

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Vice Chair: Summer McBride

Thursday, May 9, 2024
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 to Participate Remotely Due to Emergency Circumstances

3. **INFORMATION**

Report out on Closed Sessions of the Executive Committee on April 25, 2024, and May 2, 2024, and Closed Session of the Board of Commissioners on May 9, 2024

4. **ACTION**

Consent

4.A. Approve Special Commission Meeting Summary Action Minutes and Transcript – March 14, 2024

4.B. Approve the Monthly Financial Statements Months Ending February 29 and March 31, 2024

4.C. Investment Portfolio Update for Q3

4.D. Approve Revised Records Management Policy and Records Retention Schedule

4.E. Approve Amendment of the Strategic Partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment in the Amount of \$450,000 for a Total of \$1,600,000 through June 30, 2025 to Build Upon Sustainability Strategies for the African American Infant and Maternal Mortality Prevention Initiative ("AAIMM") Community Action Teams and Support the Village Fund's Third Cohort to Implement Community-Driven AAIMM Strategies

5. **INFORMATION**

Remarks by the Commission Vice Chair of the Board

6. **INFORMATION**

President/CEO Report

COMMISSIONERS

Los Angeles County Supervisor
Holly J. Mitchell
Chair
Summer McBride
Vice Chair

7. **INFORMATION**

Present the Draft Proposed FY 2024-25 Budget, with a Focus on Programmatic Expenditures, and Provide a High-Level Update on the Long-Term Financial Plan (LTFP) as an Information Item

Robert Bradbury
Alma Cortes
Barbara Ferrer, Ph.D.
M.P.H., M.D.
Astrid Heger, M.D.

Abigail Flores
Maricela Ramirez
Carol Sigala

EX OFFICIO MEMBERS

Deanne Tilton-Durfee
Jacquelyn McGroskey, DSW
Alejandra Albarran Moses
Brandon Nichols

PRESIDENT & CEO

Karla Pleitez Howell

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- **Raoul Ortega, Director of Finance**
- **Daisy Lopez, Manager, Financial Planning & Analysis**
- **John Wagner, Executive Vice President of Family Systems & Human Resources**

8. Break

9. **INFORMATION**

Evolving First 5 LA's Commitment to Engage Communities

- **John Wagner, Executive Vice President of Family Systems & Human Resources**
- **Joaquin Calderon, Deputy Director, Communities**
- **Gloria Villagrana-Cruz, Program Director for El Nido Family Centers**
- **Michelle Byerly, Executive Director for The Nonprofit Partnership**

10. **INFORMATION**

Amend Strategic Partnership with Catalyst California in the Amount of \$200,000 for a Total of \$1,350,000 Through June 30, 2025 to Support First 5 LA's Work Towards the 2024-2029 Strategic Plan Goals by Providing Data at the Regional and County-Wide Levels **(Written Only)**

11. **INFORMATION**

Amend the Strategic Partnership with Community Partners, Fiscal Sponsor for the Mayor's Fund for Long Beach (formerly Long Beach Mayor's Fund for Education), in the Amount of \$100,000 for a Total of \$400,000 Through June 2025 to Continue Engagement of Local Stakeholder Groups, like the Business Community, Newly Elected Officials, Policymakers, Community Leaders, in Strengthening the Early Childhood and Education (ECE) Ecosystem in Long Beach and to Continue and Expand the Long Beach Early Learning Hub **(Written Only)**

- **Alyssa Gutierrez, Program Officer, Communities**
- **Marcy Manker, Senior Program Officer, Early Care & Education**

12. **INFORMATION**

Public Comment (for items not on the agenda)

13. **ACTION**

Adjournment

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, March 14, 2024

750 North Alameda Street, First Floor

Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, March 14, 2024; Los Angeles, California

1:32 p.m.

-oOo-

SUPERVISOR MITCHELL: And with that, good afternoon everyone.

Ms. Vo, will you do me the favor and call roll?

MS. VO: Sure thing, Madam Chair.

Priya Batra?

COMMISSIONER BATRA: Present.

MS. VO: Robert Byrd?

COMMISSIONER BYRD: Present.

MS. VO: Alma Cortes?

COMMISSIONER CORTES: Present.

MS. VO: Abigail Marquez?

COMMISSIONER MARQUEZ: Present.

MS. VO: Summer McBride.

Marcela Ramirez?

COMMISSIONER RAMIREZ: Here.

MS. VO: Carol Sigala?

COMMISSIONER SIGALA: Here.

MS. VO: Winnie Wechsler?

COMMISSIONER WECHSLER: Here.

MS. VO: Deanne Tilton Durfee?

COMMISSIONER TILTON DURFEE: Here.

MS. VO: Jacqueline McCroskey?

1 COMMISSIONER McCROSKEY: Here.

2 MS. VO: Frank Ramos?

3 COMMISSIONER RAMOS: Present.

4 MS. VO: And Holly Mitchell:

5 SUPERVISOR MITCHELL: Here.

6 MS. VO: Quorum is present.

7 SUPERVISOR MITCHELL: Thank you.

8 Ms. Vo, you've got an announce you need to make.

9 MS. VO: I do. Thank you so much, Madam Chair.

10 Good afternoon, Commissioners and members of the
11 public. As our board chair mentioned, I do have a quick
12 announcement for today. Today's board meeting will
13 include a live Spanish interpreter for participants
14 joining via Zoom. And if you'd like to use this option
15 for today, simply click on the interpretation button at
16 the bottom of your Zoom window, choosing Spanish as your
17 option, and you'll be taken into another room that will
18 provide translation of this meeting in Spanish.

19 In addition, today's meeting will also include
20 closed captioning in Spanish for virtual attendees as
21 well. Simply click on the closed captioning button below
22 your Zoom window, choosing English as your speaking
23 language and Spanish as your translated language and that
24 will give you the translation for the closed captioning in
25 Spanish. We have also included detailed instructions on

1 how to do this via the chat for all to access during the
2 meeting.

3 And with that, I'll hand this meeting back to
4 you, Madam Chair.

5 SUPERVISOR MITCHELL: Thank you very much.
6 That's a wonderful addition. Appreciate hearing it.

7 Moving on to my favorite AB2449. With this
8 meeting, we've received a request from Commissioner Cortes
9 to join virtually pursuant to AB 2449 for just cause due
10 to being ill.

11 Commissioner Cortes, please confirm that you're
12 joining virtually pursuant to AB2449 just cause due to
13 being ill.

14 COMMISSIONER CORTES: I can confirm.

15 SUPERVISOR MITCHELL: Poor thing. I'm sorry.
16 Just nod. Can you also confirm you have not requested to
17 join meetings virtually under AB2449 more than twice in
18 this calendar year?

19 For the record, I saw her nodding yes.

20 And finally, can you confirm that there are no
21 individuals under 18 there with you?

22 Nodding. Thumbs up. Thank you very much.

23 Moving on, colleagues, to the consent items.

24 Can we open it up for public comment on our
25 consent agenda?

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

3 SUPERVISOR MITCHELL: Anybody wants to discuss or
4 pull anything off consent before I call roll for the
5 consent agenda?

6 Seeing none, please call --

7 MS. VO: I just want to make note, Commissioner
8 Ramirez will be recusing herself and abstaining from this
9 vote; so she's going to step away for just a moment.

10 SUPERVISOR MITCHELL: Got it. We'll give you
11 time to step away.

12 MS. VO: Thank you so much.

13 SUPERVISOR MITCHELL: I saw the sign language,
14 Counsel. All right.

15 Commissioner Ramirez is -- has left the room.

16 Let's go ahead and please call roll to approve
17 the consent agenda.

18 MS. VO: Priya Batra?

19 COMMISSIONER BATRA: I approve.

20 MS. VO: Robert Byrd?

21 COMMISSIONER BYRD: Yes.

22 MS. VO: Alma Cortes?

23 COMMISSIONER CORTES: Yes.

24 MS. VO: Abigail Marquez?

25 COMMISSIONER MARQUEZ: Yes.

1 MS. VO: Summer McBride?

2 Marcela -- excuse me. Carol Sigala?

3 COMMISSIONER SIGALA: Yes.

4 MS. VO: Winnie Wechsler?

5 COMMISSIONER WECHSLER: Yes.

6 MS. VO: Holly Mitchell?

7 SUPERVISOR MITCHELL: Yes.

8 MS. VO: Motion has passed.

9 SUPERVISOR MITCHELL: Thank you very much. Let's
10 move onto remarks by the Commission Chair. I think that's
11 still me. Is that still me? That's still me. I'm still
12 here, still standing as the song says.

13 So first of all, happy Women's History Month to
14 one and all. This board itself has been led by a series
15 of powerhouse women leaders. Including our current
16 leader. So to all the women who help keep First 5
17 running, we pay attribute to you and thank you.

18 Next, on a personal point of privilege, I wanted
19 to acknowledge Brandon Nichols, who's not here, and his
20 team at DCFS for the work they've done on a motion I
21 brought before the board called the blind removal pilot
22 program. And it focuses on the disproportionality of
23 black children in our foster care system. It's a number
24 that we talk about in this context here quite often. And
25 this past Friday, I had the opportunity to participate and

1 speak at UCLA's Pritzker Center event where Dr. Howard
2 spoke on the harms that come from separating black
3 children from their families. They have done a report on
4 the pilot thus far. It's a great gathering. A number of
5 you folks here attended.

6 And I appreciated really having that frank --
7 that space to hear the results, to have the students from
8 the Pritzker Center there, looking at our next generation
9 of advocates and having the conversation as we have about
10 disproportionality, the role implicit bias plays into the
11 ongoing cycle of hurt in terms of vulnerable families.
12 And so I appreciated being able to have that opportunity
13 to continue to have those kind of conversations.

14 I was just mentioning to Commissioner Ramos there
15 was an LA Times Op-Ed this week, maybe Monday -- my days
16 kind of run together some times -- maybe Monday, that
17 talks about this disproportionality. And I was concerned
18 because it didn't mention some of the things that are
19 actually happening here in LA County. So you know me, I
20 wrote a letter to the editor that talked about some of the
21 work that's being done, my colleague's -- Supervisor
22 Horvath's effort around mandated supporters, the blind
23 removal, all the work that's being done. So cross your
24 fingers, the LA Times publishes the letter, because I just
25 felt compelled to acknowledge that there is work being

1 done. And we're working very hard to certainly to not
2 continue to ignore that issue.

3 We've heard a couple times now a new name in our
4 midst; so I'd like to introduce to everyone
5 Dr. Priya Batra with LA County Department of Public
6 Health. And in 2022 -- essentially since 2022, she has
7 served the Deputy Director of the department's Health
8 Promotion Bureau. Prior to joining the Department of
9 Public Health, she worked for several years in Medi-Cal
10 managed care leadership, the Inland Empire Health Plan,
11 and she has a background in health services research and
12 is an adjunct physician policy researcher with the Rand
13 Corporation.

14 So thank you very much for joining us. Would you
15 like to offer a few remarks.

16 COMMISSIONER BATRA: Thank you so much. It's
17 really an honor to be here with this commission. Huge
18 fan. Long-time fan. And so really looking forward to
19 working with you all. All this work really aligns with
20 Public Health and the work in our bureau. So really happy
21 to be here.

22 SUPERVISOR MITCHELL: Well, this is the cool-kids
23 commission. So you've got to be cool to be on this
24 commission.

25 COMMISSIONER BATRA: In the minutes, recognized.

1 It's recognized in the minutes.

2 SUPERVISOR MITCHELL: That's right. That's
3 right. Fabulous.

4 Any questions any commissioners have of me before
5 we hear from the real report from your director? Any
6 questions or comments?

7 Yes?

8 COMMISSIONER RAMOS: I just wanted to, if I may,
9 go back to that event that you were at. I know that Karla
10 was there and others. It -- it's -- and I appreciate your
11 comments because LA County is very progressive in terms of
12 the efforts to pursue equality, to impact in a positive
13 way disproportionality. And a lot of times, what people
14 see is the negative that occurs, which is not the norm in
15 many circumstances -- in many -- in every area, I think,
16 in society.

17 And I just wanted to underscore and thank you for
18 what you shared, because, I will tell you, wearing a
19 different hat as well, DCFS, and our executive team is
20 fully focused on ensuring that we do our part in that we
21 take part in various opportunities to create opportunities
22 because there's more than one way. Right?

23 SUPERVISOR MITCHELL: Absolutely.

24 COMMISSIONER RAMOS: And you -- you have allowed
25 for a lot of that to happen because of your support. So I

1 -- I'm sure I'm saying this on behalf of the director.

2 SUPERVISOR MITCHELL: Thank you very much. Yeah.
3 I will say it is but one tool in the tool kit that you all
4 are utilizing everyday. So I appreciate that.

5 And with that, let's move on to the Executive
6 Director's report.

7 MS. PLEITEZ HOWELL: Thank you so much, Chair.
8 Welcome to our March meeting, First 5 LA staff, members of
9 the public, and, of course, our esteemed board. I'd like
10 to echo the sentiments being shared about the Friday
11 event. And really, really thank the chair, DCFS partners,
12 and of course the UCLA Pritzker Center of which
13 Commissioner Wechsler has a lot of background.

14 But for folks that weren't at the event, the
15 discussion was about the experience of black families with
16 government systems. And the conversation really focused
17 on the importance of moving from data and the
18 acknowledgement that structural racism exists to action.

19 And what was really compelling about it and what
20 our chair reminded all attendees is that whenever
21 government touches systems, it needs to be -- touches
22 families, it needs to leave families better off than when
23 it initially started. And everyone in the audience really
24 agreed with it. But it's statements like that and really
25 turning them into action for which we're really grateful

1 for our chair. And the most important and one of the
2 places where we find a lot of alignment here at First 5 LA
3 is the possibilities of what our systems can actually mean
4 and do for our families and being really, really explicit
5 about these conversations. Really, really tremendous.
6 And a plug for reading the report that's coming out from
7 UCLA. Happy to post some of that later.

8 I also wanted to acknowledge Women's History
9 Month and Gender Equality Month, which really serves as a
10 month to celebrate the history, contributions, as well as
11 community members that are impacted by gender-based bias
12 and oppression.

13 And this month in particular, as we celebrate
14 National Women's Month, the theme is really compelling.
15 The national theme is women who advocate for equity,
16 diversity, and inclusion. And as I think about that theme
17 and I think about gender equality and who sits at this
18 table, this theme is about the work we have all been doing
19 for decades about making sure that we're building a better
20 future for the families and children that we serve.

21 And it particularly remind me of the First 5 LA
22 vision for all children, worth repeating. You will hear
23 it over and over again. You all took this on, and it is
24 the idea that every child in Los Angeles County will have
25 a future in which they're born healthy and thrive in

1 nurturing, safe, and loving communities and we are really,
2 really clear that the way we're going to do that as a
3 First 5 LA commission is by focusing on three goals. And
4 I love the goals that the commission adopted because we
5 recognize that it starts with basic needs and making sure
6 every child has the safe foundation, nurturing
7 relationships, and environments -- of which some of the
8 Friday work reminded us of -- and a solid foundation for
9 well-being, learning, and success.

10 And to me, what that means is we know that every
11 child will have a safety net, because we all need someone
12 to catch us at some point. We all do. And making sure
13 that our families in Los Angeles have that for children
14 zero to five. And that we don't stop with just surviving
15 but looking at children thriving. And that's what this
16 board has committed to.

17 So as we transition to our new strategic plan --
18 the '24-'29 Strategic Plan does not roll nicely off the
19 tongue. You reminded us of that -- we are on two parallel
20 tracks with the board, and you'll hear some of this today.

21 The first is that in May and June of this year,
22 the board will have a programmatic budget that is aligned
23 to the previous strategic plan, 2020 to 2028. And the
24 reason for that is that we want to ensure that our
25 partners have a glide path and do not all of a sudden see

1 changes in funding as we're looking to transition. So
2 alignment to the previous strategic plan with funding for
3 this year.

4 And then the second parallel track, which you
5 will hear more about today, is we're developing new
6 tactics to align to the new strategic plan. So today you
7 will hear from Chrissie and Rigo later on today in regards
8 to how we're building out the new tactics. And you'll
9 also hear from our First 5 LA director Tara Ficek, and our
10 remarkable Department of Public Health partners on the
11 learning of current intervention work that will inform
12 tactics.

13 So Madam Chair, I'm really looking forward to
14 today's conversation, and I'll turn it back to you.

15 SUPERVISOR MITCHELL: Thank you. Just before we
16 open it up for public comment, I'm going to try to send
17 this little picture, and Ms. Vo, I'm going to ask if you
18 can put it up on the screen.

19 It hit me when you talked about keeping children
20 safe, I don't think I told it to this group. Turning into
21 my father, telling stories. But I mentioned it Friday
22 about a town hall that I convened on street takeovers.

23 And there was -- you know, we had a couple of
24 people at Magic Johnson park. And there was a young woman
25 there with a very young infant. And I noticed her, A,

1 because I'm just -- it's the Crystal Stairs in me. I see
2 the infant, I find my way there. But she was at a table.
3 We were about to transition to a table-top exercise, and
4 she was at a table by herself.

5 And so I went to the table and I said: Oh, can I
6 join you and the baby? Da da da. And she looked at me
7 and said: You can hold her if you want to.

8 And she said it with such -- I don't know. It
9 was something in the way she said it. And I said: I
10 will. Do you have some hand sanitizer? Can I put this
11 blanket on the floor?

12 Yes.

13 And she said: Because I'm feeling frustrated.

14 And I said: I got you. You want to participate?

15 She said: Yes.

16 So I said: Oh, well, stay at one of these back
17 tables. She went to the table in the front of the room,
18 but she sat facing me. So she had the -- we had eye
19 contact. And I was -- and so then she said: You know, if
20 she could -- I just -- if I could -- I just can't wait for
21 her to walk.

22 I said: Take it from me. Don't rush that.

23 She said: Do you mind watching her? Because
24 we're on a time out.

25 I said: I'm going to tire her out for you. I'm

1 going to show you what floor time can do with an infant.

2 And this six-month-old for 90 minutes, Summer,
3 walked up me, over me, behind me, and I -- me trying to
4 save my earrings and glasses and my locks and my necklace.
5 And for 90 minutes, her legs never buckled. She was so
6 strong. For 90 minutes I worked her out, she's probably
7 still asleep.

8 But what it said to me is all of us have the
9 opportunity, never doubt, to be in a space, to pay
10 attention and -- and for the community, to be there for
11 her to catch her. The fact that she got to the town hall,
12 wanted to participate, she just needed that extra little
13 bit so she could.

14 So when you said safety, separate from our --
15 when we gather here and the work we do -- because we all
16 have an opportunity to see somebody, step in, and needless
17 to say, it was the best 90 minutes of my entire week.

18 So I'm going to share the picture because it's
19 hilarious, me on the floor doing floor time on the
20 blanket, and you can see the room filled with people who
21 are doing table top work, with the baby right there in the
22 community.

23 But they were good. The mom was good and she was
24 good too. So we all have a role to play, and we can step
25 it up and make it work.

1 So with that, public comment on the Executive
2 Director's report, please.

3 MS. VO: Confirming there's no public comments on
4 the Executive Director's report. And also for the record,
5 I wanted to confirm that there are no public remarks on
6 the remarks of the Commission Chair.

7 SUPERVISOR MITCHELL: I forget that all the time.

8 MS. VO: And for the record, I think what we're
9 hearing from you, Madam Chair, is that you're a great
10 alternative for ECE.

11 SUPERVISOR MITCHELL: It's probably my strongest
12 skill set. Absolutely. I am the baby whisperer.

13 Thank you.

14 MS. VO: You're welcome.

15 SUPERVISOR MITCHELL: Let's move on to Agenda
16 Item 6, which is an update on the revised records
17 management policy and records retention schedule.

18 We're going to hear from Serita and Danna.

19 MS. SCHACTER: Yup. Okay. Hello, everybody.

20 SUPERVISOR MITCHELL: Hello.

21 MS. SCHACTER: Thank you very much for your time
22 today. Everyone hear me okay?

23 I'm Danna Schacter, the Records and Enterprise
24 Content Management Specialist here at First 5 LA. And I'm
25 in the IT department, but I work closely with all the

1 centers and the departments throughout First 5 on records
2 and information management projects.

3 I'm going to provide you with an overview today
4 of our new Records Retention Schedule and related policy,
5 how we developed it, and why. This revision has been
6 planned for several years but was put on hold due to
7 changing priorities during the pandemic. Once it's
8 approved, it will be the basis for many behind-the-scenes
9 projects that the IT team has planned for the next five
10 years.

11 For anyone who is unaware of the term, a Records
12 Retention Schedule is a policy that defines the types of
13 records that we use here at First 5 LA, our legal
14 requirements regarding how they're managed, how long
15 they're retained, and how we dispose of them. On this
16 slide, I'm going to go over some of the benefits of a
17 retention schedule and policy.

18 A well defined Records Retention Schedule is
19 essential for ensuring that First 5 LA operates
20 transparently, efficiently, and in accordance with the
21 law. Other benefits includes cost savings, we spend a lot
22 less money on records storage; staff efficiency, less time
23 spent searching for information and replying to public
24 records requests; enhanced data security; accessibility to
25 current and relevant information for decision making; and

1 reduced liability. Failure to comply can result in fines,
2 legal consequences, and may harm our organizational
3 reputation.

4 I'll now give you a history of the process we
5 went through to reach this point in our proposed schedule.
6 The foundation of our work was based on the existing
7 Records Retention Schedule and policies. A year ago, the
8 IT team contracted with Diane Gladwell, a consultant with
9 over 25 years experience in California with records
10 retention at State, County, City, and local government
11 levels. We then collaborated with all the centers,
12 offices, and teams to learn what kind of records they
13 create and how they're used during normal business
14 operations.

15 Once our drafts were finalized, they were then
16 reviewed by legal counsel and senior leadership team and
17 socialized with the leadership team. We now present them
18 to you today as an information item, and then in May we'll
19 ask for approval. We'll begin implementation in July.

20 Here's an example of our current retention
21 schedule. Retention schedule to be reviewed every two to
22 three years to ensure it's compliant with changing laws,
23 regulations, and standards. Our current schedule was
24 developed and approved in 2018 and has not been reviewed
25 since. It was built around a now obsolete organizational

1 structure. And as you can see in the screenshot, many
2 records series just said to be determined.

3 The schedule was laid out in a manner that was
4 confusing to staff with footnotes and cross references
5 resulting in inconsistencies and contradiction in
6 retention periods.

7 Here are screenshots of our new schedule. Our
8 new schedule overcomes the challenges faced in the old
9 schedule. It is based on business functions such as
10 finance and contract management and record types such as
11 meeting minutes, publications, and reports.

12 Many of the records we now manage now fall under
13 an agency-wide schedule and are managed by the center or
14 department that uses them. These are examples from the
15 finance and agency-wide records series. For each record
16 type, there's an office of record, a unique ID number, a
17 description, the total retention period, and the legal
18 citation and/or notes.

19 I'd like to highlight some of the differences
20 between our current policy and the proposed policy. We
21 currently have two records policies that were last
22 reviewed in 2018. The Electronic Storage of Records
23 Policy and the Records Retention and Instruction Policy.
24 There are redundancies and contradictions between the two
25 making them difficult for staff to comply with.

1 Technology standards and best practices have
2 changed since 2018, especially concerning digital records.
3 Our proposed policy has combined the two older ones making
4 the policy more comprehensive and easier to follow. It
5 also has been updated regarding disposition, legal holds,
6 training, and responsibilities.

7 This is our annual process flow for reviewing and
8 disposing of records following the retention schedule and
9 policy. While we updated the schedule and policy, we
10 paused in this process, but we'll start it again beginning
11 this July.

12 In July, I create reports of the eligible digital
13 and physical records in our Electronic Content Management
14 System and our offsite storage facility. In the past, I
15 only worked with our contracts department, finance, and
16 HR, because those were the only departments that had a
17 complete retention schedule. These departments, then,
18 have six months to review the reports I provide them and
19 remove any records that are not eligible.

20 Our legal counsel then reviews and approves the
21 reports, sometimes identifying more records to remove.
22 During this time, our President and CEO are also kept
23 informed of the progress.

24 We then present to the Board of Commissioners for
25 approval to destroy eligible records. Some of you may

1 have already gone through this phase with us. I then
2 spend the remainder of the fiscal year ensuring that all
3 the approved records are destroyed or deleted.

4 This coming review cycle, I will again work only
5 with contracts, finance, and HR. However, during this
6 time, I'll also begin the work with other departments that
7 have never participated in this review cycle in the past.
8 Our goal is to develop processes for each center and
9 department to ensure they're complying with our retention
10 schedule and policy by incorporating good records
11 management processes into their work routines.
12 Eventually, all departments will take part in the annual
13 records disposition review.

14 I'd like to emphasize that not all First 5 LA
15 records become eligible for destruction. Here are some
16 examples of our permanent records: As-built drawings,
17 blueprints, and survey maps, annual financial reports,
18 historically significant records, board materials such as
19 action summaries, agenda packets, minutes, by-laws, and
20 resolutions, real estate deeds, permits, and reports.

21 For next steps in May, we will be bringing this
22 retention schedule and policy as an item for your
23 approval. Once approved, we will implement the schedule
24 and policy. As I mentioned before, we have several
25 long-term, behind-the-scenes projects, but a couple of our

1 short-term goals, as I mentioned earlier, will be to renew
2 the records disposition review process.

3 Also, before the end of this calendar year, I
4 will roll out an annual training for everyone at First 5
5 LA that will cover records management basics such as what
6 is a record, records retention, public records, our legal
7 requirements, and how to determine whether or not a
8 document or an email is a record.

9 SUPERVISOR MITCHELL: Thank you very much. Does
10 anyone have any questions?

11 COMMISSIONER MARQUEZ: I think this is great. As
12 a representative from a government agency, I recognize how
13 Big of a task this is. And I think it's very clearly
14 outlined. The one recommendation I would also make to the
15 training that you just outlined is what we found when we
16 did this process is to train staff on how to access
17 records. Because I think we assumed that because,
18 especially as you're doing everything electronically,
19 there's going to be a big component of that, a lot of our
20 staff needed that refresher. And I don't know the
21 dynamics of the team, but that's something we found. We
22 put out this wonderful new system with all of these
23 records that are now streamlined, and no one knew how to
24 reach them. Just a recommendation of what we found.

25 MS. SCHACTER: Thank you. Appreciate it.

1 SUPERVISOR MITCHELL: Also, on the front of the
2 training, making sure people are keeping the right thing.
3 We err on the side of keeping more than we are required
4 to. If you're not sure, you keep it; so really making
5 sure.

6 You know, my flashback to my Crystal Stairs days
7 was the -- my annual budget for storage of all the
8 documents that we were required to keep. It's just
9 astronomical. So making sure people are keeping the right
10 thing and that they can access it.

11 Any other questions or comments?

12 Thank you.

13 MS. SCHACTER: Thank you very much.

14 SUPERVISOR MITCHELL: We will open it up for
15 public comment on this agenda item.

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

18 SUPERVISOR MITCHELL: Thank you. This was
19 informational purposes.

20 Moving on to Agenda Item 7, this is a
21 written-only item, but staff will be providing some brief
22 comments of this item.

23 Just a second. Right here. And we'll hear from
24 staff.

25 This is Early Identification and Intervention,

1 Help Me Grow LA Pursues Major Shifts to Maximize Community
2 Reach. And we have a presentation on that, and then we
3 will be taking our break about halfway through this item.

4 And joining us today is Tara Ficek.

5 MS. FICEK: Ficek. Very close.

6 SUPERVISOR MITCHELL: Thank you. Director Health
7 Systems. I see Steve Baldwin, Director of Children's
8 Health outreach Initiatives, Division of Maternal, Child,
9 and Adolescent Health, Promotion Bureau, LA County
10 Department of Public Health.

11 And will Melissa be joining?

12 MS. FICEK: Melissa will be joining us.

13 SUPERVISOR MITCHELL: Okay. Thank you.

14 And Melissa Franklin, Director, Division of
15 Maternal, Child, and Adolescent Health Promotion Bureau,
16 LA County Department of Public Health.

17 Welcome.

18 MS. FICEK: Thank you. And I know we are running
19 a little bit ahead of schedule. Her part is after the
20 break.

21 So good afternoon, Commissioners, First 5 LA
22 staff, and members of the public. Today we are eager to
23 present on Help Me Grow LA, which has served as our
24 primary strategy for the last seven years, focused on
25 strengthening early identification and intervention for

1 children with or at risk for developmental delays.

2 This work has been led in partnership with LA
3 County Department of Public Health; so as the Supervisor
4 noticed, joining us today are Dr. Melissa Franklin and
5 Steve Aldrin -- Steve Baldwin from Maternal, Child, and
6 Adolescent Health Division.

7 This is a very robust and comprehensive
8 presentation. As noted, it requires its own intermission.
9 So we are in sync with Hollywood, what? The average
10 feature film is like two-and-a-half hours now? This is
11 not a two-and-a-half hour thing, but we are running close
12 to an hour. We will offer a break, but it will give you
13 more time to think about all the amazing work we're
14 presenting.

