating long-lasting impact

In 1998, California voters passed Proposition 10, instituting a new tax on tobacco products, which funded the creation of the statewide network of First 5s. Today, the acceleration of statewide tobacco prevention successes has led to less people smoking — a public health victory for children and their families. At the same time, this also has created challenges for our funding streams and has established a new fiscal reality for First 5 LA. Proposition 10 dollars were always intended to be a declining source of revenue with tobacco purchases decreasing and funds steadily and significantly declining over time. Most recently, California voters approved Proposition 31, banning the sale of certain flavored tobacco products and further accelerating declining revenue.

At First 5 LA, we have developed a sustainability framework that maximizes our assets and develops alternative revenue strategies. We are focused on making a long-lasting impact by working collaboratively with our First 5 network and local partners to ensure we continue to support young children’s full developmental potential.



First 5 LA's vision, mission and values drive how we'll partner to ensure all of our youngest children have what they need to reach their full development potential.

We share our vision that outlines the world we want to see and our mission that shares the collaborative actions we will take to get there.

●  
**vision**



We envision a future where every child is born healthy and thrives in a nurturing, safe and loving community.

**Mission**



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 age 5.



First 5 LA's values guide and direct how we show up and the actions we take to make the greatest possible impact for Los Angeles County's children prenatal through age 5 and their families.

**Impact:** We remain curious, open to new ideas, adaptable to improve and unwavering in our pursuit of lasting results for young children and their families.

**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 opportunity for all.

**Partnership:** We inspire collective action built on trusting relationships, diverse perspectives, humility and mutual respect.

**Integrity:** We are accountable for results, ensure the most effective use of public resources and reflect on our actions.



## Goals Objectives Strategies Tactics

Child development teaches us that young children are able to meet their **full developmental potential** when they live, grow and develop with the opportunities and supports to reach their maximum capacity for their **physical, cognitive, social and emotional development.** This is why our goals focus on ensuring children's needs across a continuum of basic (physiological and safety), psychological (esteem and love and belonging) and self-fulfillment (self-actualization) needs. Our collaborative work seeks to move us toward a future where **every child prenatal to age 5 in Los Angeles County meets their full developmental potential.**



Our goals express a desired condition of well-being for all children prenatal to age 5 in Los Angeles County across the continuum of needs, building from physiological safety to esteem, love and belonging and toward self-fulfillment.

### Goal One:

**Children prenatal to age 5 and their families have their basic needs met.**

Our first goal recognizes that young children’s well-being starts with secure housing and economic security. These foundational needs for physiological safety are essential, and we know that for a child to reach their full developmental potential, we must go further.

### Goal Two:

**Children prenatal to age 5 have nurturing relationships and environments.**

Our second goal recognizes that children need the support of safe, stable and nurturing relationships and environments during the earliest and most influential years from prenatal development to age 5. Children need nurturing relationships from family members and caregivers to form healthy attachments. They need to live, grow, play and learn in healthy environments with clean air and water and access to parks and outdoor spaces. Young children’s interactions in social environments, with their families, caregivers and communities, and their physical environments — where they live, play and explore — have long-term implications for their health and well-being.

### Goal Three:

**Children prenatal to age 5 have a solid foundation for well-being, lifelong learning and success.**

Building further, our third goal focuses on laying the foundation for children’s well-being, lifelong learning and success. This requires ensuring children have the confidence, culturally relevant and affirming experiences, and solid foundations from early learning experiences to reach their full potential. Our youngest children are our future innovators and problem-solvers who will set up Los Angeles to be part of a thriving global economy.

# Objectives



Our objectives articulate a measurable level of desired change. Current data on the objectives reflect unacceptably low measures that do not reflect our aspirations for every child in Los Angeles County to meet their full developmental potential. The objectives are a starting point based on existing measurements. Over the course of our five-year plan, in collaboration with our diverse partners, we will track and adjust objectives when necessary. The strategic plan objectives demonstrate we have much to do to address structural racism and historic and present-day oppression.

First 5 LA is committed to the progress of our youngest children and their families by tracking these objectives.