15 So we have three primary objectives for our time
16 together. First, we want to provide more background on
17 Help Me Grow LA, knowing its history. And while we have
18 presented on Help Me Grow consistently through the years,
19 I know we have a number of new commissioners; so I wanted
20 to ensure we provide a more thorough summary given that
21 this may be the first time some of you are hearing this
22 information.

23 Second, we are going to share the latest data,
24 including key learnings and where we see efforts signaling
25 early impact. We will also acknowledge sustainability

1 opportunities. Please note that there are multiple
2 sustainability updates within the presentation. That's
3 because sustainability was addressed project by project
4 versus an overarching sustainability as a whole.

5 And finally, we're going to speak to shifts
6 underway and on the horizon given programmatic adjustments
7 that maximize community reach and further center parent
8 voice and leadership throughout our work.

9 We will close with offering insight into learning
10 that can further inform First 5 LA as we move into impact
11 development and strategic implementation.

12 So we often start with the data slides to reflect
13 the scope of the problem we're looking at to solve with
14 Help Me Grow, starting with the stat on the upper left
15 that reflects one in six children will have one or more
16 developmental delays or disabilities, just to get a sense
17 of the prevalence in the larger population.

18 However, the effort needed to identify your
19 children with a developmental delay early and connect them
20 to intervention is lacking. As you can see in California
21 holding a rank of 31st, which means only 34.4 percent of
22 children are screened at the right time. And when we say
23 "right time" that means early, before the age of three.
24 Recommended screenings are at 9 months, 18 months, and 30
25 months.

1 As we do a deeper dive into the data, we see
2 children of color have less access which is largely due to
3 systemic racism. That creates additional barriers for
4 families to utilize services and supports. This all
5 results in our children getting connected at a much later
6 age. Kindergarten, first, second, third grade is not
7 uncommon. And given that, we know we've lost out on a
8 critical window of time when early intervention could have
9 been maximized resulting in better educational and health
10 outcomes for kids.

11 And just one thing I have to note here. We did a
12 dig on the data before the presentation and sadly
13 California has now fallen to 49th. And that means 25.2
14 percent of our children are receiving timely developmental
15 screenings. This is from 2020 to 2022, a difference just
16 in two years largely influenced by the pandemic. But it
17 clearly signals a situation that has gone from bad to
18 worse. So keep that in mind, how we're doing as a state
19 as we move through the remainder of the presentation.

20 So how are we going to solve this problem?
21 Taking a systems approach, we committed to implementing a
22 national model framework called Help Me Grow here in LA
23 County. Help Me Grow works to promote cross-sector
24 collaboration largely working across health and early
25 learning, to strengthen early screening of developmental

1 delays and ensure connections needed in intervention. We
2 launched a year-long County-wide planning process back in
3 2017 which resulted in staggered implementation and
4 several multi-year projects in -- that started in 2018
5 through 2022 with many still in operation today.

6 And while the work is cross sector, we have
7 prioritized the health care system given their role, their
8 responsibility, and their early access to families in the
9 prenatal to three time period.

10 And if you think, for those of you who are
11 parents, how many times you went into the doctor with a
12 little one up until 15 months. I think it's six times for
13 set appointments. So the health care system has early and
14 consistent access to families.

15 Additionally, policy changes over the last
16 several years have reinforced health care as a relief
17 system in ensuring early screening and linkage to
18 services.

19 This work is only successful when we collaborate.
20 And we realized that from the onset. LA County Department
21 of Public Health stepped up to co-lead Help Me Grow. LA
22 Care, regional centers, community-based organizations, and
23 parents are also important collaborators and supported the
24 work from its early planning days.

25 So the Help Me Grow model is explained here in

1 more detail. As you can see, there are four core
2 components noted on the visual on the left and described
3 in more detail on the right. The four core components are
4 centralized access point, family community engagement,
5 child health provider outreach, and data collection and
6 analysis.

7 Starting with a Centralized Access Point or CAP,
8 which we often refer to it as its acronym, this functions
9 as a portal to families and providers to access needed
10 information, resources, and services.

11 Steve's going to talk a lot about that in a
12 minute.

13 Ongoing engagement with families and community is
14 a priority to support their child's development while
15 prioritizing health care, as I mentioned, and childcare
16 providers to better identify and connect families to
17 resources.

18 And then lastly data is important; right? So it
19 is collected and analyzed throughout all areas to track
20 progress, measure success, and to identify gaps and
21 support continuous improvement. Each of these components,
22 as you can see, are interconnected, informing and
23 influencing each other. For example, our work targeting
24 child providers to strengthen screening profiles within
25 their clinic could be further enhanced for the centralized

1 access point which would offer additional support and
2 guidance for a family beyond what the provider or clinic
3 could offer.

4 So as we implemented Help Me Grow, those four
5 core components really came to life through a set of
6 activities, projects, partnerships that could best fulfill
7 that overarching purpose of strengthening early
8 identification and intervention in LA County.

9 The CAP is now a website. And call line is
10 staffed by family partners, which are parents with lived
11 experience. Our family and community engagement work
12 consists of an advisory council comprised of system
13 leaders and parents as well as our Help Me Grow LA
14 pathways work, which is focused on regional collaboratives
15 working to improve referrals and linkage to services.

16 Our partnership with LA Care focused on select
17 clinic sites to increase developmental screening as well
18 as provider and community education and engagement.

19 And lastly, our data collection and analysis
20 efforts, which is happening throughout all Help Me Grow LA
21 projects, and we have two discrete evaluation for our LA
22 Care and for our pathways work.

23 So a number of important milestones have
24 occurred. As I mentioned at the beginning, this work has
25 been in place for the last seven years. And as we stood

1 up this body of work with an extensive Countywide planning
2 process in that first year followed by that staggered
3 launch noted earlier through years two and seven -- and as
4 you can see the various projects I mentioned earlier, such
5 as Help Me Grow LA pathways beginning in 2020, LA Care
6 starting in 2021. And everything noted here, we're going
7 to go into a lot more detail in subsequent slides.

8 All right. So for this next section, we want to
9 pivot to spotlight the tremendous amount of learning that
10 has occurred throughout the years, and call your attention
11 to efforts that signal Help Me Grow LA's early impact.
12 We've organized this learning by the four core components
13 and will conclude with overarching lessons to offer a more
14 comprehensive feel.

15 We'd like to start with the centralized access
16 point or CAP, as I mentioned, and I'm going to hand it to
17 Steve Baldwin to do that.

18 MR. BALDWIN: Thank you, Tara. Good morning,
19 Commissioners and Supervisor Mitchell. Good afternoon, I
20 mean. Good to see everybody.

21 Well, let me begin which by giving a little more
22 detail about the Help Me Grow model and specifically about
23 the Centralized Access Point.

24 So Help Me Grow is designed by Help Me Grow
25 National to be implemented at the state level. And many

1 Help Me Grow systems that exist across the county are
2 indeed implemented state-wide. However, in California,
3 we're a little bit unique in that we're so large that each
4 county implements their own Help Me Grow system, and that
5 works just fine because Help Me Grow is designed to be
6 very flexible in implementation so that it can be
7 implemented to base on the needs of each jurisdiction.

8 And there's an adage that goes once you've seen
9 one Help Me Grow, you've seen one Help Me Grow. They all
10 look very different. So placing a Help Me Grow model in a
11 jurisdiction like Los Angeles works because you can
12 customize the model. And that's important for us, of
13 course, in Los Angeles, because a key opportunity faced by
14 every countywide program is figuring out how best to
15 connect with families in their local communities, and in a
16 county with 4,000 square miles and almost 10 million
17 people and half a million children age zero to five.

18 So in the case of Help Me Grow LA to better
19 support families and given the size of our vast county,
20 last year we transitioned to a more local approach in
21 which the program is led by, as Tara mentioned, family
22 partners who are assigned to work in their home
23 communities.

24 Our family partners offer the parents and
25 caregivers that come to us for help emotional and

1 practical support by providing health and social system
2 navigation. A prerequisite to becoming a family partner
3 is to have lived experience as the parent of a child or
4 youth with special health care needs. And all of our
5 staff are parents whose cultural backgrounds reflect the
6 diversity of the communities in which they serve. And
7 this helps them provide high quality culturally congruent
8 and affirming services to Help Me Grow families.

9 So family partners are co-located in wellness
10 teams within the public health centers in each service
11 planning area. The wellness community teams have spent
12 years building trust in and around the communities that
13 they are charged with serving. This regional coordination
14 of services allows our family partners to create linkages
15 for families that are accessible and real.

16 Our family partners are also charged with
17 identifying and working with coalitions in their assigned
18 areas to advocate for improvements in the systems and for
19 the families that they serve, and that the families that
20 they work with must navigate.

21 So I want to share just an example of this. That
22 one of our family partners shared with me recently. Our
23 family partner's name is Nadine. She works in SPA 2, way
24 up in north LA County. And Nadine shared with me that a
25 grandmother called the Help Me Grow LA phone line

1 concerned about her grandson and his speech delay, and the
2 fact that the grandson has some eating issues. And she
3 just wanted to make sure that he was getting all the
4 services that were available to him.

5 So eventually Nadine also spoke with the mother
6 and discovered that through a series of conversations, the
7 child was originally a regional center client. But the
8 family had become overwhelmed with work and life and
9 getting busy like we all do. And the family had stopped
10 receiving services. And now that the child was older,
11 wasn't sure how to plug back into the system.

12 And so over the next several weeks, Nadine was
13 able to do some amazing things with this family. She was
14 able to confirm, first, that the school district was able
15 to provide ongoing speech support services for the child,
16 confirmed the school district's IEP appointment, confirmed
17 that both -- that grandma, mom, and dad were all involved
18 in planning the child's care. She arranged for a home
19 visiting referral for mom which turns out mom needed one
20 of those too. And she coached mom and dad about how to
21 talk to the pediatrician about the child's eating issues.

22 Nadine's takeaway was that it was truly a village
23 -- that it takes a village to raise a child, and that she
24 related to me that because so much trust had been built
25 that she would be there as long as they need me, was her

1 quote.

2 And, you know, it just -- in talking with our
3 family partners and Nadine, it's their lived experience
4 and compassion that in this case, and in so many other
5 cases, help form the conversations that led to a
6 successful outcome for this family.

7 Nadine knows, as do all of our family partners,
8 how to lock arms with the families that they're serving in
9 order to get them the services that they need.

10 So stories are great, but it's also wonderful to
11 look at the data. And we're Public Health; so we love
12 data. So I wanted to show you who exactly are we serving
13 with the Help Me Grow Centralized Access Point.

14 So first, between the day we launched which was
15 May 17th, 2022, and the end of January of this year, there
16 were 875 unique client records created in our database.
17 So that represents all the caregivers, parents, kids,
18 providers that reached out to us for questions. Simple
19 calls, someone just called to ask for a phone number or
20 some simple information like that. Anonymous callers,
21 clients that filled out a form on the website that we
22 called back. Any client we worked with -- 875.

23 So on the left, we have the race/ethnicity of a
24 sample of those 875. And you can see most self identified
25 as Hispanic or Latino at 63 percent, followed by Black or

1 African American at 9 percent.

2 And then on the right, we pulled a different
3 sample from the 875 served to highlight the concerns
4 parents shared with us, with our family partners. And as
5 you can see, speech, language, communication was more than
6 a third of the concerns shared at 36 percent followed by
7 autism or autism spectrum, and then mental health or
8 behavior concerns.

9 So we get a wide range of calls. Some very quick
10 questions that we refer to as simple calls. Navigation
11 calls that include full intake, providing resources and
12 referrals. And other calls from providers, all types,
13 including medical providers, ECE providers, child care.
14 And parents report a wide variety of calls to us in
15 different ways. And they require different types of
16 referrals.

17 So in this slide, of all the referrals made, you
18 can see on the left, a little over half, about 54 percent,
19 were made to regional centers. And so that leaves the
20 other 46 percent to nonregional center partners, including
21 family resource centers or family empowerment centers,
22 home visiting, loft centers, medical -- excuse me. Mental
23 health, or school districts for general needs and special
24 education.

25 And then we conduct follow-up with families four

1 weeks after our initial call. And about 53 percent of the
2 families we connected with on follow-up reported having
3 either received services already or that they were
4 scheduled to receive one. And so we feel that's a pretty
5 good measure of quality in terms of the strength of
6 referrals made. So that 53 percent is represented as a
7 combination of the two center bars on the right side of
8 the graph.

9 The top bar on the right that's referred but no
10 service at 39 percent may be result of the high number of
11 referrals to the regional center that -- and that the
12 regional center has about 60 working days to -- after
13 their initial intake, to provide a service. So had we
14 waited a little bit longer than our 30 days to follow up,
15 that 39 percent might be a little bit lower, because we
16 would have had more success by then having the client
17 receive services.

18 So that's another goal -- something that we're
19 considering in the future, adding another follow-up call
20 at a month after -- a second follow-up call.

21 Another goal for future data is to dig a little
22 deeper into each of the primary referral types to see
23 where clients are landing in terms of getting connected,
24 pending service, or not receiving service.

25 And then just to circle back to the family

1 partners on this, I think this data really show the value
2 of the family partners and also that -- that of the
3 parents that serve on our advisory council and our health
4 equity work group that you'll hear a little bit about
5 later. The value of having someone, again, locking arms
6 with parents to show them access -- how to access the
7 services that their children -- that their children need.

8 Okay. So just a few additional learnings that I
9 wanted to share. More on the practical side, less data
10 here. And then I just wanted to talk a little bit about
11 the sustainability of the Central Access Point.

12 So first off, the regional center, family
13 resource center service locator that we built on our web
14 page -- it's a simple online tool that allows the user to
15 enter a physical address in LA County -- any physical
16 address in LA County to identify the assigned regional
17 center and family resource center to that address. And
18 it's a seemingly simple task that requires multiple back
19 end, database cross referencing, and pings.

20 It took a while to get it right, but our tool
21 does it all in the background, all automatically. It's
22 hyper-accurate and it's fast. It's very easy to use. You
23 can go to our website, which is HelpMeGrowLA.Org, click
24 resources, and use our service selector. It's great.

25 Also, materials translation. In partnership with

1 the First 5 LA and LA Care, we were able to translate a
2 key parent education tool, the milestone tracker, into all
3 of the threshold languages in LA County. And all of those
4 are also available on our website at HelpMeGrowLA.Org.

5 And then we've got a great opportunity to conduct
6 some evaluation with the Centralized Access Point. Late
7 last year, DPH applied and was accepted to -- as a partner
8 in the Center for Disease Control and Harvard School of
9 Public Health Program Evaluation Practicum. So DPH,
10 epidemiologists, and program staff have worked with CDC
11 staff and Harvard graduate students to develop an
12 evaluation plan for the Help Me Grow CAP -- Centralized
13 Access Point. And the draft plan is currently under
14 review with the CDC with plan implementation scheduled for
15 later this year.

16 So just to talk a little bit about
17 sustainability, and then I'll hand it back to Tara. So in
18 the near term or short term, we're seeking funding to
19 continue work through foundations and philanthropy. We're
20 also investigating leveraging support from internal
21 programs in DPH in the form of partnerships with AAImm --
22 that's our African American Infant Maternal Mortality
23 project, and ENRICH which is another -- we love our
24 acronyms in public health -- it's our Early Needs Response
25 for Infant and Child Health program. Both are key

1 partners in this work.

2 We're excited in the coming year, in '24-'25 to
3 partner with both the Office of Child Protection and
4 Pritzker to help support the Centralized Access Point
5 again next fiscal year.

6 Longer term, we're investigating a process CHW --
7 Community Health Worker reimbursement through Medi-Cal,
8 starting with training certification for our family
9 partner team while continuing to identify long-term grant
10 opportunities including those from state and federal
11 sources that might help sustain the work of Help Me Grow
12 LA, for example through the Department of Developmental
13 Services, Department of Health Care Services, the state
14 level National Institute of Health, and CDC.

15 I'll hand it back to Tara.

16 MS. FICEK: All right. Well, thank you, Steve.
17 Keeping us moving through the core components, we're going
18 to next step into child health provider outreach. And
19 given our focus on health care delivery and the early
20 continuous engagement and touch points health care
21 providers have with young families, LA Care was an obvious
22 partner from the beginning. LA Care is the largest
23 Medi-Cal Managed Care Plan in LA County. It provides
24 health insurance for a majority of children prenatal to
25 age 5.

1 And like DPH, they raised their hand early in the
2 planning stage and shared their commitment to this issue
3 and saw an opportunity for improvement.

4 Our work with LA Care has focused on integrating
5 early identification and intervention protocols into
6 clinic sites and increasing awareness and education on the
7 part of health care providers as well as families and
8 caregivers.

9 The work was launched in 2021. And it will
10 conclude at the end of this calendar year, 2024. We are
11 working with six clinics that cover over 30 sites for this
12 project. Some learnings regarding screening are that
13 participating practices have found success modifying their
14 work flows to increase and improve screening practices.

15 This has included parents and caregivers with the
16 office including giving parents and caregivers the option
17 to complete the screen over the phone prior to
18 appointments or in person, as well as ensuring that all
19 clinic staff are aware of screening protocols. The main
20 barriers encountered for practices are related to
21 completing the screen questionnaire due to language
22 barriers between parents and providers, reluctance of
23 caregivers in completing it, and the amount of paperwork
24 and tasks expected during a well-child visit.

25 And as shared on the slide, for the practices in

1 Cohort 1, the number of developmental screens have
2 increased from 300 percent between baseline and Cycle 1,
3 and then screenings increased by an additional 76 percent
4 between Cycle 1 and 2.

5 For children ages zero to five, the total
6 percentage of eligible children who were screened was 48
7 percent, practices participating. This is compared to the
8 average screening rate of only 18 percent in LA County in
9 2020. That was just reported by Health Plans to the state
10 so we're seeing a lot of progress in the clinics we
11 targeted through the LA Care partnership.

12 On the referral side, for some practices that we
13 learned data collection was nonexistent; so we put a heavy
14 focus on coaching in this final year of the project to
15 improve data collection around referral and linkage. The
16 average number of days between the date of referral and
17 the date of the follow-up is approximately 25 days more
18 for referrals to regional centers versus nonregional
19 centers.

20 Factors that contribute to making successful
21 referrals to regional centers include support from LA Care
22 coaches, assigning a dedicated staff member to oversee,
23 and establishing a specific work flow. Communication and
24 relationships with regional centers are key to ensuring
25 that effective hand off. And data from LA Care project

1 aligned with our CAP data which reflects that for those
2 families referred to regional centers, long wait periods
3 are a common experience.

4 And then lastly, for the child development
5 classes that are part of this project. We are -- they all
6 take place at LA Care's community resource centers. And
7 they're nearly all -- 97 percent of 222 parents surveyed
8 responded that their knowledge of child development and
9 comfort in advocating for their children improved due to
10 the classes. Discussions are underway regarding
11 sustainability between LA Care and First 5 LA so we can
12 think about how this pilot effort can continue and
13 potentially be scaled beyond these initial sites.

14 So that reflects our work in the childcare/health
15 care provider space. Moving now through our family and
16 community engagement, our work in community and family
17 engagement has largely been served by our Help Me Grow LA
18 pathways. I know many of you hear pathways and you think
19 of a resource and referral agency, even though that's not
20 this. The name of the projects is Help Me Grow Pathways
21 because it was really focused on strengthening the
22 referral pathways between collaboratives.

23 So Help Me Grow pathways is a three-year project
24 which seeks as an engine to strengthen regional referral
25 pathways and provider networks at the local level through

1 innovative technology, infrastructure, and practice change
2 strategies. Seven regional grants were awarded to the
3 regions shown on this slide to align with the Department
4 of Developmental Services Regional Center areas.

5 Each region was tasked with building and
6 maintaining a collaborative of partners which implemented
7 their own globally-tailored approaches to strengthening
8 referral pathways. Five of these regions started in
9 October 2020 and just completed their work last
10 December and are done. The two remaining regions began in
11 July of '22 and will complete in June of '25.

12 One of the unique aspects of Pathways was that it
13 was designed as an innovation project with grantees being
14 able to design and select their own approaches. As a
15 result, we saw grantees select a variety of strategies
16 including technology, but also outreach to medical
17 providers or other specific communities, formalizing
18 partnerships, developing shared language and work flows
19 with partners and much more.

20 Moving into learnings and early impact, Pathways
21 has helped to build a more connected early identification
22 and intervention referral network. The initial five
23 grantees chose to adopt an electronic referral or intake
24 portals. And while the implementation time lines of these
25 portals varied by grantee, we saw that across regions, the

1 number of partners using these portals grew substantially
2 over the course of the project from 40 in Year 2 to 124 by
3 Year 3. Speaking -- which speaks to a more connected and
4 robust service network for families with children with
5 developmental delays and disabilities.

6 A primary goal of Pathways was to improve
7 communication and tracking of referrals with the idea that
8 this will help families from falling through the cracks
9 and to reduce wait times for services. While in most
10 cases this was for referring agencies, some grantees also
11 built in ways for families to more easily track their own
12 service referral status, providing a valuable tool for
13 families to track their child's services and advocate when
14 necessary.

15 Through the Pathway project, we saw grantees move
16 from outdated referral methods -- paper, phone, sad to say
17 fax -- it still exists, you guys -- and email to
18 electronic referral methods that provide not only
19 streamlined referrals but also were easier access to data
20 and recording. And at the same time, the Pathways
21 project's regional collaborative model helps strengthen
22 communication among partners through consistent planning
23 meetings, and in many cases formal agreements such as MOS
24 and data-sharing agreements.

25 By Year 3, 69 percent of collaboratives partners

1 surveyed reporting -- reported that submitting and
2 tracking referrals is easy, specifically for DDS regional
3 centers. We have heard anecdotally that shifting to
4 electronic intake portals is saving staff time and is
5 easier for both staff and families to use. A critical
6 part of its success is due to design processes that
7 heavily emphasized input from end users, including both
8 families and intake staff.

9 Further learning and early impact from Pathways
10 also shows up in successful referrals. Course improved
11 communication is great, but it's really only meaningful if
12 it translates into a successful referral where families
13 are receiving the services that they need. To assess this
14 question, grantees surveyed parents following referrals to
15 ask whether they were able to access the assistance they
16 were seeking. As of Year 3, 79 percent answered yes to
17 this question.

18 Strengthening data capacity. One unintended
19 benefit of Pathways is that many agencies have
20 strengthened their data capacity in key areas. Not only
21 do electronic portals typically make data collection
22 easier, but grantees also built methods to gather input
23 from key stakeholders such as parents, caregivers, and
24 partner organizations. Grantees were also asked to submit
25 data for key outcomes, disaggregated by race, ethnicity,

1 age, home language, and ZIP code. Analyzing this data
2 provided insights about gaps in access where additional or
3 more customized outreach could be beneficial.

4 Inclusion of community. In addition to
5 integrating community members into some Pathways
6 collaboratives, and involving parents with lived
7 experience in the selection process of the Pathways
8 grantees, grantees also reported that the Pathways
9 investment made it possible to engage community more
10 deeply in the development of electronic referral systems.

11 And then moving to close with sustainability,
12 Pathways funding was always intended to be transitional,
13 limited term, seed funding for grantees to launch their
14 own approaches for strengthening referrals, and then
15 sustained through other funding mechanisms over the long
16 term. One of the great take-aways is that at the end of
17 the projects, a majority of grantees intend to continue
18 their approaches after project completion.

19 For referral intake portals, regional center-led
20 collaboratives primarily used First 5 LA funds to build
21 out their portals and have folded ongoing maintenance
22 costs into regional center budgets.

23 For CBO-led collaboratives, many chose portals
24 with free or low-cost options, and are pursuing grants and
25 other funding sources to continue to support the work long

1 term.

2 And additionally, most grantees intend to
3 continue their collaborative partnerships either through
4 ongoing meetings or maintaining agreements with individual
5 organizations.

6 And so we presented now on the kind of multiple
7 Help Me Grow LA projects. And in this slide, we are
8 illustrating the overarching total children and
9 individuals served, as well as total number of referrals
10 and screening conducted. And while Help Me Grow is not
11 considered a direct service program, its primary purpose
12 was focused on system coordination and connection to help
13 families navigate existing service networks, I also know
14 it be can be helpful and informative to take a look at how
15 many children were served and families served through this
16 as well as how many screenings and referrals were
17 provided.

18 We have made it to the break. Thank you all for
19 listening. I'm going to hand it back to you, Madam Chair,
20 to give guidance on timing and when we can next convene.

21 SUPERVISOR MITCHELL: Thank you very much. Any
22 -- before we go to break, any questions on the first part?
23 If you're like me, by the time we come back, you may not
24 remember. Any questions you'd like to pose to the
25 presenters now before we break? Yes.

1 COMMISSIONER McBRIDE: Thank you for this
2 information. I actually have a couple of questions but
3 I'll keep it brief. With the one in six on the very first
4 slide -- that one in six that are diagnosed, do you have
5 any idea -- it's always hard to measure a negative -- but
6 the students or children who go undiagnosed by the time
7 they are in school and there are teachers and counselors
8 that are starting to notice that, you know, there is a
9 challenge and it relates back to maybe some kind of
10 disability or delay, do you have any idea of the numbers
11 of babies and toddlers that go undiagnosed?

12 MS. FICEK: I don't off the top of my head. The
13 one in six, though, is, you know, the number of children
14 in the general population that will have one or more
15 developmental delays or disability. So it's getting a
16 sense that how does it -- this isn't probability. Like,
17 naturally, how -- what's the number of children we're
18 looking at across the general population? And the concern
19 is -- I don't think this directly answers your question,
20 but if we're only doing that early screening for, you
21 know, a small percentage of the kids, we're not catching
22 it; right? We're not identifying it until much later.

23 To your point, because it has gone unaddressed
24 when the kids are much older and they are in a more and
25 more -- in a more set system of care like the school

1 district, and it's at a much later, advanced age.

2 So we've missed out on early intervention. But
3 we do have data, percentage of children that are
4 participating in special education. And so we look at
5 that with the expectation that that's decreasing over time
6 because we're identifying children earlier. So that may
7 get a little bit at your question.

8 COMMISSIONER McBRIDE: Yeah. It does. And I
9 think part of the challenge is from what I see being in
10 school a few times a week, we have a lot of students who,
11 even in 4th or 5th grade, have still not received a
12 diagnosis. And a lot of them are students who are labeled
13 as the ones with behavioral issues. And are really just
14 misunderstood and frustrated because their developmental
15 skills and language -- for example, they can't
16 communicate.

17 And so on the sustainability slide, we talked
18 about what -- like, the regional centers have done to
19 adapt or build this into their budget. Do you have any
20 idea what, you know, County Offices of Education or LEAs
21 are doing to adjust -- the story you shared about Nadine
22 was great, if it wasn't for Nadine being that conduit,
23 that they might have not known what services were
24 available.

25 And we know that right now, schools are

1 struggling with their, you know, next three-years'
2 budgeting. But what changes, if any, do we see in public
3 education to -- especially with younger children entering
4 TK.

5 MS. FICEK: We don't have as much information on,
6 kind of, the educational side. We have focused heavily on
7 health care. Largely because health care systems and
8 providers have earlier access to families. And there's a
9 lot of requirements and incentives and even fines that are
10 now being implemented or coming -- are assumed to be
11 implemented when they don't provide the developmental
12 screening before age three.

13 So our focus has been on health care, early
14 learning, and early education. I mean, like, Early Head
15 Start, Head Start, there's a mandate that there's required
16 developmental screening as part of participating in those
17 programs. State preschool, I think, has it as well. But
18 again, I mean, many -- probably some members of the board
19 may have more information, those of you who are in early
20 education, to what extent that is reinforced or there are
21 requirements, it's monitored, and there are consequences
22 when it isn't done. I don't know as much as I know about
23 the health care system.

24 COMMISSIONER McBRIDE: I really appreciate it.
25 One more is that maybe if it's not already happening, this

1 information can be provided as a PDF for, you know,
2 district leaders to know before these children arrive at
3 their sites to be educated for them to kind of have an
4 understanding. Because I do feel like there's sometimes a
5 big disconnect between, you know, TK through 12 educators
6 and early childhood educators. And so maybe some ways
7 First 5 LA can bridge that gap and really lean into the
8 educating of district leaders so that they know this is
9 what you can look for, this is what you can be prepared
10 for. So -- but thank you.

11 MS. FICEK: Yeah.

12 SUPERVISOR MITCHELL: Thank you.

13 Yes.

14 COMMISSIONER BATRA: Great presentation.

15 Also, I'm from Public Health; so just to respond
16 to that, we have our Office for the Advancement of Early
17 Care and Education in our department. So we're working to
18 create this connection in the education sector recognizing
19 that we need to get to the health system first, to your
20 point; right? We're not -- we're missing folks there.

21 And then just a comment on, like, lifting up this
22 family partner model; so we have a statistic which I know
23 well from Help Me Grow, from our LA County health survey
24 in 2018, that the average parent of a child with special
25 healthcare needs spends 14 hours a week on average, like,

1 coordinating services and care. So, like, that -- that is
2 -- then, you know, obviously, it can't work. Like, it's
3 really all consuming. And so the Nadine level of service
4 is quite expert. And I think a challenge as far as
5 sustainability with community health worker benefits, it,
6 like, it doesn't cover that level of intensive care that's
7 needed. So we really need to think through that on the
8 sustainability piece too, because we are really working
9 with experts in this field.