## Goal One →

**Children prenatal to age 5 and their families have their basic needs met.**

### Objectives

- 1.1 REDUCE the annual number of deaths of children under 1 year old per 1,000 live births in Los Angeles County to 3.5% by the end of 2029.
- 1.2 REDUCE the annual percent of households with children prenatal through age 5 in Los Angeles County living in poverty to 15.4% by the end of 2029.
- 1.3 REDUCE the annual percent of households with children prenatal through age 5 in Los Angeles County who experience housing insecurity to 52% by the end of 2029.

## Goal Two →

**Children prenatal to age 5 have nurturing relationships and environments.**

### Objectives

- 2.1 INCREASE the annual percent of pregnant and/or post-partum people in Los Angeles County identified as at-risk for maternal depression who receive mental health care.<sup>1</sup>
- 2.2 INCREASE the annual percent of children prenatal to age 5 in Los Angeles County with access to sufficient choices for healthy foods by the end of 2029.<sup>1</sup>
- 2.3 INCREASE the annual percent of children prenatal to age 5 in Los Angeles County who have access to parks and open spaces to 57% by the end of 2029.

## Goal Three →

**Children prenatal to age 5 have a solid foundation for well-being, lifelong learning and success.**

### Objectives

- 3.1 INCREASE the annual percent of children prenatal to age 5 in Los Angeles County receiving publicly funded early care and education in a mixed-delivery system to 25% by the end of 2029.
- 3.2 INCREASE annual percent of children prenatal to age 5 in Los Angeles County with a developmental delay receiving early intervention services by the end of 2029.<sup>1</sup>
- 3.3 INCREASE annual percent of households with children prenatal to age 5 in Los Angeles County receiving culturally affirming services and supports by the end of 2029.<sup>1</sup>

<sup>1</sup>Population-level data for this objective is not readily available. First 5 LA, in partnership with experts in the field, will co-create a data development agenda to track progress for this objective.

# Strategies



These strategies are interdependent; they influence and inform each other. More and better legislation, administrative regulations and resources are needed to address the needs of children prenatal to age 5 and their families. Similarly, the performance of public systems needs to improve, including through removing barriers based on inequities and bias, to ensure better outcomes for children prenatal to age 5 whom these systems are already serving. To achieve these strategies, we must partner with communities — parents and caregivers and institutional leaders countywide — to grow a social movement focused on children prenatal to age 5.

To ensure that children grow and develop with healthy food, have secure housing and experiences of safety and belonging, have nurturing relationships and environments, and are set up to thrive, First 5 LA will advance three core strategies: catalyze public policies, strengthen public systems and grow a social movement.

## Our strategies are:

### One:

Catalyze public policy efforts at the local, state, and federal levels that prioritize the needs of children prenatal to age 5 and their families.

### Two:

Collaborate with partners to strengthen public systems, services and supports for children prenatal to age 5 and their families.

### Three:

Partner with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age 5 and their families.



# Tactics

On an ongoing basis, First 5 LA will continue to identify and refine the tactics that advance our goals, objectives and strategies. Tactics are the concrete organized activities, such as projects, programs and initiatives, we will engage to achieve one or more of our objectives.

First 5 LA will apply three universal parameters to identify and select a collection of tactics to achieve the change identified in our objectives while at the same time calibrating our investments commensurate with our current and future revenues.

**These universal parameters include:**

**Alignment and Potential Impact**

The proposed tactic addresses First 5 LA's goal(s) and deploys one or more strategies and shows significant potential to impact the targeted objective(s).

**Equity-Driven Planning Process**

The proposed tactic shows how it will impact the lives of people and groups across race, ethnicity, class, geography, physical and cognitive differences, sexual and gender identity, home language and the diversity of family structures. The tactic must also show how these communities were meaningfully involved in the planning process and will continue to be engaged in the implementation phase.