10 SUPERVISOR MITCHELL: Thank you. Oh, I have --
11 you know what. I'm so glad you have a question.

12 Thank you. I'll go here and then here.

13 COMMISSIONER CORTES: I was just going to add
14 that there's also a stigma and a lot of parents are in
15 denial initially. And I can speak for my own experience.
16 I have a daughter with ADHD and my husband has a
17 behavioral therapy degree. And I think that the public
18 school system does have these things, but I also think
19 that a lot of parents, especially parents who are
20 immigrants who are -- there's just a lot of stigma, and
21 they don't know how to recognize. And so I think the Path
22 part with the education component has to be built in. And
23 I heard you about the fines, but before getting to that
24 point, I think we have to just give parents a lot of
25 opportunity because they just don't know, oftentimes.

1 And, you know, they're not accessing health care as often
2 as we would want them to. And so yes, absolutely building
3 a lot of intervention, a lot of touch points. But I agree
4 with what was said. There is a gap between the health
5 care system, the early ed system, the public school
6 system. I mean, my daughter was in private school and
7 those resources are also less available. And that's just
8 my case. So -- and parents have to learn pathways too in
9 terms of how they're raising children. So I think it's a
10 very complicated problem because I think it's also vastly
11 underreported.

12 I would say to your question about the comment on
13 undiagnosed, there are so many more children that are
14 undiagnosed that are struggling and labeled as having
15 behavioral issues; so just wanted to lift up that piece,
16 that I think there is that stigma and parents just don't
17 know. And we need to figure out a better way. I'm
18 interested in the next piece on how you're engaging other
19 community organizations to actually counter-act that
20 stigma.

21 SUPERVISOR MITCHELL: Thank you.

22 Commissioner?

23 COMMISSIONER RAMIREZ: So I just wanted to add
24 that the County Office of Education, there is professional
25 development that is offered for school districts. We are

1 the grant -- we receive grants to do this work to provide
2 professional development for our early learning -- early
3 learners that have special needs. And so this is ongoing
4 work. Of course, there is more to do. But of course our
5 Head Start program there is are requirements for all of
6 this, which is a model for the rest of the state.

7 SUPERVISOR MITCHELL: Appreciate that.

8 Yes, Commissioner Byrd?

9 COMMISSIONER BYRD: So I think this also provides
10 an opportunity for some advocacy. The fact that regional
11 centers have 60 days to respond from referral seems
12 jarring to me when you're dealing with maybe a first
13 child, parents who may not have any understanding what's
14 happening. And I think that you know as we're looking at
15 our new strategic plan, like, this feels like an
16 opportunity for advocacy, like, find the health plans I --
17 we have access to care deadlines. Right? There's
18 expectations. I feel like maybe we could share that love
19 with our regional center partners.

20 SUPERVISOR MITCHELL: Uh-huh.

21 Commissioner Wechsler?

22 COMMISSIONER WECHSLER: Thanks.

23 Thank you for this report. For me, it's a lot of
24 new information. And I was struck, like, at the very
25 first few sentences when you were talking about how poorly

1 California performs, vis-a-vis the rest of the country.
2 And I wonder if there is some high level take-aways you
3 can share with us as to why that might be. You know, we
4 see that often for education outcomes that we can
5 sometimes, you know, interpret whether that is because of
6 taxing or tax structure and all that. I mean, is it a
7 funding issue? Is it a priority issue? Is it other
8 social issues that may be affecting our state more than
9 others? Or is it hard to generalize?

10 MS. FICEK: How much time do you have? I'm, like
11 -- I have a response for Commissioner Marquez. Let me get
12 back to that. Someone mentioned it. It is complicated.
13 As with anything, there's a myriad of reasons why we are
14 where we are. The -- I mean, the Number 1 or continuing
15 reasons we hear are cost and time, largely in the health
16 care space. Right? Welcome Baby, Well Child Visit. But
17 there has been changes that have been working to address
18 that.

19 So there's now an incentive payment -- when we
20 started Help Me Grow, it was expected developmental
21 screening happens in the doctor's visit. And a lot of
22 comments were -- providers: We don't get paid additional
23 for that. Right? We have a capitated rate here in
24 California, and most kids are served through managed care
25 plans. So we get the rate regardless of providing that

1 service. And we don't have anything additional. We're
2 trying to fit in many services and activities and supports
3 within a very limited amount of time. So time and money
4 kept coming up over and over again.

5 Now there's an incentive payment of \$59.00 for
6 each developmental screening that's provided. That's been
7 in place for several years now. It's actually now been
8 moved away from Prop 56 funding and limited to that; so
9 it's in the general fund. So progress has been made on we
10 now have a payment source for that.

11 Have we seen any improvements? No, we haven't.
12 So there is little things chipping away at it. But, I
13 mean, overarching -- and I'm trying not to look at Batra
14 who could quote this is her sleep -- but it is related to
15 how we've structured health care and the payment system
16 that we have set in space that largely reinforces where
17 our performance is at.

18 I mean, I will say, not -- there are no states
19 that are doing a phenomenal job. 50 percent of kids
20 getting screens are the top performers; so we're doing 35
21 percent. So it's like, nobody's doing a phenomenal job,
22 but we're definitely struggling. And we're -- it's
23 getting worse, getting worse highly impacted by the
24 pandemic. There was an LA times article several weeks ago
25 that kids aren't going to the doctor and why is that. And

1 there's a lot of issues; right? Access is a big issue.
2 The ability to take time off, to navigate transportation
3 to get to the doctor, to find a provider that's culturally
4 congruent to your family and meeting your needs. A lot of
5 reasons; right?

6 So you can see why we need a comprehensive
7 approach. And you can see from the number of projects and
8 activities and partnerships that we're in in these spaces.
9 And many which you guys are ahead of the game because
10 you're already getting into overarching learnings which is
11 going to be in the second half; so a little bit of a
12 teaser.

13 But to the point earlier about stigma, yes, we
14 see and know and understand that as well. And so a lot of
15 the work with LA Care and Department of Public Health was
16 about getting information out normalizing; right?
17 Developmental screenings should happen at every
18 well-child, well-baby visit. It's just an ongoing
19 expected part of your experience with your provider. All
20 children need support to develop according to, you know,
21 milestones and to enhance their optimal development.

22 And so a lot of those parent classes and
23 community events are trying to get at, you know, let's
24 normalize the whole concept of, you know, screenings and
25 development and children -- child development among the

1 community. So we're working at that as well.

2 And the fines are for managed care, just to make
3 that clear if that was unclear earlier. And that wasn't
4 also something that existed several years ago. There
5 wasn't a quality measure for managed care plans to provide
6 developmental screenings; so if you did it or you didn't,
7 oh, well. But now there is. Now, there's a quality
8 measure that Department of Health Care Services is
9 tracking now. And the measurement year was last year.
10 Now we're going to be looking at performance across all
11 the managed care plans, and ultimately fines will be
12 implemented for those not meeting those quality measures.

13 SUPERVISOR MITCHELL: Yes. You'll be the last
14 one, Commissioner, and then we'll take our break.

15 COMMISSIONER TILTON DURFEE: I'll be quick.

16 Are all the referrals to Help Me Grow from
17 parents? Is that where all the referrals emanate from?

18 MS. FICEK: They can come from parents or
19 providers.

20 COMMISSIONER TILTON DURFEE: And how young can
21 the child be?

22 MR. BALDWIN: All ages.

23 COMMISSIONER TILTON DURFEE: So I'm thinking of
24 post natal issue and identification issue problems that
25 could be enumerated by the Help Me Grow. And then what is

1 Help Me Grow's role going to be after the funding runs out
2 at the end --

3 MS. FICEK: We are going to get into that in the
4 second part of what elements or areas are continuing and
5 other areas to think about what opportunities for
6 development to continue to build on this work that's been
7 in place.

8 COMMISSIONER TILTON DURFEE: Again, I always
9 focus on that early, early time as soon as possible. And
10 I'm wondering what -- what we might do to focus in on
11 that.

12 MS. FICEK: Prenatally, there's an association --
13 right? -- with maternal depression and children's
14 development. So we haven't done a focus prenatally, but
15 it's another area we can move in that direction.

16 ATTORNEY TILTON DURFEE: Thank you.

17 SUPERVISOR MITCHELL: Thank you. With that,
18 let's take our ten minutes. And we'll be back at 3:05.
19 Thank you.

20 (A brief break.)

21 SUPERVISOR MITCHELL: All right. If I could ask
22 everyone to come back. 3:05 has arrived. And we'll be
23 ready for the second half.

24 MS. FICEK: All right. So welcome back,
25 everyone.

1 Just as a quick recap -- and I know it's only
2 been then minutes -- but the first part talks about the
3 overview and the history of Help Me Grow LA. We've talked
4 about the scope of the problem and the elevated learning
5 within the core components of the Help Me Grow model.

6 So for the next several slides we're going to
7 focus on broader, overarching learning and cover two very
8 important areas. Centering parent and family voice and
9 equity.

10 So to start with centering parent and family
11 voice, I'm going to pass it to Melissa Franklin.

12 MS. FRANKLIN: Thank you so much. And thank you
13 for having us here today. And we love the questions.
14 Love the questions earlier about its impact. What happens
15 when children aren't identified before entering into the
16 school. And the answer is the school districts bear that
17 inequitable burden. And dialing back and recovering --
18 challenges that aren't addressed early on are very
19 difficult to kind of move back in the direction and then
20 work with special education reform. And what we found,
21 that kids that aren't identified before entering school,
22 they rarely matriculate out without quite a bit of
23 intervention, funding, support so it creates a system that
24 is collapsing, that has a negative impact on students that
25 are black and brown, as those students are expelled at

1 higher rates, under-identified for special ed support in
2 higher rates, and receive EII support at higher rates; so
3 you see this whole system impact from these first few
4 years and first few visits, when really something really
5 straightforward could be done -- could be accomplished
6 earlier on and prevent the system falling onto itself. So
7 thank you for caring about this work.

8 A core part of the Help Me Grow model and a
9 priority from early on has been to include parent
10 community voice in planning across Help Me Grow LA. This
11 has primarily been achieved with the inclusion of parent
12 and community champions with deep early identification and
13 intervention experience on our Help Me Grow LA Advisory
14 Council. This council of parent champions serves as
15 strategic planning partners and advocates representing the
16 family perspective and holding First 5 LA continually
17 accountable for ensuring that we are centering the voices
18 of families of children with developmental needs at every
19 opportunity.

20 And thank you for changing the slides. I have
21 bifocal contacts and they're amazing, but I'm still
22 getting used to them.

23 Centering community voice and experience requires
24 systems to commit to reflection and intentional efforts to
25 shift power, be willing to course correct, and move away

1 from our passive forms of community engagement, such as
2 asking community to simply check the box or ask if they
3 like what we created, versus cocreating and collaborating
4 on what should be our movement forward.

5 We believe that parent and community perspective
6 is critical for ensuring relevance, accessibility, and
7 accountability. Parent community champions have played a
8 key role in shaping outreach in communication materials
9 such as Help Me Grow website and parent-facing toolkits to
10 ensure that they're relevant and accessible to families,
11 use accessible language, and speak to the cultural and
12 language diversity of LA County.

13 They've also played a role in informing project
14 planning, best exemplified by the inclusion of parent and
15 community in the solicitation process of Help Me Grow LA
16 projects such as the Equity Listening Sessions, Pathways
17 and Advisory Council facilitation. They weighed in on the
18 desired qualifications and expectations of applicants, and
19 ultimately were on the selection panel for the ECE
20 projects.

21 Parent and community champions have been a source
22 of accountability to their participation and our data and
23 evaluation group for ensuring that the way we measure
24 success for Help Me Grow LA is actually relevant to
25 families.

1 In our efforts to intentionally center community
2 voice and experience, we continue to learn what it takes
3 to create a supportive environment for participation. Key
4 supports include fair stipend rates for parents to honor
5 their expertise, time, and guidance and provided
6 translation and interpretation services.

7 Parent and community champions have been
8 continued advocates for embedding equity in our work,
9 recognizing the role that factors such as systemic racism,
10 prejudice, and social stigmas -- which was referenced
11 earlier -- relate to developmental delays and stigmas for
12 families' abilities to access services for their children.
13 Parent and community champions are also now part of and
14 are driving our equity work which Tara will be sharing
15 with you momentarily.

16 Our last key learning is related to the structure
17 and purpose of advisory councils. Help Me Grow LA
18 originally had two separate advisory councils -- one
19 existing of parents and community leaders, and the other
20 consisting of EII systems leaders, administrators, and
21 providers. We have learned that bringing parent champions
22 and agency representatives at the same table rather than
23 at different spaces supports greater transparency,
24 accountability, innovation, and power sharing. It puts
25 parents with lived experience in the room with staff who

1 both have the power to directly change policy and
2 practice.

3 In the upcoming months the now-combined advisory
4 counsel will be informing critical efforts at First 5 LA
5 and LA County Department of Public Health.

6 Next, I'll invite Tara to share about our team's
7 work towards advancing equity in Help Me Grow.

8 MS. FICEK: All right. Well, thank you, Melissa.

9 So a major part of our Help Me Grow LA work over
10 the past few years has been addressing inequities in
11 access to early identification and intervention services.
12 Families are often treated differently when accessing
13 services, and therefore quality and access services are
14 different based on characteristics such as race,
15 ethnicity, geography, and language due to structural
16 racism and marginalization.

17 One of our key realizations early on was that
18 without an intentional effort, help Me Grow LA has the
19 potential to reinforce these inequities. While equity has
20 been a consideration since early on in Help Me Grow LA
21 planning, the team identified there was no direct focus or
22 coordinated effort to advance equity. So thanks to the
23 leadership of key staff, an internal workgroup was
24 established in 2021 to build-out a framework and committed
25 to the following statement: Help Me Grow LA seeks to

1 uplift health equity by prioritizing and partnering with
2 communities disproportionately affected by systemic racism
3 and other systemic barriers to ensure all parents and
4 caregivers have access to the culturally relevant
5 resources and tools they need to support their child's
6 development.

7 The following slides will now detail our journey
8 of this intentional focus on advancing equity within early
9 identification and intervention, an effort that is still
10 very much in progress. So staff first conducted a
11 comprehensive review of available early identification and
12 intervention data across different domains, including
13 screening and assessment, service areas, and equality.
14 And our first finding was that limited disaggregated data
15 about early intervention is publicly available, making
16 identifying and addressing inequities challenging. A
17 finding that has also been reinforced by external reports.

18 The data we did find pointed to deeper
19 disparities experienced by children of color across
20 various dimensions of early identification and
21 intervention. Staff particularly noted disparities in
22 quality and access to services for black families,
23 bolstered by available qualitative findings.

24 Note that some of these key data points have been
25 included in the Power Point in the appendix to the slides.

1 Based on these findings, the Help Me Grow LA
2 equity workgroup adopted targeted universalism as a
3 framework to guide our planning. This includes
4 identifying an overarching or universal goal we're trying
5 to achieve followed by targeted strategies to reach that
6 goal in communities that historically have faced greater
7 disparities.

8 The purpose of this approach is to focus
9 resources where they are most needed, recognizing that
10 when you change systems to meet the needs of families who
11 face the greatest barriers to access, more often than not,
12 you improve access to everyone along the way.

13 A key step of targeted universalism is
14 identifying who those communities of focus are. In Help
15 Me Grow LA's case, we have identified Black and African
16 American families as our first priority population.

17 The selection of an initial priority population
18 was not taken lightly. Several factors were considered
19 including historical context, ongoing structural racism in
20 early childhood systems, opportunities for alignment with
21 existing work, and available data. We recognize that
22 racism operates on multiple levels of society and
23 functions as a root cause of racial disparities. Examples
24 of systemic racism in health care include but are not
25 limited to neglect, dismissal, disrespect, and

1 trivialization of concerns.

2 After identifying our first priority population,
3 we expanded the equity work group in 2023 to include
4 community members and key partners from the Black and
5 African American community. This expanded group provides
6 ongoing input on staff and partner trainings, community
7 listening sessions, and strategy development.

8 And most recently, in October of 2023, we
9 completed two listening sessions in partnership with
10 Westside Infant Family Network to learn more about the
11 experience of Black African American families who have
12 used or attempted to use services to support their
13 children with developmental concerns. These sessions
14 sought to better understand families' experiences with the
15 ultimate goal of identifying opportunities for future
16 action.

17 Caregivers in our listening sessions shared
18 several common barriers and sources of support when
19 attempting to access early intervention services.
20 Key barriers to access include the lack of education and
21 information provided about available services. We've made
22 parents to feel that the burden is on them to figure out
23 how to navigate and advocate a highly complex service
24 landscape. Poor quality of care and negative interactions
25 with providers were also a common theme. Parents felt

1 that they often did not get what they needed from
2 providers and or were not heard, seen, or respected due to
3 their race, ethnicity, and social status. These
4 experiences contribute to a lack of trust and
5 understanding with -- which reinforces barriers to access.

6 Conversely, we heard that connecting with other
7 parents and caregivers is an important source of support.
8 And that despite the challenges shared, many caregivers
9 still look to their primary care providers first for
10 information about developmental concerns.

11 These findings are nuanced, highlighting the
12 importance of peer support and suggesting that primary
13 care may be an important place to focus in the future as
14 one of the most important starting places for families.
15 Yet also a place where there continues to be
16 manifestations of systemic racism and inconsistent quality
17 of care.

18 Moving forward, findings will be used by the
19 equity work group to identify tactics to better support
20 the Black, African American community. So our initial
21 equity efforts over the past few years have yielded
22 several important learnings about what this work requires.

23 First, time and resources. Three years in, we're
24 just getting started. A great deal of foundation setting
25 was required to get where we are today. Adequate time and

1 resources are needed to foster growth. Learning and
2 healing is pivotal to engaging in equity work, and to
3 ensure that community can equally participate.

4 Second, advancing equity is a vulnerable process
5 that requires deep reflection on a personal,
6 interpersonal, and systemic level all in parallel.
7 Progress cannot be made without doing that internal work
8 to walk the talk.

9 And lastly, we want to elevate what we are
10 hearing from community. Community members are often
11 called upon to give information, sometimes having to
12 recount harmful experiences. When no follow-up action
13 occurs, it feels like this emotional labor was wasted,
14 eroding any trust that was built. Action is very much
15 needed.

16 And moving forward, our group is committed and
17 excited to engage in the next phase of our work. The
18 equity work group will be developing specific community
19 strategy suggestions to ensure more equitable access and
20 equality in early identification and intervention services
21 for Black and African American families in LA County.

22 So you've now heard data and learnings that have
23 risen out of select strands of Help Me Grow LA. That was
24 the first part of the presentation. So we'd like to
25 conclude with a consolidation that really speaks to

1 overarching learnings across all areas. And we're going
2 to start with the importance of having parents with lived
3 experience in leadership and staff roles. Since early on
4 in Help Me Grow LA, parent and community champions have
5 been a part of our advisory council and played a vital
6 role in ensuring that the work we do in Help Me Grow LA is
7 relevant to families. This applies from communication
8 materials that are highlighted to the actual structure of
9 our programs.

10 And from the beginning, one thing we have heard
11 most from our parent community champions is the importance
12 of peer and community supports for early intervention.
13 This includes trained parent peer support specialists,
14 community health workers, and others who not only provide
15 assistance navigating a very complex service landscape,
16 but who can also provide emotional support and empathy
17 from their own journey. Importantly, for these supports
18 to be most effective, they should also be congruent in
19 language and culture, and this is something also supported
20 by research. While these types of supports do exist in LA
21 County, availability is not sufficient to meet demand or
22 to meet the needs of LA County's culturally diverse
23 families.

24 Our third finding relates to medical providers
25 which are a critical partner for early identification and

1 intervention. They are where a majority of families turn
2 to first for advice and often the primary source of
3 screening or front door into services. However, grantees
4 across several projects shared that medical providers
5 screen inconsistently. They often do not have supportive
6 conversations around screening results when they do. And
7 they lack knowledge of available community resources when
8 a delay is identified.

9 Next, we have learned that individual regional
10 centers, who are the primary public source of service
11 coordination and support for individuals with
12 developmental delays and disabilities and their families,
13 they are working hard to strengthen access to families
14 through technological improvements, outreach, reducing
15 their case loads, and more; however, referral and intake
16 protocols still vary widely across LA County's seven
17 regional centers, which are each independently managed.
18 This lack of standardization makes navigating services
19 across LA County challenging for families and caregivers.

20 Across our work, we have learned that publicly
21 available data on the quality of early intervention
22 services remains limited and particularly data
23 disaggregated by race, ethnicity, language, geography, and
24 other factors that would make it possible to hone in on
25 and address disparities in equality.

1 An additional learning primarily shared through
2 input from our Pathways partners is that the early
3 identification and intervention workforce in LA County is
4 currently insufficient to meet the need. This includes
5 pediatricians, regional center service coordinators,
6 physical therapists, occupational therapists, mental and
7 behavioral health specialists, community health workers.
8 For example, while Department of Developmental Services
9 recently mandated the regional centers reduce their case
10 loads and provided funding to do that, hiring has remained
11 a challenge.

12 And lastly, from our work on the Centralized
13 Access Point, we have learned that families benefit from a
14 way to access resources that are centrally located,
15 standardized, and easy to follow. The
16 early-intervention-services landscape in LA County is
17 extremely complex. Navigating the different eligibility
18 criteria, the service area boundaries, and the
19 requirements is challenging, even for a trained
20 professional, and often overwhelming for families. Having
21 a single entry point for families, where families can go,
22 ask any question that they have, and also receive
23 direction on where to start has incredible value.

24 We know that these overarching learnings are a
25 lot to process. Likely, none of this is new information

1 to those of you that work in service delivery, in
2 prevention, or early intervention, but we did want to
3 provide this comprehensive review as it holds a lot of
4 potential as we think through the future of Help Me Grow
5 LA, and as First 5 LA moves into implementation, planning,
6 and tactic development.

7 So for this next and final segment, we're going
8 to discuss, so, what's next? How and where does this
9 effort continue? What is Department of Public Health and
10 First 5 LA's role in that future. And I'm going to pass
11 it back to Dr. Franklin to share the latest from DPH.

12 MS. FRANKLIN: Thank you.

13 I feel like I need to say there is hope. And
14 it's in this room and outside these doors and in the
15 wisdom of those with lived experience that have been
16 informing us on this journey.

17 Many of you know, I'm a parent of two premies
18 born three years apart. Both required physical therapy.
19 My oldest was accepted in a regional center and home
20 visitation which was a game-changer. My youngest was
21 denied services and so I had to leave my job to continue
22 her on her journey of development, which wasn't enough.
23 And I had to leave my other job to continue her journey
24 and she's doing great now. But it's disappointing to see
25 that that's still a challenge that our parents face, and

1 how game changing this work is.

2 We believe in the value of early identification
3 and intervention. The utility of our online service
4 locator tool, the power of individuals with lived
5 experience, both stretching our systems and locking arms
6 with parents and families who face barriers to access and
7 EII services as they care for their child, all while
8 reducing parent stress and increasing household
9 well-being. With that belief as our driving force, we're
10 proactively seeking funding to support elements of Help Me
11 Grow LA, including the staffing of family partners. We
12 were thrilled to receive a grant from the Office of Child
13 Protection in the coming year as well as leveraging
14 unspent funds from (unintelligible) building grant.

15 In the meantime, we're working to expand training
16 including obtaining community health workers and vacation
17 of staff that supports both their personal and
18 professional development, and also long-term
19 sustainability efforts of Help Me Grow LA.

20 The family partners' work of course supports
21 services provided to clients, but also community
22 partnerships. Through work with our regionally-based
23 community public health teams, or CPHTs, who are charged
24 to form coalitions in every SPA to work on initiatives
25 identified by community members within each SPA.

1 The opportunity to continue to elevate EII will
2 be front and center during MCH's -- during our Title V
3 needs assessment, a process which includes input from
4 stakeholders across LA County, including community members
5 and organizations we have engaged with so deeply over the
6 past five years from this space. The data collected will
7 inform MCH's Title V work plan, which includes entire
8 sections of -- on children and youth with special health
9 care needs, language on Help Me Grow, health care
10 navigation supports for families, and other key program
11 activities that support early identification and
12 intervention.

13 La County Department of Public Health's MCH will
14 be coordinating with internal and external programs to
15 complete the needs assessment including with our
16 colleagues in Children's Medical Services. But I'm also
17 sure many of you in this room will have the opportunity to
18 weigh in during the needs assessment process -- and that's
19 where we define our priorities as accountability to the
20 State.

21 Most recently, we've made concrete efforts to
22 build-out referrals to and from our home visiting partners
23 who do conduct ESUs. So ages -- excuse me. ASU, Ages and
24 Stages screenings. So early identification and
25 intervention screenings are done by our home visiting

1 program and the PDHFA Path, and we're working to improve
2 how these those families can be supported and navigated as
3 it relates to Help Me Grow. But also our (unintelligible)
4 Health Care navigation agencies literally form DPH info
5 line, our childhood lead poisoning prevention program, the
6 African American Infant and Maternal Mortality Prevention
7 Initiative Doula Program, and other opportunities for
8 cross or bi-directional referrals to support community
9 members that come into contact with services provided by
10 DPH. All this can be run through our Centralized Access
11 Point team. And we welcome additional partners that can
12 support families with children that need extra support
13 anywhere here in LA County.

14 I'll now pass it to Tara.

15 MS. FICEK: So for First 5 LA, this next fiscal
16 year '24-'25 does reflect our final year of direct support
17 of Help Me Grow LA. Our strategic partnership with
18 Department of Public Health does end in June of '24, this
19 year. We will continue to support the LA Care
20 partnership, our Way To Help Me Grow LA Pathways, the
21 advisory council, and the communication efforts through
22 June of 2025.

23 And given this, we also will remain as thought
24 partners this next year with LA County Department of
25 Public Health and others as Help Me Grow LA's future

1 continues to unfold and evolve.

2 We see important potential in utilizing Help Me
3 Grow's learning and data with the relationships
4 established, the infrastructure built, that will remain
5 past our funding to help develop tactics through First 5
6 LA's strategic plan implementation that will continue to
7 support early identification and intervention. As noted
8 here, we are committed to early identification and
9 intervention in our new strategic plan. Given Goal Three,
10 Objective Two which is focused on increasing the annual
11 percent of children prenatal to five in LA County with a
12 developmental delay receiving early intervention services
13 in 2029.

14 So our focus, our leadership, our commitment to
15 community and partnership will continue in support of
16 early identification in our new strategic plan. But how?
17 What will that look like is the question we would love to
18 hear more from each of you about.

19 So we want to thank you, Board, for staying with
20 us through your time and attention and all your incredible
21 questions in the first part. As we open this up for
22 discussion, we wanted to conclude by recapping and
23 reminding each of you of our lessons learned now through
24 teams which are community voice and equity, early
25 intervention access and quality, and system accountability

1 and capacity. These are the areas we think offer
2 opportunities for continued work over the next year and
3 beyond as we move into tactic development.

4 These are all big lists, as you read each of
5 these; right? And likely it goes without saying, but
6 require close partnership with parents and systems to be
7 effective. Where and how can First 5 LA add the greatest
8 value, and what's our unique role is what we'd like to
9 hear more from all of you.

10 So we have kind of these questions posed. As
11 you're processing the overarching learning and thinking
12 through everything you heard tied to the work that's been
13 done and developed through Help Me Grow LA, any reactions
14 to those overarching learnings? How do these learnings
15 help inform tactics? I know we have presenters in the
16 next item that will get into tactics development a little
17 bit more, but it's coming. We're in that stage right now
18 within implementation planning we need to think about what
19 are the tactics that we're going to commit to as part of
20 our strategic plan. And we've committed to roles in our
21 strategic plan. They're here, connector, convener,
22 thought partner, and advocate. How do you see us
23 fulfilling those roles within the area of early
24 identification and intervention informed by the
25 information we just walked you all through.

1 So I'll pass it back to all of you. And thank
2 you, again.

3 SUPERVISOR MITCHELL: Yes.

4 COMMISSIONER McCROSKEY: Thank you guys. There's
5 so much I love about this work, community-based,
6 collaborative nature. I come from child welfare; so I
7 always want to see lived experience by community
8 residents.

9 And that's one of my -- what I've been thinking
10 about as we've been talking about this. So much
11 relationships built really around early intervention. And
12 in many ways across the County, we're trying to develop
13 exactly those same things in other service areas. So
14 there's the whole Family First Prevention Services Act,
15 the -- they've renamed it. The systems changes that are
16 going on at the same time.

17 And I just -- it just feels like maybe we can
18 think about how to share these learnings. I'm sure you
19 already are. But more broadly, across these other thought
20 groups that -- that are very active conversations right
21 now. Right?

22 So how do we put pieces together? How do we
23 align the work. And it's not deferred communities, and
24 it's not different locations, and some ways it's not even
25 different players. It's not different families; so how do

1 we, you know, make those -- and I say that knowing how
2 hard it is to do that even with one piece of the pie. It
3 just feels like we should think about how -- how do we
4 sort of bring these learnings to some of those other
5 conversations and vice versa.