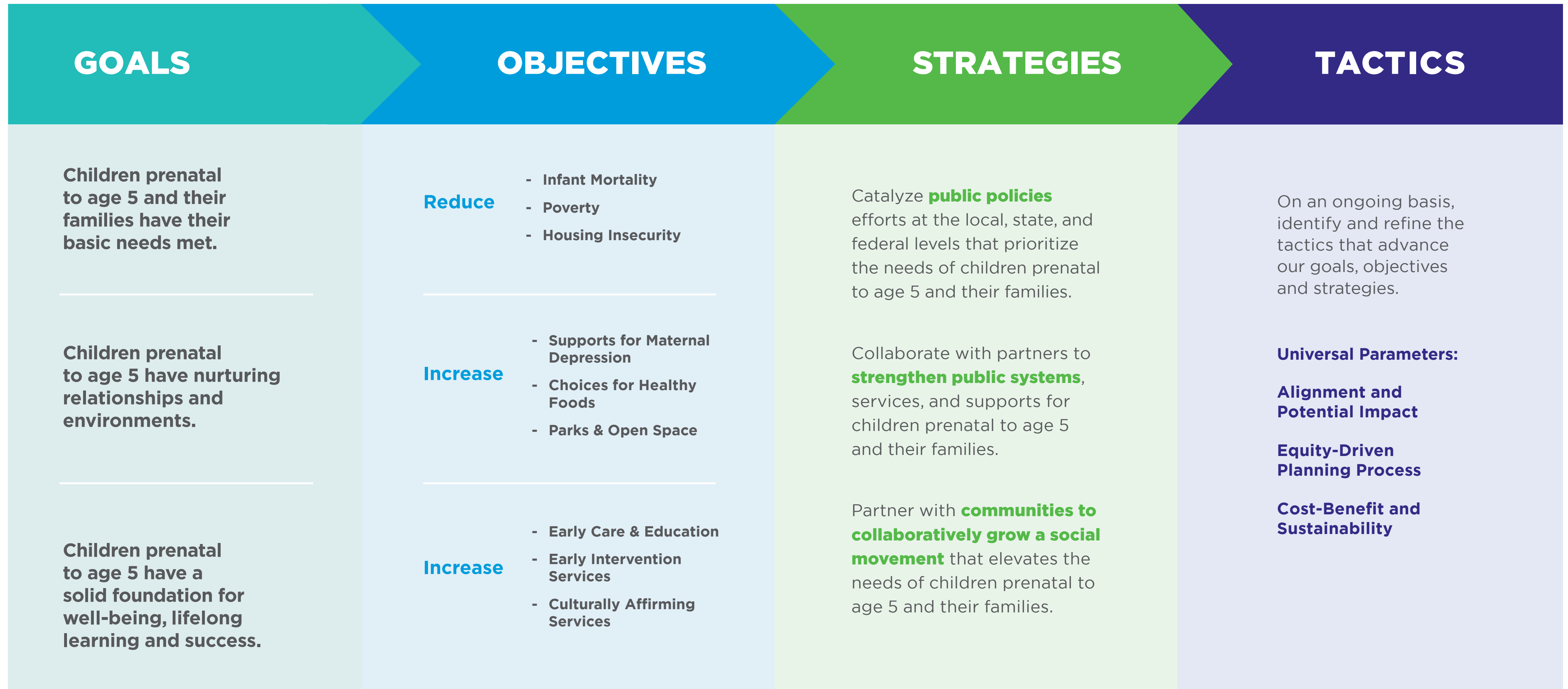
**Cost-Benefit and Sustainability**

The proposed tactic demonstrates greater benefits than other alternatives, given the cost, and that the change the tactic will produce in policy, protocols and/or practices will be sustained beyond First 5 LA's funding.