6 MS. FICEK: Yeah, that's great. We would love to
7 hear more on the recommendations. Where are those tables
8 and where do you think we can offer the learnings and
9 certainly be connected more directly and intentionally to
10 the efforts.

11 COMMISSIONER McCROSKEY: I know you heard about
12 this, but one specific example is to the Family First
13 Prevention Services Act, our community plans are about the
14 families who have not yet touched DCFS; right? Then we're
15 doing another pilot test. And one of them, I think, is
16 very interesting in Antelope Valley, and it's about
17 collaboration between childcare, home visiting, and Help
18 Me Grow, specifically.

19 So starting with the subsidized child care
20 population and asking parents -- going to the referral
21 agency in that area, which is CCRC, and asking parents
22 who's interested in home visiting. And that's a new pilot
23 project, but it's one that's potentially really
24 interesting, because they're -- you know, as you say,
25 there's a lot of experiments going on throughout the

1 County with different systems. And this particular one is
2 trying purposefully to make that connection.

3 MS. FICEK: Perfect example.

4 COMMISSIONER SIGALA: I appreciated the whole
5 presentation but especially the equity section. So I
6 think we have a lot to learn from that, and I'm interested
7 in your outcome from that as well. I think as separate
8 agencies, it's very important that we have an overarching
9 view of the changing populations including immigrants and,
10 you know, other groups -- unhoused groups. And that I
11 think your data is going to be rich for us in terms of
12 other opportunity.

13 Thank you very much.

14 SUPERVISOR MITCHELL: Vice Chair?

15 COMMISSIONER McBRIDE: Thank you for this
16 presentation -- the second half of it. And just the work
17 that you're doing to really understand these issues and
18 create opportunities to expand it, even while we're
19 looking at the structure of it changing.

20 But to commissioner McCroskey's point, I actually
21 was thinking about the touch points that are already there
22 with a significant portion of families still being so
23 overrepresented with DCFS, and having mandated parenting
24 classes.

25 And I know that you've mentioned before that the

1 model is to move away from mandated reporter to mandated
2 supporter, and still providing those opportunities for
3 families who are part of the system to be educated through
4 parent- -- mandated parenting classes. Maybe the policy
5 shift would be to include early intervention and support
6 in the curriculum not as a way of saying this is something
7 that we are assuming is the problem, but to say we don't
8 believe you're a bad parent. We don't think your child is
9 a problem child. There may be this other undiagnosed
10 concern that -- or delay that we can look at.

11 And so I don't know if that's something that DCFS
12 is looking at, but I think that's an opportunity to bridge
13 that because we know that Black families do tend to parent
14 in isolation. And -- for many reasons. But if the front
15 door is the medical provider, and they don't feel like --
16 we know from the data, they don't feel like they're going
17 to be seen or heard there, that stigma, they're going to
18 definitely resist when they're being told by a medical
19 doctor something is possibly wrong with your baby, as
20 opposed to someone who's providing tools that they can use
21 through, like, a parenting class. Where they're saying
22 look for these other factors, maybe this is what's going
23 on. You know? And it's not that you're failing as a
24 parent, your baby isn't able to communicate with you, and
25 these are some tools that we can help you with.

1 MS. FRANKLIN: I love that recommendation. We're
2 actively having those prevention conversations as part of
3 the county-wide collaboratives around mandated supporter
4 and all the other connected efforts. That's something
5 that's doable now. May happen now, make folks aware. Now
6 we don't have to wait until something is mandated for us
7 to do. So thank you for that.

8 COMMISSIONER McBRIDE: And I don't know how LA
9 County (unintelligible) parenting, I know there are
10 services independent -- I'm actually -- I've taught
11 parenting classes through a clinic, and we had a
12 court-approved curriculum that we taught, but it didn't
13 touch at all on developmental delays as far as what you
14 can recognize in your child or how you can provide
15 supports to them. So maybe through the courts and whoever
16 approves the curriculum, that these independent providers
17 are teaching.

18 And even in group homes -- many of the families
19 that I've worked with are in group homes who are women who
20 are formerly incarcerated, but still in custody. And they
21 may not know the first thing to look for when it comes to
22 this. And in that environment, it's high stress. No
23 matter how much they want to come out and be the best
24 parent, when you are struggling to understand your baby
25 and why they're not hitting those milestones, that

1 insecurity in parenting sets in, and can lead to really
2 poor decisions. And so how can we get in earlier, if we
3 know that black families are already interacting with the
4 system in that way.

5 MS. FRANKLIN: Thank you.

6 COMMISSIONER CORTES: Again, I feel so
7 enlightened. And even though I shared my own experience
8 and hearing you, Dr. Franklin, talk about your experience,
9 it's safe to say we have resources that are at our
10 disposal to some degree that many more working families do
11 not. If this was overwhelming for us, when you shared
12 that family have to spend 14 hours a week, a lot of
13 families just don't have the luxury.

14 And so I wonder if there's something we can do on
15 our side or the advocacy side to lift this up, because one
16 in six is very significant. If there are potential
17 policies at the local level, at the state level that we
18 can -- that can advocate for that protect parents -- you
19 know, even though our guaranteed income (unintelligible)
20 with the county's program. We have so many women
21 especially that said they have to leave their job because
22 their children have a learning disability, a physical
23 disability, and their employers did not give them the
24 support that they needed. And so they've had to make this
25 choice. And I think there's this fundamentally --

1 something fundamentally wrong with that.

2 So I just -- I don't know what the answer is, but
3 I think that I would like to explore on the advocacy side,
4 on the legislative side, what can be done to pursue this
5 and add some additional protections for them.

6 SUPERVISOR MITCHELL: I have a clarifying
7 question. The two parent groups you mentioned were done
8 at Westside Regional?

9 MS. FICEK: The first parent-led group is our
10 advisory council. Melissa talked about we started Help Me
11 Grow with a systems leaders council and then a parent-led
12 council, and then quickly realizing why are we keeping
13 these separate? Why can't be we bring the system leaders
14 and the parents together? That is how one council -- that
15 is continuing to advise and guide Help Me Grow. And it's
16 influenced and informed and guided and -- and helped
17 structure and develop our work. So that's the one parent
18 participating-led council.

19 And then we have an equity work group that was
20 expanded -- initially it was just First 5 LA and
21 DPH staff, and then we expanded that to parents as well,
22 realizing we need that parent perspective, that expertise
23 to expand this burden so that. Those are the two parents
24 groups we discussed.

25 SUPERVISOR MITCHELL: Maybe I misunderstood or we

1 were talking about something else. There's a slide you
2 talked about two convenings.

3 MS. FRANKLIN: Oh, westside.

4 MS. FICEK: Westside Infant Network was the
5 consultant team that supported our equity workgroup
6 listening sessions.

7 SUPERVISOR MITCHELL: Ah, got it. For the
8 listening sessions. Because I heard Westside Regional,
9 and I thought why -- why there versus Clark? I mean, in
10 terms of who you were targeting; so I was all confused.

11 MS. FICEK: Oh, yeah. I said Westside Regional
12 Center a number of times.

13 SUPERVISOR MITCHELL: Thank you. All right.
14 Because the other issue that came to me as I went down
15 that rabbit hole, clearly by myself, was the real issue
16 around quality between -- within the regional center
17 setting. Those issues are long discussed and a challenge.
18 And the quality of services received by families within
19 the regional center's setting; so as you talk about
20 policy, that's an area we've attempted to course correct
21 for decades. And I'm -- not convinced that we got it
22 right.

23 Yes, Commissioner.

24 COMMISSIONER WECHSLER: Thank you again for --
25 for all your time. Really important thought to work. I

1 hadn't heard you talk, I don't think, about DHS, and I've
2 wondered -- you know, you talked about the health line,
3 but how does DHS fit in, particularly as we look ahead,
4 looking for funding, you're trying to fit into a whole
5 communications network. My understanding is DHS is trying
6 to create a referral system as our -- I think for each of
7 the county departments. And, you know, you have
8 navigation referral, so much a part of what you're trying
9 to address. And DHS, I believe, is doing that on some
10 levels. Are they potential partners going forward? Or
11 how does DPH -- the right way to interact with this
12 project to see if maybe they have solutions?

13 MS. FICEK: I can start. We have had engagement
14 with DHS. Their head of outreach efforts are on our
15 advisory council. We have also had projects over the
16 years with DHS. They have a SHARK clinic -- Strong
17 Healthy And Resilient Kids -- which is housed out of
18 Rancho Los Amigos. So we had a partnership, a grant
19 contract with DHS for the last several years that actually
20 just ended beginning of this fiscal year, to build-out
21 their referral and linkage, specifically tied to
22 screenings and early intervention and building out those
23 community connections and enhancing. And then taking that
24 learning to inform a lot of the work we were doing at the
25 Central Access Point; so they have -- you know, we have

1 stayed connected. I don't know beyond. Like, other -- it
2 seems like you're referring maybe to efforts outside of
3 that particular clinic. I mean, it is one clinic and only
4 has so much capacity in the families it can serve. But we
5 have had a lot of engagement with DHS. They have been a
6 part of the work. And that kind of learning and sharing
7 and, you know, what they're doing with their referral net
8 -- linkage to EII. But it may be you are aware of other
9 efforts.

10 COMMISSIONER BATRA: Yeah, we can definitely
11 learn from some of their work. I think the challenge with
12 DHS, Department of Health Services, is their empanelled
13 patients are really their population focus, which is about
14 750,000 residents of the County; so I think the challenge
15 for us and other County agencies is our population is much
16 larger to serve.

17 So I think while we can learn from them, we have
18 a different -- much broader population focus and much more
19 fragmented for them to refer them to.

20 MR. BALDWIN: I can just add also that we are a
21 partner in DHA's Case and Care.

22 COMMISSIONER WECHSLER: I was forgetting the
23 name.

24 MR. BALDWIN: And they -- they have some -- a
25 web-based tool that they use to refer, and we're a partner

1 in that. And so every day we get referrals from DHS for
2 clients that need help with our services.

3 COMMISSIONER WECHSLER: Yeah, I was thinking of
4 that network; so that's great.

5 SUPERVISOR MITCHELL: Before I go to Karla and
6 kind of do a wrap up, as I look at the two questions, are
7 you getting what you need from us in response to the two
8 questions you posed?

9 MS. FICEK: Yeah, I think there's some very good
10 examples or ideas around advocacy and efforts there. I
11 heard connecting and leaning in to some of the key county
12 systems in this work. I think we're getting there.
13 There's a lot more to come. I know this is just a start.

14 SUPERVISOR MITCHELL: Karla.

15 MS. PLEITEZ HOWELL: And I was actually going to
16 say thank you to our presenters, Dr. Franklin, Mr.
17 Baldwin. The idea of partnering with the system in this
18 way is exactly the type of partnership that we will
19 continue to explore. So just lots of gratitude. And, of
20 course, Tara for leading this work for over six years.

21 But the reason I wanted to make a comment is this
22 is exactly the type of thing that's really, really helpful
23 from the board. So as we are moving to our new strategic
24 plan and narrowing in on the tactics, what we heard
25 really, really clearly from this discussion is three areas

1 for us to focus on as we think about early intervention
2 and what it will look like.

3 One, we heard clearly share the learnings, share
4 them widely. Let's figure out what partners to work with.
5 Two, a lot of discussion on professional development
6 opportunities that LEA's and LACOE has offered. Here's
7 some of the work that's already happening with LEA's, that
8 there are children transitioned from sort of regional
9 centers to LEA's. And universal transitional care came
10 up. And as Tara mentioned, we are hearing really clearly,
11 explore policy opportunities.

12 So this discussion will inform our tactics and
13 our next presenters will be covering that. But that's the
14 type of input that's really helpful as we look at what
15 right-sizing some of our investments in this current
16 reality look like. So appreciation to the board and our
17 presenters for being able to let us have that discussion.

18 SUPERVISOR MITCHELL: Yes.

19 COMMISSIONER TILTON DURFEE: This is daunting and
20 it's really challenging; so thank you for the
21 presentation. I jut wanted to throw in or maybe comment
22 on something Summer actually mentioned. But it has to do
23 with incarcerated parents, particularly mothers who are
24 incarcerated. We have a program now for visitation with
25 incarcerated mothers with their children, and are trying

1 to establish one with dads incarcerated. And that's been
2 extremely complicated but hopefully will come.

3 It also ties back to my question about who can
4 make these referrals, does it have to be a parent or can
5 it be a concerned, interested party. Again, this
6 population is larger than we like for it to be, the
7 population of incarcerated parents. But there are little
8 kids that maybe don't see their parents much or they do
9 visit but it's not the kind of environment where there's
10 going to be any in-depth planning for the care of the
11 child, more or less focusing on the incarcerated parent
12 and them being able to see their child and some
13 interaction, it does end up being positive; so I -- just
14 to throw out there the population that I don't want us to
15 forget about.

16 SUPERVISOR MITCHELL: Here. Here. Thank you for
17 that.

18 Let's open it up for public comment.

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

21 SUPERVISOR MITCHELL: Thank you very much. Thank
22 you for the information. Appreciate it.

23 Let's move on to Agenda Item 8, that our Vice
24 Chair is going to lead us in, and that's the Strategic
25 Plan Update.

1 We're going to hear from our consultants.

2 MS. PLEITEZ HOWELL: They'll be on the --

3 SUPERVISOR MITCHELL: So, they're going to be
4 virtual. And we've been joined by a little one.

5 SUPERVISOR MITCHELL: Welcome.

6 MS. PLEITEZ HOWELL: Hi, everyone.

7 MR. RODRIGUEZ: Well, hello. Can you all hear
8 me?

9 SUPERVISOR MITCHELL: We can.

10 MR. RODRIGUEZ: Okay. Thank you.

11 Good afternoon, board members, and Executive
12 Director Pleitez and attendees. It feels great to be here
13 again ready to assist you in this next part of the journey
14 of implementing the strategic plan.

15 My name is Rigo Rodriguez for the public, and I'm
16 here with my colleague who will present not only herself
17 but someone has joined us.

18 MS. CASTRO: Hi, everyone. I'm Chrissie Castro
19 (unintelligible) on the strategic plan. And when I first
20 came (unintelligible) front of the board (unintelligible)
21 for and now he's (unintelligible) and he's Jace.

22 MR. RODRIGUEZ: Well, hi, Jace.

23 Well, for obvious reasons, I will be giving the
24 presentation today with -- with the team backing us up.
25 So and if at any point in my presentation there is a good

1 chance to communicate, please stop me.

2 And our purpose today for being here with you is
3 to review a general milestone calendar of the journey we
4 trust will enable First 5 LA to develop the best tactics
5 to implement the First 5 LA's strategic plan that goes
6 from '24 to '29.

7 And I am so glad that our presentation comes
8 right after this presentation that you just heard on Help
9 Me Grow, and that Tara and others did a wonderful job on
10 because I think finding the right tactics is about largely
11 engaging the community policy and systems leaders who
12 already have deep insights on the kinds of policies and
13 systems changes that will help generate the results that
14 are called for in this strategic plan.

15 So I -- again, so glad that in some ways the kind
16 of conversations we envisioned were just modeled. And, in
17 fact, the same leaders that we want to engage are also at
18 the heart of building and expanding a social movement that
19 will elevate the needs of children prenatal to age five
20 and their families.

21 And so our agenda today is very brief. I think
22 we only have about 20 minutes; so I'll -- we're going to
23 start off with a very, very high level review of the
24 strategic plan. We know that you're very familiar with
25 the plan. We just want to make sure that members of the

1 public that joined us have a narrative story line to
2 connect with. Then after, I will review the milestone
3 calendar and then we'll be open for questions.

4 Please note that this is really just an opening
5 kind of overview, and we look forward to engage you in
6 more detail and interactive sessions in the future.

7 So in terms of the brief review for the strategic
8 plan, this is where we left off in November with you. And
9 for those of you who are new to this plan, it has a new
10 vision and mission statement. The vision is the future
11 where every child is born healthy and thrives in a
12 nurturing and safe and loving community. And the mission
13 really emphasizes advocacy for children and their
14 families, amplifying community voices, and partnering for
15 collective impact so that every child in LA County reaches
16 their full developmental potential. So that's the, you
17 know, core mission and vision.

18 And then the values that you also adopted focus
19 on impact, equity, partnership, and integrity. Impact is
20 about the lasting results that you want to achieve.
21 Equity is about dismantling those systemic barriers that
22 you also heard about in the last presentation while also
23 vigorously advancing racial justice in the process. And
24 then partnership is about that commitment to collective
25 action knowing that First 5 LA can only achieve those

1 results in partnership with the wonderful organizations
2 and communities. And then integrity really emphasizes
3 being accountable to adults, but also our actions being
4 congruent with our values. So that's the first part of
5 the strategic plan, this mission, vision, and values.

6 The second part of this strategic plan is your
7 goals, objectives, strategies, and tactics. And your
8 goals really focus on three areas: Meeting those basic
9 needs of children prenatal to age five and their families;
10 ensuring that children prenatal to age five have nurturing
11 relationships and environments; and that they also have a
12 solid foundation for well-being, lifelong learning, and
13 success. So those are the three driving goals of the
14 strategic plan.

15 And we have three measurable objectives for each
16 of these goals. I'm not going to go into them each
17 because of the limited time that we have, but I just want
18 to emphasize that these objectives are designed to be
19 measurable and will tell us over time how we're doing.
20 You know, hence the accountability element there.

21 Now, to be able to impact and achieve these
22 objectives, the strategic plan identifies three
23 overarching strategies. And that begins with catalyzing
24 public policy efforts. And in the last presentation, I
25 heard a number of real policy opportunities. And so we

1 want to focus on those.

2 The other strategy is making sure that we're
3 strengthening public systems, services, and supports. And
4 I heard Board Member McCroskey mention the Child Welfare
5 System, for example, and really making sure we're
6 strengthening those public systems, services, and
7 supports.

8 And then the third strategy is to really ensure
9 that throughout this process, First 5 LA is supporting the
10 growth of a social movement that really elevates the needs
11 of this population and community.

12 And, again, the last presentation really
13 highlighted the importance of making sure that we include
14 those relationships that are already in place, as board
15 member McCroskey mentioned. We know who the actors are,
16 and through them there's a lot of knowledge there.

17 So this brings us to tactics and the tactics are
18 these organized -- oops.

19 MS. VO: Rigo, give us one moment.

20 Rigo, give us one moment. We're going to
21 transition the slides for you internally so that they're
22 clearer for everyone's view.

23 MR. RODRIGUEZ: Okay.

24 Perfect. So here I want to go a little bit
25 slower because this is where I left off last time. So and

1 basically I want to underscore that tactics are concrete
2 and well-organized activities like project program
3 initiative that really focus on these policy changes,
4 system changes, community mobilization that aim to achieve
5 one or more of your measurable objectives. So those are
6 these tactics that we're going to identify together over
7 the course of this year. And that's what we'll present
8 the general calendar on in a second. And I want to point
9 out that there are three universal parameters that you
10 also adopted to help guide the selection of the tactics.

11 And these are alignment and potential impact.
12 Basically, making sure that the tactics need to be aligned
13 to the goals and that there's a nexus to the objectives.
14 Right? That whatever we do has some way of connecting to
15 those objectives that you want to achieve.

16 The second parameter is that we use an equity
17 driven planning process. And essentially that means
18 making sure we involve community policy and systems
19 leaders in the identification of those tactics that are
20 high potential.

21 And then thirdly, the cost benefit and
22 sustainability parameter. And that basically means that
23 whatever tactics are selected and the -- and the resources
24 that are needed, they need to take into account your
25 financial capacity realities and so forth.

1 And so if you go to the next slide, to kind of
2 conclude this is how goals objectives and strategies all
3 hang together. And did -- and, again, they're all in a
4 framework.

5 So let's go over to the next slide. All right.

6 So what I'd like to do here is just go briefly
7 cover the milestone calendar and how we're proposing to do
8 this.

9 And, you know, our role this year is to work with
10 First 5 LA, again, to engage those important community
11 policies and systems leaders to again identify the right
12 and best tactics. And the arc that we are proposing goes
13 through three phases. From now until the end of April, we
14 want to really engage your leadership and staff
15 internally. And that basically is -- is -- the intent of
16 that is to make sure that the internal team has a shared
17 and very cohesive and tight approach to engaging community
18 policy and systems leaders.

19 We're going to focus on three key tasks here.
20 One is make sure we're preparing the data. All the
21 sources are in place. Baselines -- or at least the best
22 that we can do with the data. Disaggregating the data
23 where possible due to analysis and things like that around
24 the objectives in particular.

25 We want to make sure that we engage as many of

1 the staff within First 5 LA, because there's a lot of
2 knowledge there and relationships, insights, and so forth.
3 And then really dedicate the time in March and April to
4 start calendaring those sessions and engagements with the
5 key stakeholders. So start doing that March and April.

6 And then the second phase will kick in right
7 after that. I want to say that the calendar that the
8 identification of stakeholders is something that will also
9 come back to you, because we want to make sure that we
10 also learn from you about who we need to -- who the
11 organization needs to engage around the various objectives
12 and goals.

13 The second phase is from May through July and
14 August. And there we want to very intentionally convene
15 clusters of folks around goals and specific objectives so
16 that folks that are doing work within a specific objective
17 or goal are convened. Or we may go out to them and really
18 continue to do the work that you just heard in the earlier
19 presentation. So, you know, around meeting basic needs,
20 nurturing relationships and environments. So solid
21 foundation for well-being and so forth.

22 Examples of the kind of questions that we want to
23 pose are things like what policy or systems changes are
24 needed to obtain a specific objective? What opportunities
25 or challenges do they see in the current context or future

1 horizon that -- to achieve these policy or systems
2 changes? The work priorities would they give to these
3 opportunities? And then the kinds of tactics that will
4 help achieve those policy and systems changes. And, of
5 course, throughout this whole process we want to make sure
6 we are identifying and weaving together the networks that
7 will be critical to implementing the tactics.

8 The third phase will begin sometime in September.
9 And in that phase, from September to October, is where we
10 want to finalize the tactics and make sure that we go back
11 -- make sure that sometime between July, August, and
12 September not only do we engage the community once, but
13 July, August, and September we're coming back to the
14 communities that we engaged in the earlier part to
15 validate that what we heard is what they said and that out
16 of that, even present some initial priorities for their
17 feedback.

18 So really using April through August and
19 September to do that deep engagement that we didn't have a
20 lot of time to do in this first iteration of the strategic
21 planning process.

22 So that basically concludes the kind of
23 on-the-floor view of the milestone calendar. Let me see
24 if my colleague Chrissie wants to add anything else before
25 we open it up for questions.

1 MS. CASTRO: No, you summarized that perfectly.
2 Thank you, Rigo.

3 R. RODRIGUEZ: Okay. Any questions on the
4 overview?

5 Commissioner McCroskey?

6 COMMISSIONER McCROSKEY: Thank you. That was
7 very clear and very quick.

8 So I have a question about the objectives. You
9 won't be surprised, because that's my -- I don't really
10 see the alignment of the objectives as clearly as the
11 other pieces of the plan.

12 So I really have a question for you. I know
13 these are aspirational -- the measures specifically are
14 aspirational. But I'm assuming they're also translated
15 into basically our accountability framework. Right? Is
16 that right? So we'll measure ourselves on the answers to
17 these measures and the changes between now and 2029;
18 right?

19 MR. RODRIGUEZ: Yes. And just to be clear on my
20 end, and then I'll see if Chrissie has another thought on
21 this, another thing that we want to do during this
22 engagement, Board Member McCroskey, is to also elevate the
23 kinds of outcomes and performance measures that folks
24 really feel have a nexus to the objectives. And so it's
25 there that we want to translate the objectives and the, as

1 you call them, aspirational, because these are
2 population-level measures or indicators; right?

3 So when -- when the tactics are designed, we also
4 want to be clear about the outcome or outcomes and
5 performance measures associated with those outcomes.
6 Right? So we -- we will need do that as part of the kind
7 of tactic development.

8 I wonder if that clarified it or, Chrissie, do
9 you need to add anything else? Or you need another
10 example? Just let me know.

11 COMMISSIONER McCROSKEY: I have another part to
12 the question. Chrissie, do you want it to say anything
13 before I get to the next?

14 MS. CASTRO: No, you can ask your question.

15 COMMISSIONER McCROSKEY: Because a lot of this
16 work is already underway, not by First 5 alone, for sure.
17 And some of it not by First 5 at all. And so I just want
18 to make sure that we're building into this year the
19 opportunity not only for staff to directly interact with
20 some of what's going on here, but for commissioners to
21 directly interact with some of what's going on here. And
22 I have -- I'm feeling urgent about this when -- in
23 particular right now, because one of the indicators that
24 we talked about had to do with increasing participation in
25 some mixed delivery system. Right? The 3.1.

1 And I was just at a policy roundtable meeting
2 yesterday, and we had some participation. But --
3 Alejandra, who is here today -- and some of what's going
4 on is very urgent, but it's not directly in alignment with
5 this indicator. The state budget decreases that we're
6 expecting are very severe. And the -- the transition to
7 mixed delivery systems with TK is slow.

8 And so I just hope that we're going to have an
9 opportunity for a real, you know, thought collaborative,
10 thought partnership. Not just like what's the measure and
11 how do you do it, but thought partnership about who's
12 doing what and what is it that we can do that helps the
13 efforts that are already underway as well.

14 MR. RODRIGUEZ: Yeah. Yeah. Commissioner
15 McCroskey, I'm hearing two things. And the first is the
16 importance of knowing what is underway, whether or not
17 First 5 LA is leading it. And so I think in this first
18 stage, March and April, we want to be able to make sure
19 that we hear from you all as board members from First 5 LA
20 and staff and any others what is going on there. And in
21 that same process, we will also track urgency as well.

22 So some of these are very urgent in terms of the
23 -- this ship has sailed, where others are within the next
24 three months or so forth. So we want to start mapping
25 that out, because that's that first part where we

1 definitely would like to make sure you, as board members,
2 are involved in that effort.

3 There is a second part that I'm also hearing and
4 I don't have an answer for that, but I'm hearing it, and
5 that is kind of what role should board members play in the
6 thought partnership as the conversation is happening
7 around the tactics. That's the second thing I'm hearing,
8 the desire to be really involved in that thought
9 partnership in the design or development of the tactics.

10 Is that correct.

11 COMMISSIONER McCROSKEY: That's great. You heard
12 both parts probably more clearly than I said them; so I
13 thank you.

14 R. RODRIGUEZ: Okay. And, Chrissie, did you want
15 to add anything else?

16 MS. CASTRO: No. Just that at the population
17 level, we're a hundred percent in agreement that it's not
18 First 5 LA alone, but it's really the allied contributions
19 across communities, across systems, across lots of
20 stakeholders that's really going to help impact those
21 objectives. And that's really what we're wanting to do is
22 talk about accountability on two levels. The
23 population-level accountability, which First 5 is a
24 contributor but not the sole person responsible -- entity
25 responsible for, but at the level of tactics that were a

1 more defined set of, you know, outcomes parameters, what
2 we call performance measures that will be directly
3 connected to the specific efforts of the tactics of First
4 5.

5 I also have to say that I have a 19-month old,
6 and our childcare provider called in today, and he's been
7 with me at work all day. And I definitely have so much
8 love and respect for parents that have, you know, young
9 children during the pandemic. It's amazing that they were
10 able to still function. Also apologize that my attention
11 is halfway here. But really happy to be in the
12 conversation.

13 COMMISSIONER McBRIDE: Thank you, Chrissie. I
14 think that's a good reminder of why we do what we do.

15 And I know there's a question from Commissioners
16 here?

17 COMMISSIONER TILTON DURFEE: Yes. This is a lot
18 of work. Really appreciate it.

19 I want to comment on your Goal One and your first
20 objective. I'm thrilled that we're focusing on preventing
21 child deaths. It's something we've been studying and
22 keeping track of for many years. It's interesting. I
23 guess I'm not sure I know why we're just focusing on under
24 one in this particular category -- causes of child deaths
25 under age one instead of zero to five. That's -- for

1 children under one, basically are congenital anomalies,
2 unsafe sleep, maternal substance abuse, neglect -- child
3 abuse and neglect. They're not difficult -- it's not a
4 broad spectrum of reasons because they're not climbing
5 into the swimming pool, they're not driving cars, they're
6 not -- they're not as prone to some accidents. They are
7 killed in automobile accidents as passengers, but they're
8 not usually -- actually, mostly in car seats that are
9 maybe unsafe, and we should talk about.

10 So this is something obviously we would want to
11 partner with you on. It's something that we have an
12 abundance of historical and current information on. And,
13 again, I can't believe I left out home visiting as the
14 means by which we can impact deaths of children under one.
15 So how do we do that? Specifically, when we have -- I
16 mean, this also includes other agencies and DCFS, of
17 course. But as I said, right away, deaths of children
18 under one, prematurity, substance abuse, and unsafe sleep,
19 prenatal care.

20 So how do we work together on that?

21 MR. RODRIGUEZ: Again, I'm -- I heard a question
22 and then I heard another question. So let me see if I can
23 track it. One question is why did we select children
24 under one year old as part of the objectives, because --
25 that's Question 1. And then Question 2 is how do we

1 actually reduce the deaths for children under one; right?

2 So let me start off with the second question
3 first, and this is what we're planning to do over the
4 course of the, you know, next six, seven months is to
5 identify those community, policy, and systems leaders that
6 are playing a role in addressing that particular issue.
7 And when we convene that, we want to know what are you
8 doing already and where -- what are the kinds of
9 strategies that you think will really impact that
10 particular objective.

11 So the convening process is what we're going to
12 use to generate not only ideas but also prioritize those
13 high-potential policy and systems change efforts together
14 with those stakeholders so that First 5 LA is part of
15 that, but also bringing in the people that are closest to
16 the ground on that issue.

17 So that's how we're proposing in this general
18 milestone calendar to achieve that. Let me see if that
19 makes sense or I'm communicating it clearly.

20 COMMISSIONER TILTON DURFEE: I'd throw in mental
21 health too as a player.

22 MR. RODRIGUEZ: Yes. Exactly.

23 COMMISSIONER TILTON DURFEE: Post natal
24 depression.

25 MR. RODRIGUEZ: So being able to ask you and

1 others on the board, like, who should we invite to these
2 meetings will be really critical so that we have the right
3 set of people around the table really letting us know what
4 has worked and what hasn't. But with an emphasis on
5 policy and systems changes in order for us to see movement
6 on that objective.

7 For Executive Director Pleitez, I don't know if
8 you can --

9 MS. PLEITEZ HOWELL: I'm happy to respond to the
10 first one, how we selected the objectives. We looked at
11 data, shared some data here and infant mortality was one
12 of the things that really moved the commission and how
13 horrible it is and how awful it is for a particular
14 population. So in getting feedback, infant mortality rose
15 to the top as one of the objectives that we want to
16 contribute to.

17 COMMISSIONER TILTON DURFEE: Okay.

18 MS. PLEITEZ HOWELL: Thank you.

19 COMMISSIONER McBRIDE: Commissioner.

20 COMMISSIONER BATRA: Thank you. Just wanted --
21 so I -- you know, we're seeing really the planning process
22 will be equity driven. I think also the tactics are a
23 good opportunity to make sure our measures of success
24 really reflect, like, closing gaps in disproportionality.
25 It's not in the objectives. We're just saying reduce,

1 increase, increase. So I want to highlight, I think the
2 tactics are a great opportunity to say, like, reduce and
3 start especially in this -- you know, we're talking about
4 an area of resource scarcity where we would have to be
5 really thoughtful about where we're putting our
6 investments. So let's think about disproportionality as
7 really the first place to start and see if it moves across
8 the board from there.

9 When we get to the tactics, it's not just equity
10 just, like, who's at the table deciding. Let's reflect
11 equity in the outcomes.

12 MR. RODRIGUEZ: Yeah. Yeah. And so equity is a
13 lens that cuts across any and all activities and analyses
14 for sure. As both in terms of who gets convened for these
15 discussions as well as the analysis of data. So when we
16 disaggregate the data, that disaggregation enables us to
17 see disproportionalities. And depending on the data
18 source, we can also geocode it and figure out spatially
19 where that need is concentrated to. Depends on the
20 quality of data and the type of data points that we have.

21 But certainly the disaggregation and the
22 disproportionality enable us then to do targeted kind of
23 analysis around the kind of policies and systems that are
24 contributing to those disproportionalities and
25 disparities. And then to be able to think about what are

1 the kinds of policies and systems changes that we need to
2 enact in order to reduce those disproportionalities with
3 specific populations. So definitely that will be part of
4 the design of the tactics.

5 COMMISSIONER McBRIDE: Any other commissioners
6 with questions? I actually have a question, because
7 policy has come up a lot and I'm wondering if the final
8 phase with the tactics we're looking at, using this
9 information from the stakeholder engagement to inform and
10 refine -- now I'm distracted. Such a sweet baby.

11 But to inform and refine our policy agenda. And
12 in that process, to identify Commissioner McCroskey's
13 point, through that policy agenda, identify ways
14 commissioners representing different parts of policies,
15 legislation policymakers can know from that point how we
16 can engage and move from just being a policy agenda to
17 legislation that we're seeing pass.

18 MR. RODRIGUEZ: Absolutely. Absolutely. You've
19 stated exactly where the intention is. And I think one
20 way to really achieve that is constant feedback loops.
21 kind of like what we did in the strategic planning process
22 where we are regularly presenting to the board, having
23 sessions that involve analysis, feedback, and so forth
24 with the board. So those kinds of feedback loops that are
25 plugged into the process can help us make sure that you're

1 critical in the thought partnership around what that
2 policy agenda would look like, what the system changes
3 agenda would look like. And I'd also say that with
4 respect to involving communities to inform the policy
5 agenda, definitely -- and also making sure that community
6 members and leaders are involved in the prioritizing on
7 the policy agenda and advancing the policy agenda; right?
8 So that we want to make sure there's a feedback loop with
9 community, policy, and systems leaders for that too.

10 But the other thing is that you all are plugged
11 into really important institutions. And so we see you as
12 the valuable, incredible bridges too the institutions
13 since you are already very familiar with them. So you are
14 -- I -- Jace, I love you. I'm just like, aww.

15 So -- so yeah. I think that you stated exactly
16 where we want to go with this and it's the planning
17 process that keeps the -- all the different parts of this
18 effort connected that we want to make sure happens.

19 COMMISSIONER McBRIDE: Okay, thank you.

20 Are there any other questions or comments from
21 the commissioners? No? Are there public comments?

22 MS. VO: Confirming there are no public comments
23 on this item.

24 SUPERVISOR MITCHELL: Oh.

25 COMMISSIONER McBRIDE: Okay. Before I conclude,

1 presenters?

2 MS. CASTRO: No, I'm sorry if I was unmuted for
3 any part of that. I apologize.

4 COMMISSIONER McBRIDE: You're fine.

5 MS. CASTRO: Okay.

6 MR. RODRIGUEZ: No accountability.

7 MS. CASTRO: It's Jace. He just wants to be in
8 the meeting.

9 COMMISSIONER McBRIDE: I think it will be great
10 to have a child here every now and then just so we're
11 reminded why we're here.

12 MR. RODRIGUEZ: No more comments on our part,
13 just thanking you for creating this space for us to let
14 you know what the vision is and then over the next couple
15 of months, there will be much more engagement; so
16 appreciate your time.

17 COMMISSIONER McBRIDE: Thank you. Thank you for
18 the presentation and I look forward to the ongoing work
19 with you.

20 MR. RODRIGUEZ: Thank you.

21 MS. CASTRO: Thank you.

22 COMMISSIONER McBRIDE: I am going to stick to the
23 script for all of our sakes to make sure we get out on
24 time.

25 For information item -- for Number 9, public

1 comments, do we have any public comments?

2 MS. VO: Confirming there are no general public
3 comments for today's meeting.

4 COMMISSIONER McBRIDE: Okay. Is there any
5 business I should consider or call on before we adjourn?

6 MS. VO: Confirming there are none.

7 COMMISSIONER McBRIDE: All right. Hearing none,
8 we are now adjourned. We will not be meeting in the month
9 of April. Our next regular board meeting will pick back
10 up on Thursday, May 9th.

11 (At 4:25 PM, the meeting was adjourned.)

C E R T I F I C A T E

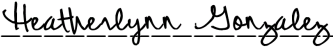
I, Heatherlynn Gonzalez, a Certified Shorthand Reporter for the State of California, License Number 13646, do hereby attest that:

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

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

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

Attested to on this 31st day of March 2024.

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CERTIFIED SHORTHAND REPORTER
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SUMMARY ACTION MINUTES

FIRST 5 LA
March 14, 2024
Meeting of the Board of Commissioners
Hybrid of In-Person and Virtual
1:30-4:30 pm

COMMISSIONER PRESENT

Commissioners:

Priya Batra (Alternate)
Robert Byrd
Alma Cortes (Virtual Attendee)
Abigail Marquez
Summer McBride (joined meeting at 1:39 pm)
Holly Mitchell (Chair)
Maricela Ramirez
Carol Sigala
Winnie Wechsler (Alternate)

Ex-Officio Commissioners:

Jacquelyn McCroskey
Deanne Tilton Durfee
Frank Ramos (Alternate)

COMMISSIONERS ABSENT:

Brandon Nichols [Excused]
Barbara Ferrer [Excused]
Astrid Heger [Excused]
Alejandra Albarran Moses [Excused]

STAFF PRESENT:

Karla Pleitez Howell, Executive Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President

GENERAL COUNSEL:

Serita Young, Attorney-at-Law

CALL TO ORDER / ROLL CALL:

1. Commission Chair Holly Mitchell called the meeting to order at 1:33 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 Alma Cortes joined remotely due to being sick with a cold.
3. **CONSENT**
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript – February 8, 2024
 - B. Approve the Monthly Financial Statements Month Ending January 31, 2024
 - C. Contract: Approve One (1) New Agreement and Authorize Staff to Execute the Agreement Upon Approval from the Board
 - D. Authorize First 5 LA to Receive Funds from the Los Angeles County Office of Education (LACOE) for the California Early Care and Education Workforce Study Los Angeles County Report and Approve Resolution # 2024-01

M/S (Robert Byrd/Carol Sigala)

Roll Call:

Robert Byrd – Aye
Priya Batra – Aye

SUMMARY ACTION MINUTES

Alma Cortes – Aye
Abigail Marquez – Aye
Summer McBride – Aye
Holly Mitchell – Aye
Maricela Ramirez – Aye
Carol Sigala – Aye
Winnie Wechsler – Aye

THE ITEMS WERE APPROVED

COMMISSION: (Items 4– 9)

4. Remarks by the Commission Chair

Remarks were given by Supervisor Holly Mitchell.

5 Executive Director's Report

A report out was given by Karla Pleitez Howell.

6. Update on Revised Records Management Policy and Records Retention Schedule

Staff provided an update to First 5 LA's Records Management Policy and Records Retention Schedule that was previously updated by staff and approved by the Board in 2018.

Some of the changes proposed included:

- Categorizing based on functions rather than departments since departments can become obsolete through time.
- Completing the policy since all programmatic records had a TBD listed as the retention of schedule.
- Combining the records Retention schedule with the Electronic Storage of records into one policy
- Updating legal holds

Next steps discussed included:

- Presenting this item to the Board at the May 9 Board of Commissioners meeting for approval
- Training staff on records management basics and how to manage records to align with record requirements in a public agency.

There were no further discussions on this item.

7. Early Identification and Intervention: Help Me Grow LA Pursues Major Shifts to Maximize Community Reach

Staff provided an update about Help Me Grow LA (HMG LA) including progress and early impact and discuss emerging learning in support of First 5 LA's 2024-2029 strategic plan.

Some of the core components of HMG LA include:

SUMMARY ACTION MINUTES

- Build a Centralized Access Point
- Engage with Families and Communities
- Support Child Health Providers
- Collect and Analyze Data

They also shared the latest data, learnings, and sustainability of Help Me Grow LA. Based on data, developmental screenings increased by 300% between baseline and Cycle 1 period, with screenings increased by an additional 67% between Cycle 1 and 2. In addition, 97% of parents surveyed who took child development classes said their knowledge of child development and their comfort in advocating for their child(ren) improved.

Finally, staff discussed with the Board some of the shifts that will be taking place with HMG informed by the data and emerging tactics for First 5 LA's new strategic plan, given FY 24-25 will be the final year of First 5 LA direct funding of HMG. First 5 LA plans to continue supporting LA Care, HMG LA Pathways, Council and communications proposed through June 2025. First 5 LA will also remain as thought partners (vs primary funders) as this next phase of HMG LA unfolds. Staff will also develop tactics as part of the implementation process that will support early identification and intervention (EII).

There was no further discussion on this item.

8. Strategic Plan Update

First 5 LA's Strategic Plan consultants Chrissie Castro and Rigoberto Rodriguez presented a brief update on First 5 LA's next phase in implementation of the newly approved strategic plan.

They reviewed with the Board the milestone calendar that would be used to track the development of tactics to implement First 5 LA's strategic plan, 2024-2029. Based on this calendar, First 5 LA staff plan to:

- Engage Community, Systems, & Policy Leaders to Gather Input and Feedback by Goals and Objectives between the months of May through August 2024.
- Finalize tactics and transition to action between the months of September through December. This will include:
 - Round 2 of engaging stakeholders and refining the synthesis of this data
 - Preparing materials, tools, and processes to support implementation of tactics
 - Presentation to the Board with an update
 - Initiate transition

There is no further discussion on this item.

9. Public Comment for items not on the agenda:

There were no public comments.

ADJOURNMENT:

The Commission adjourned at 4:27 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, May 9, 2024, at 1:30 pm.

SUMMARY ACTION MINUTES

Meeting details will be posted per Brown Act Requirements

Meeting minutes were recorded by Linda Vo, Board Relations Manager

FIRST 5 LA

SUBJECT:

Monthly Financial Reports

RECOMMENDATION:

Approval of the monthly financial statements for the months ending February 29, and March 31, 2024.

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:

February 29, 2024

First 5 LA began the month of February with a net position of \$288.8 million. During the month of February 2024, we received \$3.8 million in revenues. We had \$7.2 million in program expenditures, and \$1.2 million in operating expenditures. As a result, First 5 LA ended the month with a net position of \$284.3 million.

March 31, 2024

First 5 LA began the month of March with a net position of \$284.3 million. During the month of March 2024, we received \$18.1 million in revenues which includes Proposition 56 backfill payment of \$15.4 million for fiscal year 2022-23. We had \$3.1 million in program expenditures, and \$1.3 million in operating expenditures. As a result, First 5 LA ended the month with a net position of \$297.9 million.

This report includes detailed financial information for the months ending February 29, and March 31, 2024. 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 February 29, and March 31, 2024.
- 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
February 29, 2024, Unaudited**

	REVENUES AND EXPENDITURES	
Net Position as of Net Position January 31, 2024	\$ 288,825,236	
Revenue		
Monthly State Allotments	2,953,177	(1)
CA Electronic Cigarette Excise Tax (CECET) FY 2023-24 (Q1)	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	318,363	
Interest Income - Unreserved	507,918	
Investment Income - Other	-	
Total Revenue	\$ 3,779,457	
Expenses		
Program Budget (Attachment A)		
2020-2028 Strategic Plan: Focusing For The Future	\$ 6,894,487	
Legacy Investments	261,546	
Total Initiative/Program Expenses	\$ 7,156,033	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,052,040	
General Operating	36,097	
Consultant Services	63,895	
Professional Services	10,260	
Travel Expenses	3,093	
Professional Development	14,186	
Capital Improvements	-	
Total Operation and Administration	\$ 1,179,572	
Total Expenses	\$ 8,335,605	
Variance (Revenue - Expenses)	\$ (4,556,148)	
Net Position as of February 29, 2024	\$ 284,269,088	(2)

NOTE:

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

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2023-24 BUDGET
FEBRUARY 29, 2024, UNAUDITED

INITIATIVE/PROGRAM	FY 2023-24 BUDGET	FEBRUARY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2020-2028 STRATEGIC PLAN				
Center for Child and Family Impact				
Family Supports	39,103,000	3,422,837	17,732,264	21,370,736
Communities	14,367,200	2,028,440	4,898,117	9,469,083
Early Care & Education	6,174,615	513,943	1,963,710	4,210,905
Health Systems	4,750,550	284,786	1,576,202	3,174,348
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	286,930	291,230	304,770
Organization-wide Sponsorships	300,000	16,000	232,550	67,450
Organizational Memberships	175,000	-	86,500	88,500
Organization-wide Partnerships	175,000	-	-	175,000
Federal & Advocacy Stakeholder Engagement	180,000	-	-	180,000
State Policy and Sustainability Advocate	320,000	-	93,833	226,167
Strategic Plan Advocacy Strategies	819,500	189,000	410,175	409,325
Office of Communications				
Strategic Communications	1,587,417	152,551	471,211	1,116,206
Strategic Communications Partnerships	200,000	-	18,000	182,000
Strategic Marketing	1,400,000	-	6,264	1,393,736
Office of Data for Action				
Annual Reporting	63,000	-	32,950	30,050
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	-	4,594	117,406
Subtotal 2020-2028 Strategic Plan	76,193,282	6,894,487	31,817,600	44,375,682
LEGACY INVESTMENTS				
Little by Little/One Step Ahead Program	2,027,000	261,546	951,492	1,075,508
Subtotal Legacy Investments	2,027,000	261,546	951,492	1,075,508
Emerging Opportunities Fund	150,000	-	-	150,000
TOTAL	78,370,282	7,156,033	32,769,092	45,601,190

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 February 2024.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
FEBRUARY 29, 2024, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
FEBRUARY 29, 2024, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	FEBRUARY ACTUAL	FISCAL YTD ACTUAL	FY 2023-24 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	771,588	7,348,413	12,274,806	4,926,393
Fringe Benefits	280,452	2,259,635	3,996,716	1,737,081
Total Personnel Services	1,052,040	9,608,047	16,271,521	6,663,475
General Operating Expenses				
ADP Payroll Charges	4,179	23,068	42,000	18,932
Workers Compensation Insurance	-	60,404	45,000	(15,404)
Utilities	-	102,283	170,000	67,717
Corporate Insurance	-	128,006	113,300	(14,706)
Mileage, Parking and Other Transportation	603	3,689	28,825	25,136
Telephones	5,553	43,244	71,600	28,356
Cell Phones & Mobile Devices	8,250	68,450	122,000	53,550
Outside Printing & Publishing	(617)	-	1,450	1,450
Other Supplies	-	4,911	6,250	1,339
Postage & Delivery	-	915	6,000	5,085
Educational Supplies	(947)	285	3,850	3,565
Office Supplies	1,238	9,448	63,655	54,207
Subscriptions & Publication	(174)	7,697	28,325	20,628
Equipment-Rents & Leases	1,376	15,817	13,000	(2,817)
Building Repair & Maintenance	-	89,353	185,000	95,647
Equipment Repair & Maintenance	-	-	7,500	7,500
Offsite Storage	2,946	9,197	5,500	(3,697)
Hardware & Software Maintenance	6,158	134,067	394,000	259,933
Miscellaneous/Contingency	1,715	10,115	60,000	49,885
Stipend Honorarium	-	-	2,500	2,500
Internal Meeting	2,457	35,276	99,240	63,964
Divisional Capacity Building	3,360	8,960	20,000	11,040
Total General Operating Expenses	36,097	755,185	1,488,995	733,811
Consultant Services				
Consultant Fees	56,135	473,450	1,462,500	989,050
Other Professional Fees	7,759	152,611	291,000	138,389
Total Consultant Services	63,895	626,061	1,753,500	1,127,439
Professional Services				
Audit	-	60,473	72,000	11,527
Legal Fees	7,568	97,649	225,000	127,351
Professional Dues	408	16,747	55,370	38,623
Staff Recruitment	-	250	15,000	14,750
Commission Stipends	1,500	6,750	20,000	13,250
Web-Based Services	1,099	15,173	88,000	72,827
Bank & Other Service Charges	(315)	5,924	11,000	5,076
Total Professional Services	10,260	202,966	486,370	283,404
Travel Expenses				
Airfare	1,573	14,689	107,562	92,873
Lodging	1,195	7,763	104,354	96,591
Per Diem	207	9,778	47,602	37,824
Other Travel Expense	118	1,513	12,158	10,645
Total Travel Expenses	3,093	33,743	271,676	237,933
Professional Development				
Training Material & Supplies	-	-	15,780	15,780
In-house Training	(2,700)	-	77,200	77,200
Leadership Programs	12,050	19,700	81,500	61,800
Conference/Training Registrations	4,836	26,876	112,300	85,424
Outside Training	-	1,048	57,700	56,652
Total Professional Development	14,186	47,624	344,480	296,856
Capital Improvements				
Capital Outlay (Equipment Purchases)	-	4,397	130,000	125,603
Total Capital Improvements	-	4,397	130,000	125,603
TOTAL OPERATING EXPENSES	1,179,572	11,278,023	20,746,542	9,468,520

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

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

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
February 29, 2024 Unaudited**

Current Assets:

Cash	\$ 1,325,828
Cash- Morlin Mgmt Corp	237,380
Investment:	
Operating and Allocated funds	135,408,643
Specific Investment - County Pooled	134,000,000
Advance - Regional Network (RN)	1,526,409
Advance - Various	550,274
Total Current Assets	<u>\$ 273,048,534</u>

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)
Total Fixed Assets	<u>\$ 13,464,635</u>

Total Assets	<u><u>\$ 286,513,169</u></u>
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Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$ (16,395) (1)
Total Current Liabilities	<u>\$ (16,395)</u>

Net Assets:

Investment in capital assets	\$ 13,464,635
Restricted	273,064,929
Total Net Assets	<u>\$ 286,529,564</u>

Total Liabilities and Net Assets	<u><u>\$ 286,513,169</u></u>
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NOTES:

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

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
March 31, 2024, Unaudited

	REVENUES AND EXPENDITURES	
Net Position as of Net Position February 29, 2024	\$ 284,269,088	
Revenue		
Monthly State Allotments	-	
Proposition 56	15,382,483	(1)
CA Electronic Cigarette Excise Tax (CECET) FY 2023-24 (Q1)	-	
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	2,287,090	
Interest Income - Unreserved	383,190	
Investment Income - Other	-	
Total Revenue	\$ 18,052,764	
Expenses		
Program Budget (Attachment A)		
2020-2028 Strategic Plan: Focusing For The Future	\$ 3,110,283	
Legacy Investments	21,925	
Total Initiative/Program Expenses	\$ 3,132,208	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,045,450	
General Operating	113,674	
Consultant Services	43,156	
Professional Services	18,347	
Travel Expenses	5,998	
Professional Development	6,132	
Capital Improvements	96,668	
Total Operation and Administration	\$ 1,329,425	
Total Expenses	\$ 4,461,633	
Variance (Revenue - Expenses)	\$ 13,591,130	
Net Position as of March 31, 2024	\$ 297,860,218	(2)

NOTE:

- 1) Proposition 56 backfill for FY 2022-23.
- 2) Net Position excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2023-24 BUDGET
MARCH 31, 2024, UNAUDITED

INITIATIVE/PROGRAM	FY 2023-24 BUDGET	MARCH EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2020-2028 STRATEGIC PLAN				
Center for Child and Family Impact				
Family Supports	39,103,000	876,411	18,608,675	20,494,325
Communities	14,367,200	632,034	5,530,151	8,837,049
Early Care & Education	6,174,615	1,223,148	3,186,858	2,987,757
Health Systems	4,750,550	253,646	1,829,848	2,920,702
Center Support	450,000	55,000	55,000	395,000
Office of Government Affairs & Public Policy				
Early Childhood Policy and Advocacy Fund	4,000,000	-	400,000	3,600,000
Policy Advocacy Fund Technical Assistance Provider	596,000	14,753	305,983	290,017
Organization-wide Sponsorships	300,000	-	232,550	67,450
Organizational Memberships	175,000	30,000	116,500	58,500
Organization-wide Partnerships	175,000	-	-	175,000
Federal & Advocacy Stakeholder Engagement	180,000	-	-	180,000
State Policy and Sustainability Advocate	320,000	-	93,833	226,167
Strategic Plan Advocacy Strategies	819,500	-	410,175	409,325
Office of Communications				
Strategic Communications	1,587,417	21,191	492,402	1,095,015
Strategic Communications Partnerships	200,000	-	18,000	182,000
Strategic Marketing	1,400,000	-	6,264	1,393,736
Office of Data for Action				
Annual Reporting	63,000	4,100	37,050	25,950
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	-	4,594	117,406
Subtotal 2020-2028 Strategic Plan	76,193,282	3,110,283	31,327,883	44,865,399
LEGACY INVESTMENTS				
Little by Little/One Step Ahead Program	2,027,000	21,925	973,417	1,053,583
Subtotal Legacy Investments	2,027,000	21,925	973,417	1,053,583
Emerging Opportunities Fund	150,000	-	-	150,000
TOTAL	78,370,282	3,132,208	32,301,300	46,068,982

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 March 2024.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
MARCH 31, 2024, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
MARCH 31, 2024, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	MARCH ACTUAL	FISCAL YTD ACTUAL	FY 2023-24 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	762,696	8,111,109	12,274,806	4,163,697
Fringe Benefits	282,754	2,542,389	3,996,716	1,454,327
Total Personnel Services	1,045,450	10,653,498	16,271,521	5,618,024
General Operating Expenses				
ADP Payroll Charges	2,358	25,425	42,000	16,575
Workers Compensation Insurance	-	60,404	45,000	(15,404)
Utilities	30,036	132,319	170,000	37,681
Corporate Insurance	-	128,006	113,300	(14,706)
Mileage, Parking and Other Transportation	397	4,086	28,825	24,739
Telephones	4,736	47,980	71,600	23,620
Cell Phones & Mobile Devices	8,150	76,600	122,000	45,400
Outside Printing & Publishing	-	-	1,450	1,450
Other Supplies	2,175	7,086	6,250	(836)
Postage & Delivery	36	950	6,000	5,050
Educational Supplies	-	285	3,850	3,565
Office Supplies	847	10,295	63,655	53,360
Subscriptions & Publication	573	8,270	28,325	20,055
Equipment-Rents & Leases	1,180	16,997	13,000	(3,997)
Building Repair & Maintenance	20,301	109,655	185,000	75,345
Equipment Repair & Maintenance	-	-	7,500	7,500
Offsite Storage	895	10,092	5,500	(4,592)
Hardware & Software Maintenance	38,994	173,062	394,000	220,938
Miscellaneous/Contingency	1,014	11,129	60,000	48,871
Stipend Honorarium	-	-	2,500	2,500
Internal Meeting	1,983	37,259	99,240	61,981
Divisional Capacity Building	-	8,960	20,000	11,040
Total General Operating Expenses	113,674	868,858	1,488,995	620,137
Consultant Services				
Consultant Fees	85	473,535	1,462,500	988,965
Other Professional Fees	43,071	195,682	291,000	95,318
Total Consultant Services	43,156	669,218	1,753,500	1,084,283
Professional Services				
Audit	-	60,473	72,000	11,527
Legal Fees	-	97,649	225,000	127,351
Professional Dues	16,428	33,175	55,370	22,195
Staff Recruitment	-	250	15,000	14,750
Commission Stipends	750	7,500	20,000	12,500
Web-Based Services	1,169	16,343	88,000	71,657
Bank & Other Service Charges	-	5,924	11,000	5,076
Total Professional Services	18,347	221,314	486,370	265,056
Travel Expenses				
Airfare	2,706	17,394	107,562	90,168
Lodging	5,706	13,469	104,354	90,885
Per Diem	(2,964)	6,814	47,602	40,788
Other Travel Expense	551	2,064	12,158	10,094
Total Travel Expenses	5,998	39,741	271,676	231,935
Professional Development				
Training Material & Supplies	-	-	15,780	15,780
In-house Training	-	-	77,200	77,200
Leadership Programs	-	19,700	81,500	61,800
Conference/Training Registrations	6,132	33,008	112,300	79,292
Outside Training	-	1,048	57,700	56,652
Total Professional Development	6,132	53,756	344,480	290,724
Capital Improvements				
Capital Outlay (Equipment Purchases)	96,668	101,065	130,000	28,935
Total Capital Improvements	96,668	101,065	130,000	28,935
TOTAL OPERATING EXPENSES	1,329,425	12,607,449	20,746,542	8,139,094

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

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

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
March 31, 2024 Unaudited**

Current Assets:

Cash	\$ 2,476,351
Cash- Morlin Mgmt Corp	237,380
Investment:	
Operating and Allocated funds	144,854,867
Specific Investment - County Pooled	134,000,000
Advance - Regional Network (RN)	1,319,819
Advance - Various	550,274
Total Current Assets	<u>\$ 283,438,692</u>

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)
Total Fixed Assets	<u>\$ 13,464,635</u>

Total Assets	<u><u>\$ 296,903,327</u></u>
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Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$ (16,562) (1)
Total Current Liabilities	<u>\$ (16,562)</u>

Net Assets:

Investment in capital assets	\$ 13,464,635
Restricted	283,455,253
Total Net Assets	<u>\$ 296,919,888</u>

Total Liabilities and Net Assets	<u><u>\$ 296,903,327</u></u>
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NOTES:

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

Memo

To: Board of Commissioners

From: Raoul Ortega, Director of Finance

Date: April 22, 2024

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

Subject: **INVESTMENT PORTFOLIO REPORT –
QUARTER ENDED MARCH 31, 2023**

RECOMMENDATION:

Receive and file the Investment Portfolio report as of March 31, 2023.

BACKGROUND:

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

During November 2022, First 5 LA, with approval from the Executive Committee, transferred \$134 million from the County's Treasurer Surplus Investment Pool to a 3-year Specific Investment. This investment has a 3.80% rate of return and an annualized estimated amount of \$7.0 million in interest over a 3-year period. This investment is reflected in our balance sheet effective November 2022.