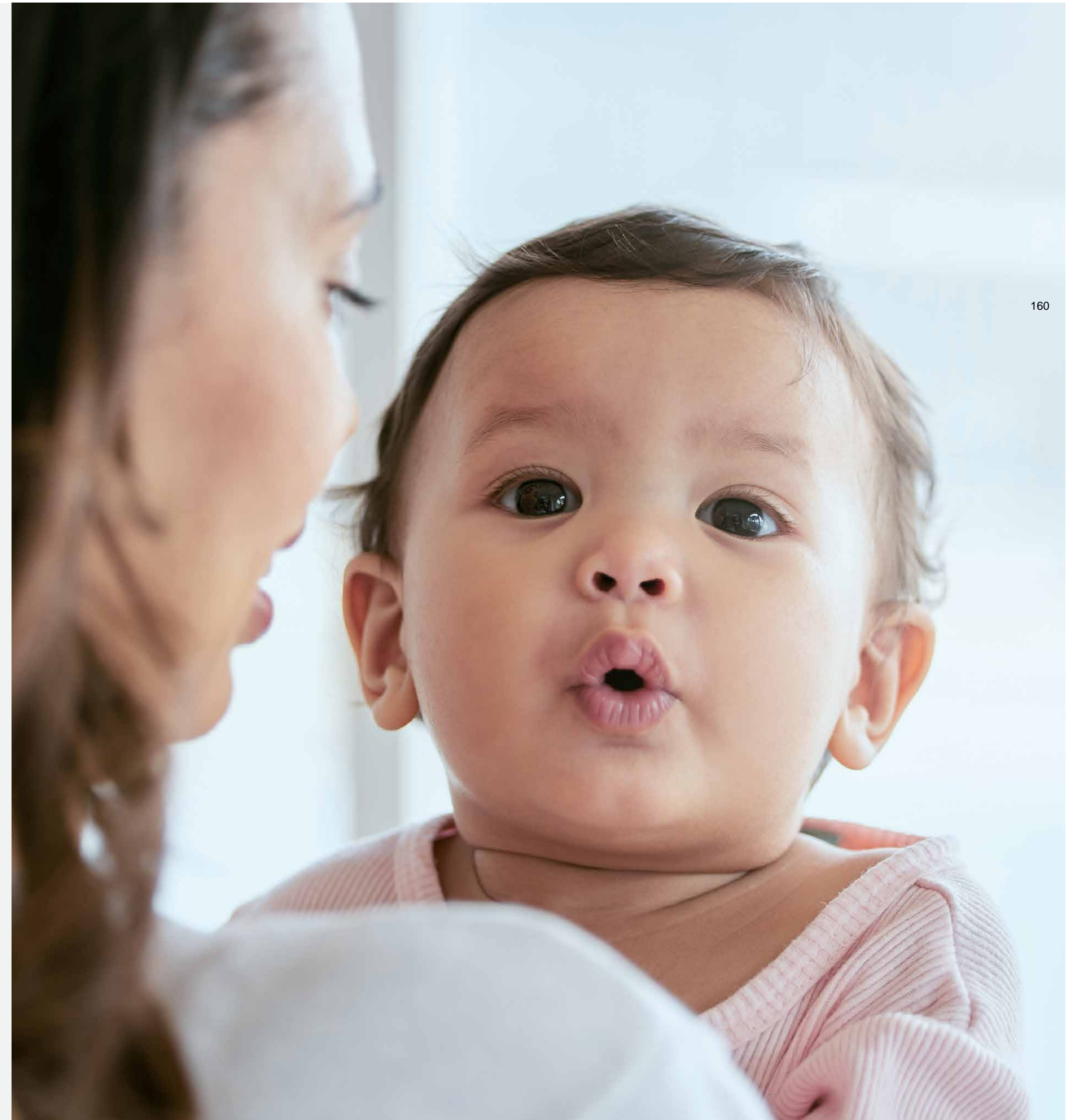
**Vision:** We envision a future where every child is born healthy and thrives in a nurturing, safe and loving community.

**Mission:** 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 age 5.





To continue to learn more about First 5 LA's 2024-2029 Strategic Plan, please visit [First5LA.org](https://www.First5LA.org).



# Appendix

Center for the Study of Social Policy (2018) About Strengthening Families™ and The Protective Factors Framework: <https://cssp.org/wp-content/uploads/2018/11/About-Strengthening-Families.pdf>

Dean, H. (2020) Understanding Human Need (Understanding Welfare: Social Issues, Policy and Practice) 2nd Edition.

First 5 LA Sustainability Framework (Item 6B: September 14, 2023, First 5 LA Board of Commissioners Meeting) <https://meetings.boardbook.org/Documents/WebViewer/2038?file=7a2a8d10-fa43-4fd7-939e-d56800cff267>

Friedman, M. (2015) Trying Hard Is Not Good Enough 10th Anniversary Edition: How to Produce Measurable Improvements for Customers and Communities (Chapter 2: “The Building Blocks of Results-Based Accountability”)

Powell, J. et al. (2019) Targeted Universalism, Policy & Practice Primer (Othering & Belonging Institute at UC Berkeley): <https://belonging.berkeley.edu/sites/default/files/2022-12/Targeted%20Universalism%20Primer.pdf>

In February 2023, First 5 LA staff began a collaborative, iterative strategic planning process that has been inspired and informed by a multitude of perspectives and data. The planning process included opportunities for staff, community members and commissioners to engage in thoughtful discussions about First 5 LA’s strengths and opportunities.

## **This section of the appendix provides an overview of the discussions with the First 5 LA Board of Commissioners:**

**June 8, 2023:** Meeting of the Board of Commissioners Item 10: Strategic Plan Reset: Landscape Findings

- GOST (Goals, Objectives, Strategies & Tactics) Framework (Item 6; Attachment A: June 8, 2023, First 5 LA Board of Commissioners) <https://meetings.boardbook.org/Documents/WebViewer/2038?file=3d09810f-6c21-46d3-83f5-e1176e0d7f98>

- Presentation: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=ff5a3600-5eb7-406d-b3da-79b050330e4d>

**June 29, 2023:** Special Joint Meeting of the Board of Commissioners and Program & Planning Committee Item 4: Strategic Plan Reset: Conditions of Young Children and Their Families

- Presentation: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=a4556600-fd88-4c40-aec0-5f27d793609a>

**July 13, 2023:** Meeting of the Board of Commissioners Item 8: Strategic Plan Reset: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

- Presentation: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=40f980b0-d5b2-47ea-bba8-96fc818d6632>
- Attachment –Landscape Synthesis: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=788792a3-6fce-4ee7-a75b-9ded8c50bd8e>

**Sept. 14, 2023:** Meeting of the Board of Commissioners Item 6: Strategic Plan — Proposed Goals, Indicators, Objectives and Strategies

- Item 6A Presentation: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=3edac692-48f8-4c9d-a86b-dfe76230ae51>
- Item 6A Background Attachment: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=92d71163-ece2-4e8d-8f28-c386db4399bf>
- Maslow’s Hierarchy of Needs (Item 6A: Sept. 14, 2023, First 5 LA Board of Commissioners Meeting) <https://meetings.boardbook.org/Documents/WebViewer/2038?file=3edac692-48f8-4c9d-a86b-dfe76230ae51>

**Sept. 28, 2023:** Special Meeting of the Board of Commissioners, Program & Planning Committee, Budget & Finance and Executive Committees  
Item 6: PUBLIC HEARING — Annual Review of First 5 LA’s 2020-2028 Strategic Plan

- Presentation: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=0c7e28f2-1028-48d8-9d53-c52b-330d60c4>

**Oct. 12, 2023:** Meeting of the Board of Commissioners Item 11: Review of and Public Hearing on the Proposed Strategic Plan

- Presentation: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=68cb4cf4-9c79-494a-a131-0dd5bf6d8e02>
- Attachment with Background for Discussion: <https://meetings.boardbook.org/Documents/WebViewer/2038?file=af2899f7-ac5a-4fbe-b9f9-ae091eb0af8f>

## **This section of the appendix provides an overview of the discussions with community partners:**

**Sept. 18, 2023:**

- Agenda and Presentation: <https://www.first5la.org/wp-content/uploads/2023/10/Community-Engagement-Strategic-Plan-09-18-23.pdf>

**Sept. 22, 2023:**

- Agenda and Presentation: [http://www.first5la.org/wp-content/uploads/2023/10/F5LA\\_Community-Strategic-Plan-Briefing\\_9.22.23.pdf](http://www.first5la.org/wp-content/uploads/2023/10/F5LA_Community-Strategic-Plan-Briefing_9.22.23.pdf)

**Oct. 17, 2023:**

- Agenda and Presentation: <https://www.first5la.org/wp-content/uploads/2023/10/Agenda-10.17.23-Strategic-Plan-and-Community-Engagement.pdf>

# Glossary

**Basic needs:** Basic needs are fundamental requirements that are essential for human survival and the building blocks for a decent quality of life. These needs are varied and include food, water, shelter, safety and more.

Given First 5 LA's fiscal reality outlined in the strategic plan, we will focus on the following basic needs: economic security, housing security and health security.