DISCUSSION:

The earnings rate for the Treasurer Pooled Surplus Investment Portfolio for the month of March 2024 was 4.04% with an annualized rate from January 2024 to March 2024 of 4.11%. As of March 2024, First 5 LA had \$147 million invested in the Treasurer Pooled Surplus Investment.

The 3-Year Specific Investment has been earning approximately \$581,000 in monthly interest and a year-to-date interest totaling approximately \$1.74 million from January through March 2024. As of the February 2024 report from the Treasurer's office, this investment had a market value of \$133.3 million.

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A PUBLIC ENTITY



KEITH KNOX

TREASURER AND TAX COLLECTOR

COUNTY OF LOS ANGELES TREASURER AND TAX COLLECTOR

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

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KATHRYN BARGER
Fifth District

February 6, 2024

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

Email: ROrtega@first5la.org

Dear Raoul Ortega:

FIRST 5 LA MONTHLY INVESTMENT REPORTS

Enclosed are the First 5 LA Portfolio Income Report (Earnings Report), Custom Position Report and Purchase Detail Report for the month ended January 31, 2024, for your review and reference.

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

Very truly yours,

KEITH KNOX
Treasurer and Tax Collector

Jennifer Koai
Operations Chief

JK:ML:eh

Enclosures

Income Report - FIRST5LA

01/01/2024 - 01/31/2024

Specific Purpose Invest Agg (299402)

Dated: 02/01/2024

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	PAR Value	Interest/Dividend Received	Accretion Income	Amortization Expense	Interest Income	Net Gain/Loss	Net Income
941898663	FREDDIE MAC 5.210 11/14/25 '24 MTN	3134GX6S8	5.210	50,000,000.00	0.00	0.00	0.00	217,083.33	0.00	217,083.33
932316984	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	50,000,000.00	0.00	0.00	0.00	216,666.67	0.00	216,666.67
932316983	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	34,000,000.00	0.00	0.00	0.00	147,333.33	0.00	147,333.33
---	---	---	5.204	134,000,000.00	0.00	0.00	0.00	581,083.33	0.00	581,083.33

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

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	Final Maturity	Purchase Yield	PAR Value	Amortized Cost	Historical Cost	Net Accumulated Amortization/Accretion
932316984	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	0.00
932316983	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	0.00
941898663	FREDDIE MAC 5.210 11/14/25 '24 MTN	3134GX6S8	5.210	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	0.00
---	---	---	5.204	11/07/2025	5.204	134,000,000.00	134,000,000.00	134,000,000.00	0.00

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

LA Fund Number	Original Lot ID	Description	Settle Date	Final Maturity	Coupon Rate	PAR Value	Principal	Purchased Accrued Income	Settlement Amount
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* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: Settle Date ≥ 01/01/2024 and Settle Date ≤ 01/31/2024 and LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lot.

* Purchased Accrued Income = -[Purchased Accrued Income], Summary Calculation: Sum. * Settlement Amount = [Ending Original Cost]+(-[Purchased Accrued Income]), Summary Calculation: Sum.

LOS ANGELES COUNTY TREASURER
TREASURER PORTFOLIO COMPARED TO MARKET VALUE
FOR THE PERIOD: JANUARY 1, 2024 TO JANUARY 31, 2024
FUND: SPECIFIC PURPOSE INVESTMENTS
ATTACHMENT X

Security ID	CUSIP	Description	Maturity Date	Face Rate	PAR	Amortized Cost	Historical Cost	Market Value
<u>AVCCD-ANTELOPE VALLEY CCD</u>								
821801195	3130AJTQ2	FEDERAL HOME LOAN BANKS	07/27/2040	2.030	25,230,000.00	25,230,000.00	25,230,000.00	16,283,442.00
FHLB TOTAL					25,230,000.00	25,230,000.00	25,230,000.00	16,283,442.00
AVCCD TOTAL					25,230,000.00	25,230,000.00	25,230,000.00	16,283,442.00
<u>EL SEGUNDO UNIFIED SCHOOL DIST.</u>								
821801199	3133EH5A7	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/26/2041	3.270	7,000,000.00	7,000,000.00	7,000,000.00	5,460,840.00
821801197	3133EH4Z3	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/27/2039	3.250	9,000,000.00	9,000,000.00	9,000,000.00	7,337,070.00
FFCB TOTAL					16,000,000.00	16,000,000.00	16,000,000.00	12,797,910.00
ESUSD TOTAL					16,000,000.00	16,000,000.00	16,000,000.00	12,797,910.00
<u>FIRST5LA</u>								
932316983	3130ATS81	FEDERAL HOME LOAN BANKS	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	33,889,500.00
932316984	3130ATS81	FEDERAL HOME LOAN BANKS	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	49,837,500.00
FHLB TOTAL					84,000,000.00	84,000,000.00	84,000,000.00	83,727,000.00
941898663	3134GX6S8	FEDERAL HOME LOAN MORTGAGE CORP	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	49,836,500.00
FHLMC TOTAL					50,000,000.00	50,000,000.00	50,000,000.00	49,836,500.00
FIRST5LA TOTAL					134,000,000.00	134,000,000.00	134,000,000.00	133,563,500.00
<u>GF - GENERAL FUND</u>								
821801187	35272RPVLAC	RPV TAX ALLOCATION BOND 1997	12/02/2027	5.000	2,060,000.00	2,060,000.00	2,060,000.00	2,060,000.00
LONG TERM BDS TOTAL					2,060,000.00	2,060,000.00	2,060,000.00	2,060,000.00
GF TOTAL					2,060,000.00	2,060,000.00	2,060,000.00	2,060,000.00
<u>PHHPA-PH HABITAT PRESERVATION AU</u>								
821801198	3133EMW65	FEDERAL FARM CREDIT BANKS FUNDING CORP	07/29/2041	2.500	22,675,000.00	22,675,000.00	22,675,000.00	15,272,519.50
FFCB TOTAL					22,675,000.00	22,675,000.00	22,675,000.00	15,272,519.50
821801196	3134GWS09	FEDERAL HOME LOAN MORTGAGE CORP	08/27/2043	2.000	9,500,000.00	9,500,000.00	9,500,000.00	5,780,370.00
FHLMC TOTAL					9,500,000.00	9,500,000.00	9,500,000.00	5,780,370.00
PHHPA TOTAL					32,175,000.00	32,175,000.00	32,175,000.00	21,052,889.50
<u>SCP61 - SCAQMD - GENERAL FUND</u>								
951495021	3133EN3M0	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/05/2024	4.625	10,000,000.00	10,007,668.40	10,018,200.00	9,977,900.00
FFCB TOTAL					10,000,000.00	10,007,668.40	10,018,200.00	9,977,900.00
1163559893	912797HP5	UNITED STATES TREASURY	11/29/2024	4.660	10,000,000.00	9,609,077.78	9,554,711.11	9,614,200.00
1163559895	912796ZW2	UNITED STATES TREASURY	06/20/2024	5.080	10,000,000.00	9,802,444.45	9,743,177.78	9,804,600.00
UST BILL TOTAL					20,000,000.00	19,411,522.23	19,297,888.89	19,418,800.00
821692789	91282CEA5	UNITED STATES TREASURY	02/29/2024	1.500	10,000,000.00	9,998,291.49	9,956,250.00	9,969,900.00
UST NOTES TOTAL					10,000,000.00	9,998,291.49	9,956,250.00	9,969,900.00
SCP61 - SCAQMD TOTAL					40,000,000.00	39,417,482.12	39,272,338.89	39,366,600.00
<u>SCP66 - SCAQMD CMP AB SPE REV FD</u>								
1163559883	912797HP5	UNITED STATES TREASURY	11/29/2024	4.660	10,000,000.00	9,609,077.78	9,554,711.11	9,614,200.00
1163559889	912796ZW2	UNITED STATES TREASURY	06/20/2024	5.080	10,000,000.00	9,802,444.45	9,743,177.78	9,804,600.00
UST BILL TOTAL					20,000,000.00	19,411,522.23	19,297,888.89	19,418,800.00
SCP66 - SCAQMD CMP AB SPE REV FD TOTAL					20,000,000.00	19,411,522.23	19,297,888.89	19,418,800.00
<u>SCP6G - SCAQMD - INVESTMENT</u>								
821692793	91282CEA5	UNITED STATES TREASURY	02/29/2024	1.500	10,000,000.00	9,998,291.49	9,956,250.00	9,969,900.00
UST NOTES TOTAL					10,000,000.00	9,998,291.49	9,956,250.00	9,969,900.00
SCP6G - SCAQMD TOTAL					10,000,000.00	9,998,291.49	9,956,250.00	9,969,900.00
<u>SCPP9A - SCAQMD - FD66 SPE REV FD</u>								
821692784	91282CEA5	UNITED STATES TREASURY	02/29/2024	1.500	20,000,000.00	19,996,582.98	19,912,500.00	19,939,800.00
UST NOTES TOTAL					20,000,000.00	19,996,582.98	19,912,500.00	19,939,800.00
SCPP9A - SCAQMD - FD66 SPE REV FD TOTAL					20,000,000.00	19,996,582.98	19,912,500.00	19,939,800.00
<u>SCU5F - SCAQMD CLEAN FUELS PROG</u>								
1163559891	912796ZW2	UNITED STATES TREASURY	06/20/2024	5.080	10,000,000.00	9,802,444.45	9,743,177.78	9,804,600.00
1163559887	912797HP5	UNITED STATES TREASURY	11/29/2024	4.660	20,000,000.00	19,218,155.55	19,109,422.22	19,228,400.00
UST NOTES TOTAL					30,000,000.00	29,020,600.00	28,852,600.00	29,033,000.00
SCU5F - SCAQMD CLEAN FUELS PROG TOTAL					30,000,000.00	29,020,600.00	28,852,600.00	29,033,000.00



KEITH KNOX

TREASURER AND TAX COLLECTOR

COUNTY OF LOS ANGELES TREASURER AND TAX COLLECTOR

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

Board of Supervisors

HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

LINDSEY P. HORVATH
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

March 7, 2024

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

Email: ROrtega@first5la.org

Dear Raoul Ortega:

FIRST 5 LA MONTHLY INVESTMENT REPORTS

Enclosed are the First 5 LA Portfolio Income Report (Earnings Report), Custom Position Report and Purchase Detail Report for the month ended February 29, 2024, for your review and reference.

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

Very truly yours,

KEITH KNOX
Treasurer and Tax Collector

Jennifer Koai
Operations Chief

JK:ML:eb

Enclosures

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	PAR Value	Interest/Dividend Received	Accretion Income	Amortization Expense	Interest Income	Net Gain/Loss	Net Income
941898663	FREDDIE MAC 5.210 11/14/25 '24 MTN	3134GX6S8	5.210	50,000,000.00	0.00	0.00	0.00	217,083.33	0.00	217,083.33
932316984	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	50,000,000.00	0.00	0.00	0.00	216,666.67	0.00	216,666.67
932316983	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	34,000,000.00	0.00	0.00	0.00	147,333.33	0.00	147,333.33
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* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lots without MMF Collapse.

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	Final Maturity	Purchase Yield	PAR Value	Amortized Cost	Historical Cost	Net Accumulated Amortization/Accretion
932316984	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	0.00
932316983	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	0.00
941898663	FREDDIE MAC 5.210 11/14/25 '24 MTN	3134GX6S8	5.210	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	0.00
---	---	---	5.204	11/07/2025	5.204	134,000,000.00	134,000,000.00	134,000,000.00	0.00

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

LA Fund Number	Original Lot ID	Description	Settle Date	Final Maturity	Coupon Rate	PAR Value	Principal	Purchased Accrued Income	Settlement Amount
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* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: Settle Date ≥ 02/01/2024 and Settle Date ≤ 02/29/2024 and LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lot.

* Purchased Accrued Income = -[Purchased Accrued Income], Summary Calculation: Sum. * Settlement Amount = [Ending Original Cost]+(-[Purchased Accrued Income]), Summary Calculation: Sum.

LOS ANGELES COUNTY TREASURER
TREASURER PORTFOLIO COMPARED TO MARKET VALUE
FOR THE PERIOD: FEBRUARY 1, 2024 TO FEBRUARY 29, 2024
FUND: SPECIFIC PURPOSE INVESTMENTS
ATTACHMENT X

Security ID	CUSIP	Description	Maturity Date	Face Rate	PAR	Amortized Cost	Historical Cost	Market Value
<u>AVCCD-ANTELOPE VALLEY CCD</u>								
821801195	3130AJTQ2	FEDERAL HOME LOAN BANKS	07/27/2040	2.030	25,230,000.00	25,230,000.00	25,230,000.00	16,453,492.20
FHLB TOTAL					25,230,000.00	25,230,000.00	25,230,000.00	16,453,492.20
AVCCD TOTAL					25,230,000.00	25,230,000.00	25,230,000.00	16,453,492.20
<u>EL SEGUNDO UNIFIED SCHOOL DIST.</u>								
821801199	3133EH5A7	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/26/2041	3.270	7,000,000.00	7,000,000.00	7,000,000.00	5,543,370.00
821801197	3133EH4Z3	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/27/2039	3.250	9,000,000.00	9,000,000.00	9,000,000.00	7,464,870.00
FFCB TOTAL					16,000,000.00	16,000,000.00	16,000,000.00	13,008,240.00
ESUSD TOTAL					16,000,000.00	16,000,000.00	16,000,000.00	13,008,240.00
<u>FIRSTSLA</u>								
932316983	3130ATS81	FEDERAL HOME LOAN BANKS	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	33,824,900.00
932316984	3130ATS81	FEDERAL HOME LOAN BANKS	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	49,742,500.00
FHLB TOTAL					84,000,000.00	84,000,000.00	84,000,000.00	83,567,400.00
941898663	3134GX6S8	FEDERAL HOME LOAN MORTGAGE CORP	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	49,750,500.00
FHLMC TOTAL					50,000,000.00	50,000,000.00	50,000,000.00	49,750,500.00
FIRSTSLA TOTAL					134,000,000.00	134,000,000.00	134,000,000.00	133,317,900.00
<u>GF - GENERAL FUND</u>								
821801187	35272RPVLAC	RPV TAX ALLOCATION BOND 1997	12/02/2027	5.000	2,060,000.00	2,060,000.00	2,060,000.00	2,060,000.00
LONG TERM BDS TOTAL					2,060,000.00	2,060,000.00	2,060,000.00	2,060,000.00
GF TOTAL					2,060,000.00	2,060,000.00	2,060,000.00	2,060,000.00
<u>PHHPA-PH HABITAT PRESERVATION AU</u>								
821801198	3133EMW65	FEDERAL FARM CREDIT BANKS FUNDING CORP	07/29/2041	2.500	22,675,000.00	22,675,000.00	22,675,000.00	15,297,688.75
FFCB TOTAL					22,675,000.00	22,675,000.00	22,675,000.00	15,297,688.75
821801196	3134GWS09	FEDERAL HOME LOAN MORTGAGE CORP	08/27/2043	2.000	9,500,000.00	9,500,000.00	9,500,000.00	5,755,100.00
FHLMC TOTAL					9,500,000.00	9,500,000.00	9,500,000.00	5,755,100.00
PHHPA TOTAL					32,175,000.00	32,175,000.00	32,175,000.00	21,052,788.75
<u>SCP61 - SCAQMD - GENERAL FUND</u>								
951495021	3133EN3M0	FEDERAL FARM CREDIT BANKS FUNDING CORP	12/05/2024	4.625	10,000,000.00	10,006,946.37	10,018,200.00	9,958,600.00
FFCB TOTAL					10,000,000.00	10,006,946.37	10,018,200.00	9,958,600.00
1163559893	912797HP5	UNITED STATES TREASURY	11/29/2024	4.660	10,000,000.00	9,646,616.67	9,554,711.11	9,628,600.00
1163559895	912796ZW2	UNITED STATES TREASURY	06/20/2024	5.080	10,000,000.00	9,843,366.67	9,743,177.78	9,839,700.00
UST BILL TOTAL					20,000,000.00	19,489,983.34	19,297,888.89	19,468,300.00
SCP61 - SCAQMD TOTAL					30,000,000.00	29,496,929.71	29,316,088.89	29,426,900.00
<u>SCP66 - SCAQMD CMP AB SPE REV FD</u>								
1163559883	912797HP5	UNITED STATES TREASURY	11/29/2024	4.660	10,000,000.00	9,646,616.67	9,554,711.11	9,628,600.00
1163559889	912796ZW2	UNITED STATES TREASURY	06/20/2024	5.080	10,000,000.00	9,843,366.67	9,743,177.78	9,839,700.00
UST BILL TOTAL					20,000,000.00	19,489,983.34	19,297,888.89	19,468,300.00
SCP66 - SCAQMD CMP AB SPE REV FD TOTAL					20,000,000.00	19,489,983.34	19,297,888.89	19,468,300.00
<u>SCU5F - SCAQMD CLEAN FUELS PROG</u>								
1163559891	912796ZW2	UNITED STATES TREASURY	06/20/2024	5.080	10,000,000.00	9,843,366.67	9,743,177.78	9,839,700.00
1163559887	912797HP5	UNITED STATES TREASURY	11/29/2024	4.660	20,000,000.00	19,293,233.33	19,109,422.22	19,257,200.00
UST BILL TOTAL					30,000,000.00	29,136,600.00	28,852,600.00	29,096,900.00
SCU5F - SCAQMD CLEAN FUELS PROG TOTAL					30,000,000.00	29,136,600.00	28,852,600.00	29,096,900.00
<u>SCAQMD - SOUTH COAST AIR QUALITY MG</u>								
841762248	SOFCIAIFMMF	S OF C LAIF	12/31/2024		29,197.19	29,197.19	29,197.19	29,197.19
888240922	SOFCIAIFMMF	S OF C LAIF	12/31/2024		69,421.99	69,421.99	69,421.99	69,421.99
928828368	SOFCIAIFMMF	S OF C LAIF	12/31/2024		126,406.68	126,406.68	126,406.68	126,406.68
974008792	SOFCIAIFMMF	S OF C LAIF	12/31/2024		194,729.00	194,729.00	194,729.00	194,729.00
1019883116	SOFCIAIFMMF	S OF C LAIF	12/31/2024		252,547.20	252,547.20	252,547.20	252,547.20
1067192516	SOFCIAIFMMF	S OF C LAIF	12/31/2024		315,309.75	315,309.75	315,309.75	315,309.75
1119045543	SOFCIAIFMMF	S OF C LAIF	12/31/2024		342,844.91	342,844.91	342,844.91	342,844.91
1179317493	SOFCIAIFMMF	S OF C LAIF	12/31/2024		385,394.41	385,394.41	385,394.41	385,394.41
821801181	SOFCIAIFMMF	S OF C LAIF	12/31/2024		37,031,925.48	37,031,925.48	37,031,925.48	37,031,925.48
MMFUND TOTAL					38,747,776.61	38,747,776.61	38,747,776.61	38,747,776.61
SCAQMD TOTAL					38,747,776.61	38,747,776.61	38,747,776.61	38,747,776.61
<u>SLIM - SCHOOLS LINKED INSURANCE MG</u>								
858252079	SOFCIAIFMMF	S OF C LAIF	12/31/2024		2,704.49	2,704.49	2,704.49	2,704.49
888240666	SOFCIAIFMMF	S OF C LAIF	12/31/2024		6,430.44	6,430.44	6,430.44	6,430.44
928828246	SOFCIAIFMMF	S OF C LAIF	12/31/2024		11,708.84	11,708.84	11,708.84	11,708.84
974008832	SOFCIAIFMMF	S OF C LAIF	12/31/2024		18,037.42	18,037.42	18,037.42	18,037.42
1019882651	SOFCIAIFMMF	S OF C LAIF	12/31/2024		23,393.02	23,393.02	23,393.02	23,393.02
1067192408	SOFCIAIFMMF	S OF C LAIF	12/31/2024		29,206.61	29,206.61	29,206.61	29,206.61
1119044120	SOFCIAIFMMF	S OF C LAIF	12/31/2024		31,757.14	31,757.14	31,757.14	31,757.14
1179317495	SOFCIAIFMMF	S OF C LAIF	12/31/2024		35,698.43	35,698.43	35,698.43	35,698.43
821801178	SOFCIAIFMMF	S OF C LAIF	12/31/2024		3,430,204.55	3,430,204.55	3,430,204.55	3,430,204.55
MMFUND TOTAL					3,589,140.94	3,589,140.94	3,589,140.94	3,589,140.94
SLIM TOTAL					3,589,140.94	3,589,140.94	3,589,140.94	3,589,140.94



ELIZABETH BUENROSTRO GINSBERG
INTERIM TREASURER AND TAX COLLECTOR

COUNTY OF LOS ANGELES TREASURER AND TAX COLLECTOR

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 437
Los Angeles, California 90012
Telephone: (213) 974-2101 Fax: (213) 626-1812
ttc.lacounty.gov and propertytax.lacounty.gov

Board of Supervisors

HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

LINDSEY P. HORVATH
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

April 5, 2024

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

Email: ROrtega@first5la.org

Dear Raoul Ortega:

FIRST 5 LA MONTHLY INVESTMENT REPORTS

Enclosed are the First 5 LA Portfolio Income Report (Earnings Report), Custom Position Report and Purchase Detail Report for the month ended March 31, 2024, for your review and reference.

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

Very truly yours,

Elizabeth Buenrostro Ginsberg
Interim Treasurer and Tax Collector

Jennifer Koal
Operations Chief

JK:ML:bh

Enclosures

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	PAR Value	Interest/Dividend Received	Accretion Income	Amortization Expense	Interest Income	Net Gain/Loss	Net Income
941898663	FREDDIE MAC 5.210 11/14/25 '24 MTN	3134GX6S8	5.210	50,000,000.00	0.00	0.00	0.00	217,083.33	0.00	217,083.33
932316984	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	50,000,000.00	0.00	0.00	0.00	216,666.67	0.00	216,666.67
932316983	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	34,000,000.00	0.00	0.00	0.00	147,333.33	0.00	147,333.33
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* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lots without MMF Collapse.

SPI

Original Lot ID	Detailed Description	CUSIP	Coupon Rate	Final Maturity	Purchase Yield	PAR Value	Amortized Cost	Historical Cost	Net Accumulated Amortization/Accretion
932316984	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	11/03/2025	5.200	50,000,000.00	50,000,000.00	50,000,000.00	0.00
932316983	FHLBANKS 5.200 11/03/25 '24	3130ATS81	5.200	11/03/2025	5.200	34,000,000.00	34,000,000.00	34,000,000.00	0.00
941898663	FREDDIE MAC 5.210 11/14/25 '24 MTN	3134GX6S8	5.210	11/14/2025	5.210	50,000,000.00	50,000,000.00	50,000,000.00	0.00
---	---	---	5.204	11/07/2025	5.204	134,000,000.00	134,000,000.00	134,000,000.00	0.00

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

LA Fund Number	Original Lot ID	Description	Settle Date	Final Maturity	Coupon Rate	PAR Value	Principal	Purchased Accrued Income	Settlement Amount
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* Grouped by: Aggregate Accounts. * Groups Sorted by: Aggregate Accounts. * Filtered By: Settle Date ≥ 03/01/2024 and Settle Date ≤ 03/31/2024 and LA Fund Number = "FIRST5LA". * Weighted by: Ending Market Value + Accrued. * Holdings Displayed by: Lot.

* Purchased Accrued Income = -[Purchased Accrued Income], Summary Calculation: Sum. * Settlement Amount = [Ending Original Cost]+(-[Purchased Accrued Income]), Summary Calculation: Sum.

FIRST 5 LA

SUBJECT:

Approval of Updated Records Retention Schedule and Records Retention and Destruction Policy.

RECOMMENDATION:

Adopt: Records Retention and Disposition Schedule and Records Retention Policy for First 5 LA.

BACKGROUND:

The Board previously adopted a Records Retention Schedule and Records Retention Policy. First 5 LA is updating its records management program, including its records retention policies. First 5 LA selected Gladwell Governmental Services, Inc., an expert in California local government records, to upgrade its records management program.

DISCUSSION:

The update of the current records management systems are driven by many factors, including:

- Many departments are filing and storing copies of the same records
- First 5 LA produces and manages many long-term and permanent records
- Increased frequency and complexity of public records act requests, requiring employees and attorneys to read and analyze numerous records
- Escalating offsite records storage expenses
- Technology advancements
- Changes in law

The purpose of the program is to apply efficient and economical methods to the creation, utilization, maintenance, retention, preservation, and disposal of all records managed by First 5 LA.

State law requires local public agencies like First 5 LA to retain all records of the agency for a minimum of two years, and then permits the destruction of obsolete records pursuant to a written records retention schedule. In many cases certain specified records, such as the minutes and agendas of the agency, records relating to real property, financial audit records, contracts and personnel records, must be retained for longer periods, or even permanently. Although state law does not impose records retention periods specific to First 5 LA, we have generally followed requirements applicable to Los Angeles County, as First 5 LA is a public entity that was created by the Los Angeles County Board of Supervisors.

The new retention schedules were written interactively with representatives from all Centers and Departments. The schedules provide clear, specific records descriptions and retention periods, and apply current law and technology to the management of First 5 LA records.

By identifying which Center/Department is responsible for maintaining the original record, and by establishing clear retention periods for different categories of records, First 5 LA will ensure the protection and preservation of appropriate records, realize significant savings in labor and storage costs, and increase operational efficiencies.

It is standard business practice for California local governments to authorize the routine destruction of records that have exceeded their adopted retention period, upon the request of the Center Vice President or Department Director, and with the consent in writing of the Center Vice President or Department Director, Vice President of Operations & Sustainability, and Legal Counsel. This will reduce costs, reduce risk, and improve efficiency for First 5 LA.

All future records destruction requests will be brought to the Board of Commissioners for approval, and all amendments to the Records Retention Schedule and related policies will be brought to the Board of Commissioners for approval.

FISCAL IMPACT:

First 5 LA will ensure appropriate records are preserved while realizing savings both in labor and storage expenses.

Records Retention and Destruction Policy: Appendix A

HOW TO USE RETENTION SCHEDULES

A legend explaining the information presented in the retention schedule is available for your easy reference; an index to locate records is also provided.

The specified retention period applies regardless of the media of the record: if a record is stored on paper and a computer file on a hard drive, both records should be destroyed (or deleted) after the specified retention period has elapsed.

Copies or duplicates of records should never be retained longer than the prescribed period for the original record.

STRUCTURE: AGENCY-WIDE & DEPARTMENTS (*Centers and Departments will be referred to as Departments for simplicity.*)

The Agency-wide retention schedule includes those records all departments have in common (letters, memorandums, purchase orders, etc.). These records are NOT repeated in the department retention schedule, unless that department is the Office of Record, and therefore responsible for maintaining the original record for the prescribed length of time.

Some departments have a separate retention schedule that describes the records that are unique to their department, or for which they are the Office of Record. If a record is not listed in your department retention schedule, refer to the Agency-wide retention schedule. An index will be provided for your reference.

BENEFITS:

This retention schedule has been developed by Diane R. Gladwell, MMC, an expert in Municipal Government records, and will provide First 5 LA with the following benefits:

- Reduce administrative expenses, expedite procedures
- Free filing cabinet and office space
- Reduce the cost of records storage
- Eliminate duplication of effort within First 5 LA
- Quicken the retrieval of records
- Simplify purging of file folders
- Improve long-term record storage strategies

For questions, please contact the Records & ECM Specialist.

AUTHORIZATION TO DESTROY RECORDS:

Destruction of an original record that has exceeded its retention period must be authorized according to First 5 LA Policies and Procedures prior to destroying it.

- If there is a **minimum** retention ("**Minimum 2 years**"), destruction of the document must be authorized before it is destroyed, as it is an original record.

Copies, drafts, notes, and non-records do NOT require authorization, and can be destroyed "When No Longer Required."

- If there is **NOT** a minimum retention ("**When No Longer Required**"), it does NOT need to be authorized prior to destruction, as it is a preliminary draft / transitory record or a copy.

Litigation, complaints, claims, public records act requests, audits and/or investigations suspend normal retention periods (retention resumes after settlement or completion).

RECORDS RETENTION SCHEDULE LEGEND

OFR (Office of Record): The department that retains the original or “record copy”. Usually it is the department that originates the record, unless the item is for a First 5 LA Board meeting (then it is the Board Relations Team.)

Lead Center / Department (Lead C/D): The Center / Department with the primary (“Lead”) responsibility to create and retain the record.

Records Description: The record series (a group of similar records).

- **Externally-Funded Agreements:**
 - Agreements funding projects or programs provided from various grant-funders (other than Proposition 10 funds, which fund much of First 5’s programs.)
 - Documents may be required to pass their audit, and each agreement may have specific retention requirements
 - Each Project or Program Manager is expected to manage their project and records in full compliance with the agreement or contract that is funding their project or program.

Preliminary Drafts / Transitory Records: Records that do NOT have substantive content, and are not retained in the ordinary course of business, including without limitation: preliminary drafts / rough drafts, notes, interagency or intra-agency memoranda and records having only transitory value. Examples: telephone messages, meeting room reservation schedules, source records entered into a computer system that qualify as a “trusted system” – data entry forms, etc.

Non-Record: Documents, studies, books and pamphlets produced by outside agencies,

Total Retention: The total number of years the record will be retained active and inactive.