**Communities:** Communities are an interconnected network of individuals, organizations and entities united by shared aspirations and a commitment to fostering inclusivity to create a collective sense of empowerment and collaborative action to address the complex challenges of our time. Communities include residents, community-based organizations, community organizers, faith-based organizations, etc.

**Culturally Affirming:** Culturally affirming refers to practices, attitudes and behaviors that validate and support the cultural identities, beliefs and values of individuals or groups. It implies a commitment to recognizing and respecting the cultural diversity of people and affirming the importance of their cultural backgrounds in a way that fosters a sense of belonging, pride and self-worth. Culturally affirming approaches often aim to combat discrimination, bias and stereotypes while promoting a more inclusive and equitable

environment. Examples of culturally affirming practices include language access, diversity of staff and curriculum that represents diverse cultures.

**Direct Services:** Direct services are programs or supports that provide assistance directly to individuals or communities. These services are typically intended to address particular needs, such as health care, education, social support, emergency services, crisis intervention, etc.

Given First 5 LA's fiscal reality outlined in the strategic plan, First 5 LA will consider two aspects of direct services:

- Programs that directly serve children and families
- Networks or systems (including providers) that directly serve children and families

**Housing Insecurity:** Housing insecurity refers to a condition where individuals or families lack stable, safe and affordable housing, often facing the risk of being unhoused or subject to frequent moves due to financial constraints or other factors.

Housing insecurity also includes experiences such as overcrowding, living in poorly maintained housing and/or having a high rent-to-income burden.

**Mental Model:** A mental model is an internal representation of an external reality that helps a person make sense of the world. Mental models help people understand how things work and are used to help make sense of information, make decisions and solve problems.

**Public Policy:** Public policy refers to the set of rules, principles and actions that governments and other institutions use to address and manage societal issues (including health care, education, social welfare and more). Public policy encompasses decisions and strategies that determine how resources are allocated, regulations are established and services are provided to achieve specific goals, such as promoting public welfare, economic growth or environmental sustainability.

**Public Systems:** Public systems are governmental agencies, policies and programs that collectively work to meet a particular set of family needs.

**Social Movement:** A social movement is a collective, organized effort by a group of individuals and/or organizations to bring about social, political, economic and/or cultural change that ultimately gains traction at a larger societal scale. Social movements advocate for a specific cause, reform or ideologies and seek to influence public opinion and policy. Social

movements play a crucial role in shaping and challenging structures.

These movements represent a diverse range of causes and issues, highlighting the power of collective action and social change.

**Sustainability:** Sustainability for First 5 LA means ensuring we can achieve long-lasting impact, stability and flexibility toward our mission.

It also means that the organization is financially solvent, with spending not outpacing revenue generation. It means that the organization is investing in staff development and internal capacity so that there is strong and sustainable leadership over the long term.

**Systems Change:** Systems change refers to a fundamental shift in the governmental agencies, policies and programs that collectively work to meet a particular set of family needs. It involves making changes to the system's components, processes and structures to achieve different and more desirable results. Systems change work requires addressing root causes rather than just addressing symptoms. For example, in addressing poverty, a systems change approach might involve not only providing temporary aid but also reevaluating and restructuring economic and social systems to reduce poverty at its source.

# First 5 LA Strategic Plan:

## GOALS, OBJECTIVES, STRATEGIES, TACTICS

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**First 5 LA Board Meeting**  
*Chrissie M. Castro & Associates*  
November 9, 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**  
Adoption  
(11/9)

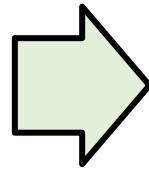
Document  
Analysis + Staff  
Interviews

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

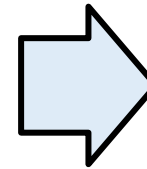
**COMMUNITY ENGAGEMENT:** Inventory &  
Additional Points of Engagement

# AGENDA

**REVIEW:**  
F5LA Strategic  
Plan 2024-29



**DISCUSS:**  
Strategic Plan  
Implementation



**ADOPT:**  
F5LA Strategic  
Plan 2024-29

# PURPOSE

**1**

Review the F5LA  
Strategic Plan 2024-  
2029

**2**

Discuss how to  
support the strategic  
plan implementation

# PURPOSE

1

Review the F5LA  
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2

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# REVIEW: F5LA STRATEGIC PLAN

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MISSION, VISION, VALUES  
GOALS, OBJECTIVES, STRATEGIES, TACTICS



OUR NAME REFLECTS THE  
ATTITUDE, ENERGY AND  
SMARTS THAT DRIVE OUR  
POWER TO SPARK CHANGE.

WE'RE SPITFIRE.



We believe building a more inclusive, compassionate society starts now. We deliver results by acting on our values. And we're committed to turning your mission into a motivating force for good.

**We work with nonprofits and foundations on the front lines of society's most complex issues — to achieve racial, social and environmental justice.**



# STRATEGIC COMMUNICATIONS



COMMUNICATION



CAMPAIGNS



LEARNING



CREATING

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Strategic Plan | 2024-2029

Building a future where every child is born healthy and thrives in nurturing, safe and loving communities.





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# Vision

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# Strategies

To ensure that children grow and develop with healthy food, have secure housing and experiences of safety and belonging, have nurturing relationships and environments, and are set up to thrive, First 5 LA will advance three core strategies: catalyze public policies, strengthen public systems and grow a social movement.

These strategies are interdependent; they influence and inform each other. More and better legislation, administrative regulations and resources are needed to address the needs of children prenatal to age 5 and their families. Similarly, the performance of public systems needs to improve, including through removing barriers based on inequities and bias, to ensure better outcomes for children prenatal to age 5 whom these systems are already serving. To achieve these strategies, we must partner with communities — parents and caregivers and institutional leaders countywide — to grow a social movement focused on children prenatal to age 5.

## Our strategies are:

### One:

Catalyze public policy efforts at the local, state, and federal levels that prioritize the needs of children prenatal to age 5 and their families.

### Two:

Collaborate with partners to strengthen public systems, services and supports for children prenatal to age 5 and their families.

### Three:

Partner with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age 5 and their families.



# Tactics

On an ongoing basis, First 5 LA will continue to identify and refine the tactics that advance our goals, objectives and strategies. Tactics are the concrete organized activities, such as projects, programs and initiatives, we will engage to achieve one or more of our objectives.

First 5 LA will apply three universal parameters to identify and select a collection of tactics to achieve the change identified in our objectives while at the same time calibrating our investments commensurate with our current and future revenues.

**These universal parameters include:**

### Alignment and Potential Impact

The proposed tactic addresses First 5 LA's goal(s) and deploys one or more strategies and shows significant potential to impact the targeted objective(s).