- For file folders containing documents with different retention timeframes, use the document with the longest retention time.

P = Permanent

Indefinite = No fixed or specified retention period; used for databases, because the data fields are interrelated.

Comments / Reference:

- “Department preference” is where First 5 LA is not bound by law to keep a record but has chosen the retention.
- Retention periods have been made consistent with the requirements of Los Angeles County, even though their mandates do not apply to First 5 LA.

Electronic Records may serve as the agency’s Original Record (and the paper version may be destroyed to rely on the electronic record as the Official / Original Record, provided:

- The electronic record or image must contain all significant details from the original; and
- Be an adequate substitute for the original document for all purposes
- These records should be stored in Application Enhancer Database (“ECM Database”), the agency’s repository for official electronic records.

Legend for legal citations

(§: Section)

CCP: Code of Civil Procedure (CA)
CCR: California Code of Regulations (CA)
CFR: Code of Federal Regulations (US)
FTB: Franchise Tax Board (CA)
GC: Government Code (CA)
INA: Immigration & Nationality Act
INS: Immigration & Nationalization Service
IRS: Internal Revenue Service
LC: Labor Code (CA)
OMB: Office of Management & Budget (US)
Ops.Cal.Atty.Gen.: Attorney General Opinions (CA)
USC: United States Code (US)

Other Abbreviations

ADEA – Age Discrimination in Employment Act
CIP – Capital Improvement Project
CRD – California Civil Rights Department
DFEH – Department of Fair Employment & Housing
EEO – Equal Employment Opportunity
EEOC – Equal Employment Opportunity Commission
FLSA – Fair Labor Standards Act

AGENCY-WIDE STANDARDS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
AGENCY-WIDE STANDARDS (Used by All Departments)				
Lead Center / Department	AW-001	ECM Database	Follows Retention of Records Description	Repository for final, official electronic records
Lead Center / Department	AW-002	Blackbaud Grant Making Database (Contains data for Grants / Externally-Funded Agreements and Projects)	Minimum 20 years	Agency preference to ensure all Grant requirements / Externally-Funded Agreements requirements are met.
Lead Center / Department	AW-003	SharePoint Libraries	Follows Retention of Records Description	Collaboration Software (final, official records are stored in the ECM Database)
Lead Center / Department	AW-004	Affidavits of Publications / Postings / Public Hearing Notices / Legal Advertising / Affidavits of Posting	2 years	Agency preference; No retention is mandated; Brown Act challenges must be filed within 30 or 90 days of action; Statute of Limitations on Municipal Government actions is 3 - 6 months; GC § 54960.1(c)(1)
Lead Center / Department	AW-005	Agendas and Minutes: Department Meetings / Internal Committees / Staff Meetings / Employee Meetings	When No Longer Required	Agency preference; No retention is mandated
Lead Center / Department	AW-006	Agendas and Minutes: External or Internal Agencies	When No Longer Required	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s)
Dept. that Authors Document or Receives the Agency's Original Document	AW-007	Correspondence - ROUTINE / SUBSTANTIVE (Content relates in a substantive way to the conduct of the public's business) (e.g. Letters, Memorandums, Administrative, Chronological, General Files, Reading File, Working Files, etc.)	When No Longer Required	Agency preference; No retention is mandated. Records where either the Content relates in a substantive way to the conduct of the public's business, or are made or retained for the purpose of preserving the informational content for future reference are saved by placing them in an electronic or paper (project) file folder and retained for the applicable retention period. GC § 7927.500; 64 Ops.Cal.Atty.Gen. 317 (1981)); City of San Jose v. Superior Court (Smith). S218066. Supreme Court of California, 2017

AGENCY-WIDE STANDARDS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Dept. that Authors Document or Receives the Agency's Original Document	AW-008	Correspondence - TRANSITORY / PRELIMINARY DRAFTS , Interagency and Intraagency Memoranda not retained in the ordinary course of business Content NOT Substantive, or NOT made or retained for the purpose of preserving the informational content for future reference (e.g. bidder lists, calendars, checklists, e-mail where the content is not substantive, dispatch logs, invitations, instant messaging, logs, mailing lists, meeting room registrations, staff videoconference chats, notes and recordings, supply inventories, telephone messages, text messages, transmittal letters, thank yous, requests from other agencies, undeliverable envelopes, visitors logs / sign-in sheets, voice mails, webpages, etc.)	When No Longer Required	Agency preference; No retention is mandated; Electronic and paper records are categorized, filed and retained based upon the CONTENT of the record.
Lead Center / Department	AW-008.5	Data, Graphics, measurements, Models, Research, Tools	When No Longer Required	Department preference (preliminary drafts)
Lead Center / Department	AW-009	Drafts & Notes: Preliminary drafts that have been revised (retain final version)	When No Longer Required	Preliminary drafts; No retention is mandated
Lead Center / Department	AW-010	Event Liability Waivers	Event Date + 2 years	Agency preference; No retention is mandated
Lead Center / Department	AW-011	Legal Opinions	Superseded or No Longer Relevant	Agency preference; No retention is mandated
Human Resources	AW-012	Personnel Supervisor's Files (notes retained in the Department) ALL originals and discipline records are sent to Human Resources	Destroy Notes Upon Separation or Transfer	Only notes related to employee accomplishments may be retained in the Department's Supervisor's file
Lead Center / Department	AW-013	Photographs or Videos (Events, etc.)	When No Longer Required	Agency preference; No retention is mandated

AGENCY-WIDE STANDARDS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Not Applicable	AW-014	Policies, Procedures / Protocols, Brochures, Governance, Guidelines, Manuals, Newsletters: Produced by OUTSIDE ORGANIZATIONS (County of LA, State of California, etc.)	When No Longer Required	Not an Agency Record
Lead Center / Department	AW-015	Policies, Procedures / Protocols, Brochures, Governance, Guidelines, Manuals, Newsletters: Produced or Requested by YOUR Department	Minimum 2 years	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s)
Lead Center / Department	AW-016	Policies, Procedures, Brochures, Governance, Guidelines, Manuals, Newsletters: Produced or Requested by OTHER Departments	Copies - When No Longer Required	Agency preference; No retention is mandated
Lead Center / Department	AW-017	Presentations (PowerPoints, Handouts, Infographics, etc.)	When No Longer Required	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s)
Project Manager / Managing Dept.	AW-018	Project and Contract Monitoring documents* Project Schedules, Logs, timelines, Budget Trackers, etc. (Contract Administration & Purchasing retains originals of Amendments, Exhibits, Insurance Certificates, Deliverables, Litigation Forms, Signature Authorization Forms, IRS/SOS Account Determination, Solicitations (formal and informal), Proposals, Summary Memos, Review Tools, Sole-Source Justifications, Conflict of Interest Forms, Award Letters, Procurement Exception Memos, Strategic Partnership Memos, and Close Out Forms)	Completion + 5 years	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s) Meets auditing standards; the Statute of Limitations for contracts is 5 years; CCP § 337 <i>et seq.</i>
Lead Center / Department	AW-019	Public Records Act Requests (Includes database / One Request)	Minimum 2 years	Agency preference; No retention is mandated

AGENCY-WIDE STANDARDS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Lead Center / Department	AW-020	Reports and Studies	Minimum 2 years	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s)
Office of Data for Action OR Lead Center / Department	AW-021	Reports and Studies - Agency-Wide / Historically Significant - Annual Report, Evaluation Reports, Strategic Plan, etc.	P	Agency preference; retained permanently by Office of Data for Action (formerly Research and Evaluation); No retention is mandated
Lead Center / Department	AW-022	Sign-In Sheets (for programs)	When No Longer Required	Agency preference; No retention is mandated
Lead Center / Department	AW-023	Surveys / Questionnaires (regarding all subjects, internal or external)	When No Longer Required	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s)
Lead Center / Department	AW-024	Training - All Course Records presented to Employees (Attendance Rosters, Outlines and Materials; includes Harassment Prevention, Ethics & Safety training & Tailgate Training) <i>Excludes conferences and seminars - Finance keeps invoices, which is the Office of Record</i>	5 years	Department preference; Ethics Training is 5 years; EEOC/FLSA/ADEA (Age) requires 3 years for promotion, demotion, transfer, selection, or discharge; State Law requires 4 years for personnel actions; 8 CCR § 3203 <i>et seq.</i> , 29 CFR 1602.31; LC § 6429(c); GC §§ 12946, 12960

COMMUNICATIONS RECORDS RETENTION SCHEDULE

Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
COMMUNICATIONS				
Communi-cations	COM-001	Graphic Designs / Images / Infographics / Photos	When No Longer Required	Preliminary drafts (the final document is retained for its retention period by the Client Department / Lead Department, who is the Office of Record)
Communi-cations	COM-002	Inventories (Promotional Materials, etc.)	When Superseded	Department preference; No retention is mandated
Communi-cations	COM-003	Letters to the Editor / Opinion Pieces / Op-eds	Minimum 2 years	Department preference; No retention is mandated
Communi-cations	COM-004	Newsletters (e-mail blasts to employees, etc.)	2 years	Department preference; No retention is mandated
Communi-cations	COM-005	Newspaper Clippings / Media Covers	When No Longer Required	Not an Agency Record
Communi-cations	COM-006	Grants for Fellowship Work (funded by General Fund)	2 years	Department preference; No retention is mandated; Finance maintains the original payments and related records for 8 years
Communi-cations	COM-006.5	Outreach Event Summaries	2 years	Department preference; No retention is mandated
Communi-cations	COM-007	Photo Waivers / Media Waivers	2 years	Department preference; No retention is mandated
Communi-cations	COM-008	Press Releases / Media Releases	Minimum 2 years	Department preference; No retention is mandated
Communi-cations	COM-009	Public Records Requests & Responses - Includes Software Database (One Request)	2 years	Department preference; No retention is mandated. FPPC Forms may be published using this software; however the retention of the original for its retention period is the responsibility of the Executive Director / Board Relations Department.
Communi-cations	COM-010	Samples / Drafts	When No Longer Required	Preliminary drafts (the final document is retained for its retention period by the Client Department / Lead Department, who is the Office of Record)
Communi-cations	COM-011	Social Media / Archive Social Database	When No Longer Required	Department preference; No retention is mandated
Communi-cations	COM-012	Talking Points	When No Longer Required	Department preference; No retention is mandated
Communi-cations	COM-013	Videos (Advertising, Informational)	When No Longer Required	Department preference; No retention is mandated
Communi-cations	COM-014	Website Pages	When No Longer Required	Department preference; No retention is mandated

COMMUNITIES RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention period</i>				
COMMUNITIES				
Communities		See Agency-Wide for all Records Series		
Communities	COMM-01	Community Assessment Reports	Whichever is Longer: 7 years, or Funding Agency Agreement Requirements	Agency preference; Meets auditing standards; Uniform Admin. Requirements for Grants to Local Governments is 3 years from expenditure report or final payment of grantee or subgrantee; 2 CFR 200.334; 24 CFR 91.105(h), 92.505, 570.490, & 570.502(a), 29 CFR 97.42; OMB Circular A-110 & A-133; GC § 8546.7; CCP § 337 <i>et seq.</i>
Communities	COMM-02	Community Plans	Whichever is Longer: 7 years, or Funding Agency Agreement Requirements	Agency preference; Meets auditing standards; Uniform Admin. Requirements for Grants to Local Governments is 3 years from expenditure report or final payment of grantee or subgrantee; 2 CFR 200.334; 24 CFR 91.105(h), 92.505, 570.490, & 570.502(a), 29 CFR 97.42; OMB Circular A-110 & A-133; GC § 8546.7; CCP § 337 <i>et seq.</i>

CONTRACT ADMINISTRATION & PURCHASING (CAP) RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
CONTRACT ADMINISTRATION & PURCHASING				
Contract Administration & Purchasing / Grants & Grantees	CAP-001	Agreements & Contracts: Externally-Funded Agreements May Include, but not limited to: Award Notices, Amendments, Exhibits, Funding Applications, Insurance Certificates, Deliverables, Non-Disclosure Agreements; (Includes all Amendments, Insurance Certificates, Project Budget, RFPs / Request for Proposals, Scope of Work / Deliverables, Timeline, Bylaws, Litigation Guarantees, Non-Disclosure Agreements (parents & teachers) & Close Outs) For invoices, see Finance Records Retention Schedule	Funding Agency Agreement Requirements OR Contract Termination + 7 years (Whichever is Longer)	Department preference; Meets auditing standards; Uniform Admin. Requirements for Grants to Local Governments is 3 years from expenditure report or final payment of grantee or subgrantee; 2 CFR 200.334; 24 CFR 91.105(h), 92.505, 570.490, & 570.502(a), 29 CFR 97.42; OMB Circular A-110 & A-133; GC § 8546.7; CCP § 337 <i>et seq.</i>
Contract Administration & Purchasing	CAP-002	Agreements & Contracts: NOT Externally-Funded (EXCLUDES agreements related to externally funded agreements that have their own retention requirements) (Includes all Amendments, Exhibits, Insurance Certificates, Deliverables, Litigation Forms, Signature Authorization Forms, IRS/SOS Account Determination, Solicitations – (formal and informal), Proposals, Summary Memos, Review Tools, Sole-Source Justifications, Conflict of Interest Forms, Award Letters or Procurement Exception Memos, Strategic Partnership Memos and Close Out Forms) For invoices, see Finance Records Retention Schedule	Project Completion Contract Termination + 7 years	Department preference; No retention is mandated Meets auditing standards; CCP § 337 <i>et seq.</i>
Contract Administration & Purchasing	CAP-003	Appeals of Contracting Decisions	Final Determination + 2 years	Department preference; No retention is mandated
Contract Administration & Purchasing	CAP-004	Bids or Proposals: UNSUCCESSFUL (Declined Proposals, Declined Review Tools, Declination Letter)	Funding Agency Agreement Requirements OR Bid Opening + 2 years (Whichever is Longer)	Department preference; No retention is mandated, unless specified in the Grant Requirements

CONTRACT ADMINISTRATION & PURCHASING (CAP) RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
HOLDS: <i>Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Contract Administration & Purchasing	CAP-005	Cancelled Solicitations	2 years	Department preference; No retention is mandated
Contract Administration & Purchasing / Grants & Grantees	CAP-006	Vendor / Contractor Pool ("Pool Vendors") - Successful (Application / Proposal, Solicitation, Summary Memo, Review Tools, Other Required Forms)	Termination of Pool Membership + 7 years	Department preference; No retention is mandated Meets auditing standards; CCP § 337 <i>et seq.</i>
Contract Administration & Purchasing / Grants & Grantees	CAP-007	Vendor / Contractor Pool ("Pool Vendors") - Unsuccessful / Not Selected (Application / Proposal, Solicitation, Required Forms)	2 years	Department preference; No retention is mandated
Contract Administration & Purchasing	CAP-008	Purchase Orders / Requisitions / Quotes When Contract Administration and Purchasing Team support is required	7 years	Meets municipal government auditing standards; 40 CFR 122.41(j)(2); 18 CFR 125.3

EXECUTIVE DIRECTOR / BOARD RELATIONS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
EXECUTIVE DIRECTOR / BOARD RELATIONS				
Executive Director – Board Relations	EX-001	Action Summaries	P	Department preference (some meetings use verbatim transcripts rather than minutes); no retention is mandated,
Executive Director – Board Relations	EX-002	Agenda Builder Database (stores final Agenda Packets)	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-003	Agendas, Agenda Packets, - Correspondence regarding Agenda Items	When No Longer Required	Department preference; no retention is mandated
Executive Director – Board Relations	EX-004	Agendas, Agenda Packets, and Minutes – Commission Board of Commissioners and Committees	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-005	Agendas, Agenda Packets, and Minutes – Commission Subcommittees	P	Department preference; no retention is mandated
LA County	EX-006	Agendas, Agenda Packets – Quarterly Los Angeles County Meetings ("Deputies Meeting")	When No Longer Required	Department preference; Not an Agency Record (a County Record)
Executive Director – Board Relations	EX-007	Audio or Video Recordings of Agency Board meetings	30 days, or After Minutes are Approved, Whichever is Longer	Audio Required for 30 days, no retention is required for video recordings; GC § 54953.5(b)
Executive Director – Board Relations	EX-008	Board Member Correspondence, (If the Content relates in a substantive way to the conduct of the public's business)	When No Longer Required	Department preference; no retention is mandated
Executive Director – Board Relations	EX-009	Bylaws	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-010	FPPC 700 Series Forms (Statement of Economic Interests): DESIGNATED EMPLOYEES & CONSULTANTS (specified in the Agency's Conflict of Interest code)	7 years	Agency maintains original statements; GC §§ 81009(d), (e), (f), & (g)
Executive Director – Board Relations	EX-011	FPPC 700 Series Forms (Statement of Economic Interests): Filed pursuant to Government Code 87200 PUBLIC OFFICIALS "and other public officials who manage public investments"	7 years	Department preference; County maintains original statements, GC §§ 81009(f) & (g)
Executive Director – Board Relations	EX-012	FPPC Form 801 (Gift to Agency Report)	7 years	Must post on website; GC § 81009(e)

EXECUTIVE DIRECTOR / BOARD RELATIONS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Executive Director – Board Relations	EX-013	FPPC Form 802 (Tickets Provided by Agency Report)	7 years	Must post on website for 4 years; GC § 81009(e)
Executive Director – Board Relations	EX-014	FPPC Form 806 (Agency Report of Public Official Appointments)	7 years	Must post on website; 2 CCR 18702.5; GC § 81009(e)
Executive Director – Board Relations	EX-015	Governance Guidelines (Final)	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-016	Initiatives / Projects	Minimum 2 years	Department preference; no retention is mandated
Executive Director – Board Relations	EX-017	Metro Union Station Real Property Records of Significant Historical Value (may include selected correspondence)	P	Department preference; no retention is mandated
LA County	EX-018	Minutes – Quarterly Los Angeles County Meetings ("Deputies Meeting")	When No Longer Required	Department preference; Not an Agency Record (a County Record)
Executive Director – Board Relations	EX-019	Minutes: Board of Commissioners, ALL Committees / Subcommittees of the Board	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-020	Petitions to the Board, Comments from the Public and Other Agencies on various Items	2 years	Department preference; no retention is mandated
Executive Director – Board Relations	EX-021	Proclamations / Commendations / Memoriam	2 years	Department preference; no retention is mandated
COE - Contracts / Purchasing	EX-022	Real Property - Leases	Completion + 5 years	Department preference; No retention is mandated Meets auditing standards; CCP § 337 <i>et seq.</i>
Executive Director – Board Relations	EX-023	Real Property: Deeds, Grant Deeds, Easements, Rights of Way, Title Guarantees, etc.	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-024	Resolutions	P	Department preference; no retention is mandated
Executive Director – Board Relations	EX-025	Verbatim Transcripts	P	Department preference (verbatim transcripts are in lieu of minutes); no retention is mandated

FACILITIES RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
FACILITIES				
Facilities	FAC-001	Building Inspections / Facilities Inspections	2 years	Department preference; no retention is mandated
Facilities	FAC-002	Capital Improvement Projects (CIP): Administration File Project Administration, Certified Payrolls, Construction Manager's Logs, Daily Inspections, Daily Logs, Project Schedules, Progress meetings, Punch Lists, Real Estate Appraisals, RFIs & Responses, etc.	Completion + 10 years or After Funding Agency Audit, if required, whichever is longer	Department preference; Statute of Limitations for Errors & Omissions is 10 years; CCP § 337 <i>et seq.</i>
Facilities	FAC-003	Capital Improvement Projects (CIP): Permanent File Specifications & Addenda, Agreement / Contract (copies), Successful Proposal, Change Orders, EIRs, Negative Declarations, Categorical Exemptions, Operations & Maintenance Manuals (O&M Manuals,) Materials Testing Reports, Grading Permits, Hazardous Materials Plans, Notice of Completion, Photos, Soils Reports, Studies, Submittals, Surveys, etc.	P	Department preference; retained for disaster response purposes; CCP § 337 <i>et seq.</i>
Facilities	FAC-004	Drawings, Record Drawings, Large-Format Drawings, Survey Record Maps, Capital Improvement Project "As-Built"	P	Department preference; no retention is mandated
Facilities	FAC-005	FreshService Ticketing Database	Indefinite - Minimum 2 years	Department preference; no retention is mandated
Facilities	FAC-006	Operations & Maintenance Manuals (O&M Manuals)	Life of Facility or Equipment	Department preference; no retention is mandated
Facilities	FAC-007	Work Orders / Service Requests CMMS DATABASE (Computerized Maintenance Management System)	Indefinite - Minimum 2 years	Data is interrelated
Facilities	FAC-008	Work Orders / Service Requests - All Information Entered in CMMS Database (Paper drafts)	When No Longer Required	Preliminary drafts (the database is the original)
Facilities	FAC-009	Work Orders / Service Requests - NOT entered in CMMS Database (or partial information entered into CMMS Database) (Workplace Management / Facilities retains originals; Department requesting service is considered a copy)	2 years	Agency preference; CCP §§ 338 <i>et seq.</i> , 340 <i>et seq.</i> , & 342

FINANCE RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
FINANCE				
Finance	FIN-001	Financial Services Database (Blackbaud Financial Edge)	Minimum 10 years	Agency preference to ensure all Grant requirements are met
Finance	FIN-002	1099's, 1096's, DE542 (California Report of Independent Contractors)	7 years	Department preference; IRS: 4 years after tax is due or paid (longer for auditing & contractor delinquency); Ca. FTB: 3 years; IRS Reg § 31.6001-1(e)(2), R&T § 19530(d)(12); 29 USC 436
Finance	FIN-003	Accounts Payable / Invoices - ALL vendors: Employee Reimbursement / Travel Expense Reimbursement / Travel Approval / Conference Approvals / Petty Cash Slips	Contract Requirements (if Applicable), or 7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-004	Accounts Payable Reports: Check Register, Distribution, etc.	When No Longer Required	Part of Financial Services Database; Reports can be re-created, and therefore are considered preliminary drafts or copies
Finance	FIN-005	Accounts Receivable / Revenue / Invoices / Billing / Tax Revenue / Damage Invoices, Energy Invoices, etc.	7 years	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance	FIN-006	Audit Working Papers	When No Longer Required	Department preference; Preliminary Drafts
Finance	FIN-007	Audited Financial Statements / Annual Comprehensive Financial Report (ACFR) with Audit Management Letters / Audit Reports	P	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance	FIN-008	Bank Statements / Checking Account Reconciliation / Bank Reconciliation / Fiscal Agent Statements / Trust Statements / Petty Cash Reconciliation (Transaction Statements, Wire Transfers, Check Listing Audit Trail, Deposits, Treasury Statements, Trustee & Investment Statements, etc.)	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-009	Budget Adjustments for any Externally-Funded (Grant-related) program	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-010	Budget Working Papers	When No Longer Required	Preliminary Drafts
Finance	FIN-011	Budgets: Adopted	P	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance	FIN-012	Capital Asset Inventory & Depreciation Schedule	When No Longer Required	Preliminary Drafts

FINANCE RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Finance	FIN-013	Capital Retirements - Auction / Disposal / Sales / Surplused	7 years	Department preference; no mandate is required; (meets municipal government auditing standards)
Not Applicable	FIN-014	Census Bureau - Annual Survey for Government Finances	When No Longer Required	Not an agency record
Finance	FIN-015	Check Registers (Signed as approved)	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-016	Checks Issued by the Agency (cashed - maintained by the Bank, including Payroll Checks)	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-017	Financial Reports: General Ledger, Ledgers, Reconciliations, Registers, Reports, Transaction Histories, Balance Sheets, Trial Balance, etc.	When No Longer Required	Part of Financial Services Database; Reports can be re-created, and therefore are considered preliminary drafts or copies
Finance	FIN-018	Grantee Audits / Sub-Grantee Audits / Desk Audits (whether done by internal employees or contracted)	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-019	Journal Entries / Journal Vouchers	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance	FIN-020	W-9's	Vendor Inactive + 3 years	Meets IRS Auditing Requirements
FINANCE / PAYROLL				
Finance / Payroll	FIN-021	Payroll Database (ADP)	Minimum 10 years	Agency preference to ensure all Grant requirements are met
Finance / Payroll	FIN-022	Auto Pay Authorizations / Direct Payment Authorizations (Employee Payroll or Retiree Direct Deposit Forms)	7 years	Department preference; no mandate is required
Finance / Payroll	FIN-023	DE-6, DE-43, W-3, & DE-166, & 941 Forms - Quarterly Payroll Tax Returns (Federal and State), FICA & Medicare Adjustments - OASDI, Federal Tax Deposits, Adjustments, etc.	7 years	Department preference; IRS: 4 years after tax is due or paid (longer for auditing & contractor delinquency); Ca. FTB: 3 years; IRS Reg § 31.6001-1(e)(2), 26 CFR § 1.6001-1, R&T §19530
Finance / Payroll	FIN-024	EEO-4 Reports and records required to generate EEO-4 report	3 years	29 CFR 1602.30

FINANCE RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Finance / Payroll	FIN-025	Garnishments, Child Support, Court Orders regarding Employee Wages	Separation of Employee or Completion of Court Order	Department preference; no mandate is required
Finance / Payroll	FIN-026	Payroll Registers (ADP)	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); no mandate is required; (meets municipal government auditing standards)
Finance / Payroll	FIN-027	Retirement Contribution Reports (The Standard)	7 years	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance / Payroll	FIN-028	State & Federal Payroll Reporting	7 years	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance / Payroll	FIN-029	Timesheets / Timecards	7 years	Department preference for compliance with MAA Grants (Medical Administrative Activities Grants), which may be up to 7 years following the term (1 year); IRS Reg § 31.6001-1(e)(2), R&T § 19530; LC § 1174(d); 29 CFR 516.5 & 516.6(c) <i>et seq.</i>
Finance / Payroll	FIN-030	Unemployment Claims	Final Disposition + 7 years	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance / Payroll	FIN-031	Verification of Employment	When No Longer Required	Department preference; no mandate is required; (meets municipal government auditing standards)
Finance / Payroll	FIN-032	W-2's (ADP)	7 years	Department preference; IRS: 4 years after tax is due or paid; Ca. FTB: 3 years; Articles show 7 years; IRS Reg § 31.6001-1(e)(2), R&T § 19530; 29CFR 516.5 - 516.6, 29 USC 436(d)(12)
Finance / Payroll	FIN-033	W-4's (ADP)	No Longer in Effect + 4 years	IRS Regulation 31-6001-1 four years after the due date of such tax for the return period to which the records relate, or the date such tax is paid, whichever is the later; 26 CFR 31.6001-1,

HUMAN RESOURCES & TALENT MANAGEMENT RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention period</i>				
HUMAN RESOURCES & TALENT MANAGEMENT				
Human Resources	HR-001	Human Resources & Recruitment Database (ADP)	Minimum 10 years	Agency preference to ensure all Grant requirements are met
Human Resources	HR-002	Benefit Plans - Employee Benefit Policies (Benefits: Health, Eye, Dental, Life Insurance, Long Term Disability, State Disability, Unemployment Insurance, etc.)	Plan Termination + 6 years	Department preference to be consistent with Agency-wide standards; EEOC / ADEA (Age) requires 1 year after benefit plan termination; Federal law requires 6 years after filing date; State Law requires 2 years after action; 29 CFR 1627.3(b)(2); 29 USC 1027; GC §§ 12946 & 12960
Human Resources	HR-003	Classification and Compensation Studies	Minimum 3 years	Department preference; EEOC / FLSA / ADEA (Age) statute of limitations is 1-3 years; State Law requires 2 years; 29 CFR 1602 <i>et seq.</i> & 1627.3(a)(5) and (6), 2 CCR 11013(c), 8 CCR § 11040.7(c), GC §§ 12946 & 12960
Human Resources	HR-004	COVID-19 Notifications to Employees	3 years	LC § 6409.6(k)
Finance / Payroll	HR-005	Deferred Compensation Quarterly Reports / 457 Quarterly Statements	8 years	Department preference; no mandate is required; (meets municipal government auditing standards)
Human Resources	HR-006	Discrimination Complaints - California Civil Rights Department (CRD) / DFEH Department of Fair Employment & Housing or Equal Opportunity Commission (EEOC)	Separation + 6 years	Department preference (same retention as the Personnel File); All State and Federal laws require retention until final disposition of formal complaint; State requires 4 years after action is taken; GC §§ 12946 & 12960
Human Resources	HR-007	Employee Investigations & Complaints	Separation + 6 years	Department preference (same retention as the Personnel File); EEOC / FLSA / ADEA (Age) statute of limitations is 1-3 years; State Law requires 4 years; Reports & Data used to compile EEO reports are required for 3 years; 29 CFR 1602 <i>et seq.</i> & 1627.3(a)(5) and (6), 2 CCR 11013(c), 8 CCR § 11040.7(c), GC §§ 12946 & 12960
Human Resources	HR-008	Grievances	Separation + 6 years	Department preference (same retention as the Personnel File); EEOC / FLSA / ADEA (Age) statute of limitations is 1-3 years; State Law requires 4 years; Reports & Data used to compile EEO reports are required for 3 years; 29 CFR 1602 <i>et seq.</i> & 1627.3(a)(5) and (6), 2 CCR 11013(c), 8 CCR § 11040.7(c), GC §§ 12946 & 12960
Human Resources	HR-009	I-9s	Separation + 6 years	Department preference (same retention as the Personnel File); Required for 1 year from termination or 3 years from hiring, whichever is later; EEOC / FLSA / ADEA (Age) requires 3 years for "any other forms of employment inquiry"; State Law requires 2 -3 years; INA 274A(b)(3); INS Rule 274a.1(b)(2); 8 CFR 274a.2; 29 CFR 1627.3(b)(1); GC §§ 12946 & 12960