### Equity-Driven Planning Process

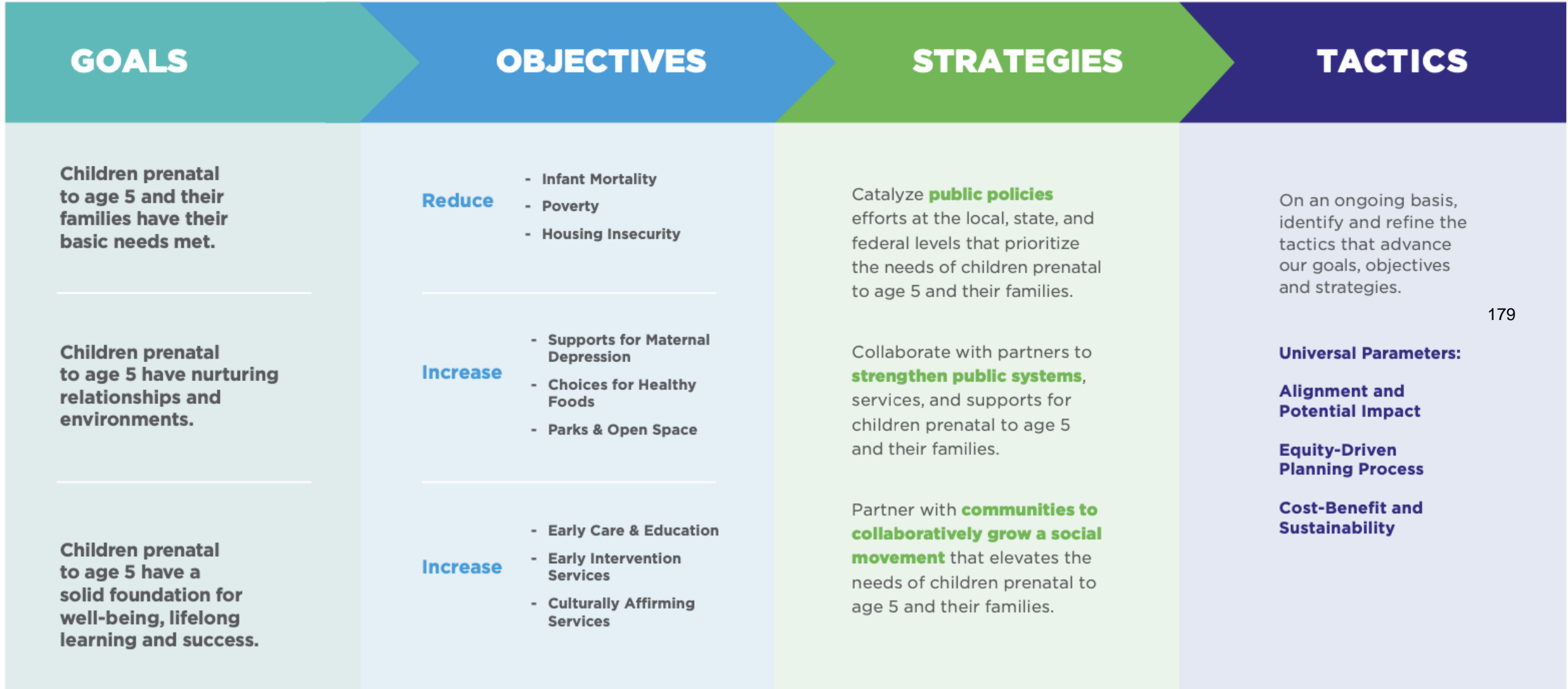
The proposed tactic shows how it will impact the lives of people and groups across race, ethnicity, class, geography, physical and cognitive differences, sexual and gender identity, home language and the diversity of family structures. The tactic must also show how these communities were meaningfully involved in the planning process and will continue to be engaged in the implementation phase.

### Cost-Benefit and Sustainability

The proposed tactic demonstrates greater benefits than other alternatives, given the cost, and that the change the tactic will produce in policy, protocols and/or practices will be sustained beyond First 5 LA's funding.

**Vision:** We envision a future where every child is born healthy and thrives in a nurturing, safe and loving community.

**Mission:** 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 age 5.



# QUESTIONS?

# PURPOSE

**1**

Review F5LA Strategic  
Plan 2024-2029

**2**

Discuss how to  
support the strategic  
plan implementation

# Opportunities? Resources?

## GOALS

## OBJECTIVES

## STRATEGIES

## TACTICS

Children prenatal to age 5 and their families have their basic needs met.

### Reduce

- Infant Mortality
- Poverty
- Housing Insecurity

Catalyze **public policies** efforts at the local, state, and federal levels that prioritize the needs of children prenatal to age 5 and their families.

On an ongoing basis, identify and refine the tactics that advance our goals, objectives and strategies.

Children prenatal to age 5 have nurturing relationships and environments.

### Increase

- Supports for Maternal Depression
- Choices for Healthy Foods
- Parks & Open Space

Collaborate with partners to **strengthen public systems,** services, and supports for children prenatal to age 5 and their families.

### Universal Parameters:

**Alignment and Potential Impact**

**Equity-Driven Planning Process**

**Cost-Benefit and Sustainability**

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

### Increase

- Early Care & Education
- Early Intervention Services
- Culturally Affirming Services

Partner with **communities to collaboratively grow a social movement** that elevates the needs of children prenatal to age 5 and their families.

# NEXT STEPS

1. Adopt the F5LA Strategic Plan 2024-2029
2. Pursue Data Agenda
3. Engage Community Partners
4. Develop Tactics

# REFLECTIONS?

# **ADOPT: F5LA STRATEGIC PLAN**

**Adopt Resolution 2023-05, Approving First  
5 LA's Strategic Plan 2024-2029 and  
Confirming the Intended Purposes and  
Constraints Placed on Funds in the  
"Assigned" Fund Balance**