HUMAN RESOURCES & TALENT MANAGEMENT

RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention period</i>				
Human Resources	HR-010	Lawsuits / Litigation - Employee-Related	Resolution + 3 years	Department preference; GC § 911.2
Human Resources	HR-011	Pay Scales / Salary Grades	P	Department preference; EEOC / FLSA / ADEA (Age) statute of limitations is 1-3 years; State Law requires 2 years; R 29 CFR 1602 <i>et seq.</i> & 1627.3(a)(5) and (6), 2 CCR 11013(c), 8 CCR § 11040.7(c), GC §§ 12946 & 12960
Human Resources	HR-012	Personnel Files - General File (Includes Application, Awards, Disciplinary Actions, Commendations, Job Related Certifications, Evaluations, Personnel Action Forms, Policy acknowledgements, Training Certificates, etc.) Excludes Medical Records	Separation + 6 years	Department preference; statute of limitations for retirement benefits is 6 years from last action; EEOC/FLSA/ADEA (Age) requires 3 years for promotion, demotion, transfer, selection, or discharge; State Law requires 4 years; IRS Regulation 31-6001-1 four years after the due date of such tax for the return period to which the records relate, or the date such tax is paid, whichever is the later; 26 CFR 31.6001-1, 29 CFR 1602.14; 1602.31 & 1627.3(b)(1); GC §§12946, 12960, ; 29 USC 1113; GC §3105; GC §53235.2(b)
Human Resources	HR-013	Personnel Files - Medical File (Includes Doctor's notes, all medical files)	Separation + 30 years	Medical Files for all employees are required to be maintained at least the duration of employment plus thirty (30) years; Files maintained separately; Claims can be made for 30 years for toxic substance exposure; W-4s: IRS Regulation 31-6001-1 four years after the due date of such tax for the return period to which the records relate, or the date such tax is paid, whichever is the later. 26 CFR 31.6001-1; 8 CCR §3204(d)(1) <i>et seq.</i> , 8 CCR 5144, 29 CFR 1910.1020(d)(1)(i), 29 USC 1113; GC §§ 12946 & 12960
Human Resources	HR-014	Recruitment - Applications (Unsuccessful), All Selection Records	4 years	State Law requires 4 years; EEOC / FLSA / ADEA (Age) requires 1-3 years; 29 CFR 1627.3(b)(1), 29 CFR 1602.14; 2 CCR 11013(c) GC §§ 12946 & 12960
Human Resources	HR-015	Unemployment Claims	Separation + 6 years	Department preference (same retention as the Personnel File); no mandate is required
Human Resources	HR-016	Verification of Employment	When No Longer Required	Not agency records (requested for employee loans, etc. by outside companies)

HUMAN RESOURCES & TALENT MANAGEMENT

RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention period</i>				
Human Resources	HR-017	Workers Compensation Files (Includes initial Claim and Final Settlement)	Separation + 30 years	Medical / Workers Compensation Files for all employees are required to be maintained at least the duration of employment plus thirty (30) years; Files maintained separately; Claims can be made for 30 years for toxic substance exposure; W-4s: IRS Regulation 31-6001-1 four years after the due date of such tax for the return period to which the records relate, or the date such tax is paid, whichever is the later. 26 CFR 31.6001-1; 8 CCR §3204(d)(1) <i>et seq.</i> , 8 CCR 5144, 29 CFR 1910.1020(d)(1)(i), 29 USC 1113; GC §§ 12946 & 12960

INFORMATION TECHNOLOGY RECORDS RETENTION SCHEDULE

Page IT-1

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
INFORMATION TECHNOLOGY				
Information Technologies	IT-001	Backups / Computer Backups	When No Longer Required	Used for Disaster Recovery Purposes Only; Considered a copy and can be destroyed when no longer required; Federal Rules of Evidence;
Information Technologies	IT-002	Help Desk Database	Indefinite	Data is interrelated
Information Technologies	IT-003	Network Configuration Maps & Plans	When No Longer Required	Department preference; no mandated retention
Information Technologies	IT-004	Security Event-related Logs - Blue Shield of California Contract ONLY	12 years	Required by Blue Shield of California's Contract; On line for 2 years and offline 10 years
Information Technologies	IT-005	Security Event-related Logs - OTHER THAN Blue Shield of California Contract	When No Longer Required	UNLESS: •These documents are specifically called out as a deliverable in a contract (Externally-Funded Agreements): •If applicable, you must comply with the requirements in the Contract that funded the deliverable(s)

ORGANIZATIONAL DEVELOPMENT AND DEI RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
Org. Develop. & Diversity, Equity, & Inclusion	OD-001	Diversity, Equity & Inclusion Reports & Studies	10 years	Department preference; no mandated retention
Org. Develop. & Diversity, Equity, & Inclusion	OD-002	Diversity, Equity & Inclusion Guiding Principles	Superseded + 3 years	Department preference; no mandated retention
Org. Develop. & Diversity, Equity, & Inclusion	OD-003	Surveys or Survey Results / Analytics - Diversity, Equity, Inclusion Only If a compilation, summary, or report of raw surveys are created, the raw surveys may be destroyed as a preliminary draft	10 years	Department preference; no mandated retention

PROGRAMS RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
PROGRAMS				
Programs		See Agency-Wide for all other Records Series		
Programs	PROG-01	Community Assessment Reports	Whichever is Longer: 7 years, or Funding Agency Agreement Requirements	Agency preference; Meets auditing standards; Uniform Admin. Requirements for Grants to Local Governments is 3 years from expenditure report or final payment of grantee or subgrantee; 2 CFR 200.334; 24 CFR 91.105(h), 92.505, 570.490, & 570.502(a), 29 CFR 97.42; OMB Circular A-110 & A-133; GC § 8546.7; CCP § 337 <i>et seq.</i>
Programs	PROG-02	Community Plans	Whichever is Longer: 7 years or Funding Agency Agreement Requirements	Agency preference; Meets auditing standards; Uniform Admin. Requirements for Grants to Local Governments is 3 years from expenditure report or final payment of grantee or subgrantee; 2 CFR 200.334; 24 CFR 91.105(h), 92.505, 570.490, & 570.502(a), 29 CFR 97.42; OMB Circular A-110 & A-133; GC § 8546.7; CCP § 337 <i>et seq.</i>

PUBLIC POLICY
RECORDS RETENTION SCHEDULE

Office of Record	Retention No.	Records Description	Total Retention	Comments / Reference
<i>Retentions begin when the act is completed, and imply a full file folder (e.g. last document + 2 years).</i>				
<i>HOLDS: Litigation, complaints, claims, audits, pending public records act requests, and/or investigations suspend normal retention periods</i>				
PUBLIC POLICY				
Public Policy	POL-001	Advocacy Agenda	2 years	Department preference; no retention period is mandated
Public Policy	POL-002	FPPC Form 635 / 602 - Lobbyist Authorization / Reporting	5 years	2 CCR 18615(f),
Public Policy	POL-003	Legislative Advocacy Correspondence (supports or opposes legislation)	2 years	Department preference; no retention period is mandated
Public Policy	POL-004	Site Visit Records (with Legislators, etc.)	When No Longer Required	Department preference (Content is not substantive); no retention period is mandated

Date: _____

Center/Department: _____

RECORDS DESTRUCTION AUTHORIZATION FORM

The records listed below (or on the attached list) are **scheduled to be destroyed**, as indicated on the Records Retention Schedule.

The records are not the subject of any claim, litigation, investigation, or audit.

Records Description	From (Start Date)	To (End Date)	Box #	Retention #	Retention Period

Employee preparing/reviewing form

Date

DOCUMENTS HAVE BEEN REVIEWED AND APPROVED FOR DESTRUCTION

Records Reviewer

Date

Director or Chief

Date

Legal Counsel

Date

Return this form to the Records & ECM Specialist following approval. The Records & ECM Specialist will coordinate destruction.

(Complete after destruction has been performed, if done by employees. If destruction is performed by a commercial vendor, have them provide you with a certificate.)

I HEREBY CERTIFY that the items listed above have been destroyed in accordance with First 5 LA policies and procedures:

Records & ECM Manager

Date

Los Angeles County Children and Families First Proposition 10 Commission

Subject: Records Retention and Destruction Policy	Policy Number: E-1002
	Effective Date: __/__/2024
Initiative Authority: Center for Operations & Sustainability	Supersedes: 11/08/2018; 11/12/2015; 01/12/2012; 11/06/2001;

I. PURPOSE

The purpose of the Records Management program is to apply efficient and economical methods to the creation, utilization, maintenance, retention, preservation, and disposal of all records managed by First 5 LA. This will ensure records are properly managed for the appropriate period of time, and establish what Center or Department is responsible for retaining the original record to guarantee funding agencies, employees, and the public have access to relevant records.

This policy provides guidance for the efficient and effective retention of records in compliance with state and federal laws, and the authorized destruction of records that do not have to be retained.

To reduce costs associated with the storage and retention of obsolete records, this policy allows First 5 LA to reduce records inventories that are obsolete and no longer have a public use.

II. APPLICATION

This policy applies to all First 5 LA employees, temporary employees, contractors, and officials.

III. POLICY

All records belong to First 5 LA, which has a responsibility and obligation to ensure proper management of all its records regardless of media type or where they are stored or located.

All employees, temporary employees, contractors, and officials who create First 5 LA records are directed to store all records in an efficient and effective manner in full compliance with all laws and best practices.

First 5 LA chooses to use Los Angeles County mandates to guide its retention policy, since First 5 LA works closely with the County, even when a mandate is not applicable to First 5 LA.

All First 5 LA records shall be retained in full compliance with this policy and applicable law. Destruction of First 5 LA records shall be permitted only in compliance with the policies currently in effect for First 5 LA and any state or federal law.

IV. DEFINITIONS

The terms used in this policy shall have the following meanings:

Destruction: The destruction, deletion, or purging of a record regardless of the format (i.e., paper, electronic, email, text message, etc.) regarding agency business no matter where or how it is stored.

Disposition: The decision made at the end of the record lifecycle to either destroy the records or preserve them as historical records.

Non-record: A writing that does not constitute a First 5 LA Record, which may include convenience copies of official records; drafts/notes; reference materials; laws or regulations from County, State or Federal agencies; magazines, newspapers, and other periodicals; materials from other agencies; records of external or professional associations; records that were not created by First 5 LA; and documents that do not contain information relating to the conduct of First 5 LA's business.

Record: A writing, as defined in California's Public Records Act (Government Code Section 7920.530(a)) regarding the conduct of First 5 LA business, which is in the custody of a First 5 LA employee or officer.

Record Series: A group of records with the same function and retention period that can be treated as a unit for retention scheduling purposes (designation, description, management, disposition).

Writing: Any handwriting, typewriting, printing, photostating, photographing, photocopying, transmitting by electronic mail (e-mail) or facsimile, and every other means of recording upon any tangible thing any form of communication or representation, including letters, words, pictures, sounds, or symbols, or combinations thereof, and any record thereby created, regardless of the manner in which the record has been stored.¹

V. PROCESSES

A. Records Retention

A First 5 LA record series identifies the type of record to be retained, which Center or Department retains the official/original record ("Office of Record"), and when and if the record can be destroyed. The content of each record series has been evaluated based upon its administrative, operational, fiscal, contractual, legal, and historical value to determine an appropriate retention period. This evaluation has resulted in the attached Records Retention Schedule (Attachment A), which is included as a component of this policy, and will be updated as required.

The majority of First 5 LA records are retained in the locations described below:

Electronic Records

- **Electronic Document Management System**
First 5 LA uses an Electronic Document Management System (EDMS) to store selected final/official electronic records. All records stored in the EDMS are subject to this Records Retention and Destruction policy.
- **Microsoft SharePoint Online**
First 5 LA uses Microsoft SharePoint Online as a collaborative platform. While the majority of the electronic files stored in SharePoint are copies, drafts, or non-records, some final/official electronic records that have not yet been moved to the EDMS are stored in SharePoint Online.

Physical Records ("hard copies")

- **Onsite Storage**
Physical records that are referenced on a regular basis are stored at the First 5 LA office.
- **Offsite Storage**
Physical records requiring long-term storage are housed at a secured offsite records storage facility.

¹ Government Code Section 7920.530(a)

B. No Destruction of Original/Official Records Without Approval

The Records Retention Schedule sets the minimum retention period before a First 5 LA official (original) record becomes obsolete. Destruction of an original/official record that has exceeded its retention period must be authorized according to First 5 LA policy and procedures prior to destroying it. This ensures legal or destructive holds are checked prior to destruction in addition to internal controls assuring that First 5 LA policies are followed.

To destroy an official/original record where the content relates in a substantive way to the conduct of the First 5 LA's business, authorization is required via a Records Destruction Authorization form. The Records Destruction Authorization form must be approved and signed by the applicable Vice President or Director, the Vice President of Operations & Sustainability or equivalent, and Legal Counsel prior to the destruction of the official/original record, which provides internal controls and checks and balances prior to the destruction of any original/official record after its retention period has been exceeded.

C. Legal Holds/Destruction Holds

A legal hold places a freeze on any destruction authorization for a particular record or type of record. A legal hold refers to the duty of First 5 LA to preserve and not destroy any records potentially relevant to any of the following actions which First 5 LA may be involved in: a reasonably anticipated claim or litigation; an ongoing claim or litigation; a pending employee grievance; a pending regulatory or governmental investigation; a pending subpoena; a pending audit or similar legal matter. Any records subject to a legal hold must be preserved in all forms in which the record exists, including both paper and electronic formats.

Any part of this policy that permits purging or destruction of records is superseded when a legal hold is placed on the records, and those records may not be destroyed.

Destruction in accordance with this policy may resume after notice is provided by the attorney responsible for the matter that the legal hold has been lifted and is no longer in effect.

In addition, the following events also suspend destruction of a record until after completion or settlement:

- Audits
- Claims
- Complaints
- Investigations
- Public records act requests

The applicable retention period resumes after settlement or completion of the matter.

D. Destruction of Non-Records

Non-records should be destroyed pursuant to this policy when no longer required, provided a legal hold does not prohibit their destruction.

No authorization is required prior to the destruction of non-records.

Non-records do not contain content that relates in a substantive way to the conduct of First 5 LA's business. Non-records may include convenience copies of official records; drafts/notes; reference material; laws or regulations from County, State, or Federal agencies; magazines, newspapers, and other periodicals; materials from other agencies; records of external or professional associations; or other records that were not created or managed by First 5 LA.

E. Authorization of Destruction of First 5 LA Records

Prior to destroying any records, the following steps shall be completed.

Step 1: Staff will review all records and shall consider the following factors:

- Has the retention period as provided by the First 5 LA's current records retention schedule been exceeded?
 - If not, the records cannot be destroyed.
- Are the records currently subject to a destruction hold (see Section IV.C above)?
 - If so, the records cannot be destroyed until the hold is lifted.
- Are the records related to a contract/agreement with an outside agency that mandates a different retention schedule?
 - If so, the longer retention period shall prevail.
- Is there a longer retention period mandated by state or federal law?
 - If so, the longer retention period shall prevail.
- Is there significant historical value to the record that warrants a longer retention?
 - If so, the records will be reviewed by the Records & ECM (Electronic Content Management) Specialist and applicable subject matter experts to determine next steps.

Step 2: Staff will obtain authorization using the Records Destruction Authorization form. The accurately completed and signed form and a list of records being proposed for destruction (either written on the form or attached to it) will be submitted to the Records & ECM Specialist.

Step 3: The Records & ECM Specialist and Legal Counsel will seek final approval to destroy the records from the Board of Commissioners during a regular Board meeting.

F. Destruction of First 5 LA Records

The Records & ECM Specialist will coordinate all destruction of records, both physical and electronic, to ensure secure destruction of the records is accomplished after all approvals are received. The Records & ECM Specialist will determine the best method of destruction to ensure the security of First 5 LA's information and any personal identifiable information (PII) contained within the records.

G. Training

The Vice President of Operations & Sustainability (or equivalent) or designee who acts as First 5 LA's Records & ECM Specialist will ensure:

- All new employees receive a copy of this Policy and have access to the current records retention schedule and other resources.
- All new employees receive training in the proper storage of First 5 LA records, and how to search and retrieve records they need to conduct agency business (ECM and SharePoint Online).
- All employees receive training on records retention and destruction at least annually.

H. Access to Records/Protection of Confidential or Private Data

1. **Forwarding Records, including emails.** Any record, including email may only be sent or forwarded to appropriate persons with a need to know the information to conduct Agency business.
2. **Protection of Confidential Records, including email.** Write the word "Confidential" on protected records, including email. Do not interfile email or other privileged correspondence from the General Counsel /

Attorney's office with public documents (documents that are accessible to the public). These emails may be subject to the Attorney-Client and or the Attorney Work Product privileges, and the contents should not be disclosed without first checking with the General Counsel / Attorney.

VI. RESPONSIBILITIES

The Vice President of Operations & Sustainability (or equivalent) or designee acts as First 5 LA's Records Administrator, who will create and maintain efficient and legally sufficient records management policies and procedures. They will update and monitor this policy and associated procedures and coordinate with First 5 LA Vice Presidents and Directors, or other employees as required.

Each Center and Department will have a single point of contact responsible for records applicable to the specific Center, Department, or equivalent. A backup will also be named to cover for illnesses, vacations, or other absences.

Each Center, Department, or equivalent point of contact will ensure that all applicable records are entered into the official Electronic Document Management System. The Records & ECM Specialist will assist Center and Department employees by providing training, developing indexing standards, and the like.

All employees, temporary employees, contractors, and officials are responsible for complying with all policies and procedures for agency records, and for the efficient and effective management of agency records.

VII. REFERENCES/LEGAL AUTHORITY

Although not mandated, First 5 LA follows laws applicable to California Counties in Government Codes 60200 et seq.

Various State and Federal laws protect the records of public agencies and establish crimes for the destruction of original (official) public records without prior authorization to do so.

VIII. APPROVALS

This Policy was approved by the Board of Commissioners on _____, 2024.

First 5 LA

SUBJECT:

Approve Amendment of the Strategic Partnership with the California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment in the Amount of \$450,000 for a Total of \$1,600,000 Through June 30, 2025 to Build Upon Sustainability Strategies for the African American Infant and Maternal Mortality Prevention Initiative (AAIMM) Community Action Teams and Continue Supporting the Village Fund Pooled Fund and Authorize First 5 LA Staff to Execute an Agreement Amendment in the Amount of \$450,000.

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the April 25, 2024, Program and Planning Committee meeting. At today's May 9, 2024 Commission meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with California Community Foundation (CCF) Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment (THE PARTNERSHIP) in the amount of \$450,000 for a total of \$1,600,000 through June 30, 2025. Funds for FY23-24 are included within the current First 5 LA Programmatic Budget under AAIMM Birth Outcomes and Disparities – Policy and Systems Change, which was approved by the Board of Commissioners in June 2023. Funds for FY24-25 are included in the FY 2024-25 Programmatic budget which will be brought to the Board of Commissioners for approval in June 2024. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

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

Led by the L.A. County Department of Public Health (LACDPH) and in partnership with First 5 LA, the Los Angeles County African American Infant and Maternal Mortality Prevention Initiative (AAIMM) was launched in 2018 as part of LACDPH's plan to address the Black-White infant mortality gap in L.A. County. Black mothers are currently four times more likely to die from pregnancy complications than their white counterparts, while Black infants are three times more likely to die within their first year of life.

Through a series of comprehensive, coordinated strategies, AAIMM seeks to address the unacceptably high rates of Black infant and maternal deaths countywide and ensure healthy and joyous births for Black families in LA County. A central component of AAIMM is recognizing and addressing racism and the stress resulting from exposure to racism as the root cause of birth disparities. First 5 LA's Strategic Partnership with THE PARTNERSHIP is part of First 5 LA's investment in the AAIMM Initiative.

AAIMM Innovation Fund

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

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

In July 2022, the Board of Commissioners approved an amendment to First 5 LA's Strategic Partnership with THE PARTNERSHIP, authorizing an additional \$400,000 to fund CATs backbone support and additional capacity-building (for a project total of \$700,000). "Backbone support" refers to a minimum amount of funding needed to operate, grow and sustain the CATs' organizational infrastructure. Under the approved amendment, THE PARTNERSHIP's work on the AAIMM Innovation Fund was expanded to include oversight of the procurement and onboarding of CATs backbone agencies; ensuring fair allocation of backbone funding across the CATs; facilitating CATs peer learning, strategic planning, and sustainability planning; and ensuring documentation of CATs' efforts as part of the AAIMM evaluation. The Board of Commissioners approved an additional amendment in May 2023 to extend First 5 LA's Strategic Partnership by one year and provide an additional \$450,000 in funding (for a project total of \$1,150,000).

RATIONALE FOR AMENDMENT:

Overview

The proposed amendment seeks to (1) extend First 5 LA's Strategic Partnership with THE PARTNERSHIP for one additional year through June 30, 2025, and (2) provide \$450,000 in additional funding to support AAIMM Village Fund and CATs backbone support during this year (for a project total of \$1,600,000).

Cost Justification and Reason for Extension

The proposed amendment would continue funding THE PARTNERSHIP at the same level as FY23-24 (\$450,000), including:

- \$375,000 contributing to CATs backbones and capacity building, with the goal that each CAT reaches a baseline threshold of funding when combined with other sources. For FY22-23 and 23-24, there were two other funders contributing to CATs backbone support: Baby Futures Fund (contributing \$25,000 per year to Antelope Valley), and Reissa Foundation (contributing \$75,000 per year to South LA/South Bay). Discussions are currently underway with these two funders and others regarding funding for all CATs backbone and capacity building for FY24-25.
- \$75,000 contributing to the Village Fund pooled fund.

This budget was developed based on discussions with AAIMM leadership and THE PARTNERSHIP, which determined that each CAT serving one SPA should have a threshold of \$100,000 in backbone funding, while South LA/South Bay (which serves two SPAs), should have \$150,000. Prior to establishing these thresholds, CATs had backbone funding ranging from \$0 to \$75,000, and found that \$75,000 was insufficient support for the ambitious work CATs seek to do, resulting in backbone staff turnover. Since establishing these thresholds there has been no turnover in backbone support agencies.

Contractor Performance & Progress to Date

THE PARTNERSHIP has continued to perform highly, achieving all First 5 LA requirements while working closely with AAIMM leadership to support sustainability of the entire initiative. Key accomplishments over the past year are presented below:

Community Action Teams (CATs)

- Implementing the AAIMM Strategic Plan: Following the completion of AAIMM's strategic plan in June 2023 by Coachman Moore & Associates (CMA), CATs participated in extensive meetings to socialize the plan & prepare for implementation. As part of this effort, CATs were also tasked with developing local action plans; this work is ongoing.
- Restructuring to Include CATs Backbone as AAIMM Core Infrastructure: A core recommendation of the AAIMM strategic plan was that the initiative restructure to support greater sustainability and power-sharing with community. The past year has focused on planning what this restructure will look like, with a key result being that CATs backbone will shift to be included in AAIMM's "core infrastructure budget." The intention of this change is to recognize CATs' central role in the AAIMM initiative and facilitate longer-term backbone funding.
- Growing as Regional Navigation & Community Hubs: CATs have focused on strengthening their role as a source of service navigation & emotional support for Black birthing families, through activities such as building local resource directories of culturally affirming services, initiating community needs assessments, and continuing to "grow the village" through outreach, community engagement and programs, with CAT networks including approximately 1,867 individuals as of FY23-24.
- Maintaining & Growing Organizational Infrastructure: All four backbone organizations have continued ensuring the CATs' work moves forward by maintaining regular planning meetings and maintaining or establishing new work groups on topics such as community outreach & engagement, fund development, healthcare provider engagement, and mental health.
- Capacity Building & Professional Development: Guided by input from CAT leads, several joint learning opportunities have been offered to support CATs' continued growth. These include the following trainings: Collective Impact Forum, Leading Effective Collaboration/ Facilitation, Community Engagement, Fast Pitch, and Maternal Mental Health Now.
- Region-Specific Milestones: CATs backbone organizations have been instrumental in achieving both countywide & regionally-specific progress. As newer CATs, Santa Clarita/San Fernando and San Gabriel Valley focused particularly on building up partnerships, relationships, and organizational infrastructure. As more established CATs, Antelope Valley and South LA/South Bay focused on more robust ongoing community engagement, systems change, and institutional partnerships. Examples of regionally-specific milestones in the past year are listed below:
 - Antelope Valley: Opened the Antelope Valley Maternal Wellness Home in May 2023 in partnership with the City of Lancaster as a perinatal services hub for Black birthing families; built a database of services provided by AAIMM partners; raised a combined \$530,000 to support local Black-led organizations (BLOs) in scaling the CAT agencies' collective ability to identify and serve more birthing families; supported development of an Equity Audit Tool for non-BLOs to ensure anti-blackness attitudes/behaviors do not prevent Black families from receiving services.
 - Santa Clarita/San Fernando: Developed & collected ongoing regional community surveys to guide priority setting; based on surveys, identified hospital engagement and breastfeeding/postpartum support as 2024 priorities; selected 3 priority hospitals and initiated engagement with the first hospital, UCLA-Olive View.
 - San Gabriel Valley: Continued focus on partnership-building to help strengthen the regional network of services & supports available to Black families, including culturally affirming prenatal, maternal mental health, and fatherhood groups.

- South LA/South Bay: Continued to support Black birthing families in the region by providing fatherhood support groups and helping connect families to supports such as AAIMM doula services and more; continued growing the CAT & overall AAIMM village by supporting or facilitating 11 community events; Collaborated with AAIMM and First 5 LA communications teams to spotlight doula and fatherhood programs.

Village Fund

- Grantmaking: Graduated the first cohort of Village Fund grantees and led an inclusive selection process to select and launch a fourth cohort of grantees. Currently there are three active cohorts (2-4), with 28 total individuals/organizations funded to date.
 - Data Snapshot: UCLA's AAIMM evaluation found that Village Fund cohorts 1-2 supported 3,627 families through in-person events, and reached more than 47,200 families through digital engagement.¹
- Capacity Building: Provided ongoing support to grantees through quarterly peer learning convenings.
 - Data Snapshot: A survey of cohorts 1-2 found that 80% of grantees increased their understanding of Black infant and maternal health disparities through Village Fund learning convenings; 65% reported expanding the type and quantity of services they offered following sessions; 67% reported collaborating with other Village Fund grantees; and 73% reported working with other organizations in the AAIMM network.
- Fundraising: THE PARTNERSHIP has continued to actively fundraise to grow the Village Fund, raising a total of \$679,500 dollars from other funders in FY22-23 (F5LA contributed \$100,000).¹

Proposed Work & Outcomes for FY24-25:

In FY24-25, THE PARTNERSHIP will complete the following anticipated activities and milestones:

- Community Action Teams (CATs):
 - Partner with LA County AAIMM leadership to implement the AAIMM restructure as it pertains to transitioning CATs backbone to AAIMM core infrastructure;
 - Continue managing CATs backbone support contracts;
 - Continue collaborating with the CATs and AAIMM leadership to identify & provide relevant capacity-building opportunities;
 - Continue joint sustainability efforts with AAIMM DPH leadership and First 5 LA, with the goal of securing and/or facilitating contributions for CATs backbone from 2-3 additional funders;
 - Establish shared metrics and data collection processes.
- Village Fund:
 - Continue to manage the AAIMM innovation pooled fund;
 - Recruit & select a 5th cohort of Village Fund cohort using inclusive selection processes;
 - Provide ongoing support to Village Fund cohorts 2-4 through quarterly peer learning convenings.

AAIMM Sustainability Planning

In addition to CATs- and Village Fund-specific achievements, THE PARTNERSHIP has continued to play an instrumental role in furthering the sustainability of the overall AAIMM initiative through joint sustainability planning with LACDPH and First 5 LA, and funder engagement. Following months of internal planning, a funders briefing was co-hosted by THE PARTNERSHIP, First 5 LA and LACDPH on February 14, 2024, with representatives from 20 funding organizations in attendance. The briefing was intended to bring more funders into the overall AAIMM sustainability conversation, emphasizing the importance of investing in core infrastructure (including CATs backbone) in addition to programs.

¹ From Village Fund supplemental expenditure report, submitted January 2024.

Follow-up engagement will be ongoing throughout the spring with the intention of securing new funding commitments.

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership in the Amount of \$450,000 for a Total Project Cost of \$1,600,000 to comply with this policy.

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

Sustainability Plan

THE PARTNERSHIP, First 5 LA staff, and AAIMM leadership will continue working collaboratively to support the sustainability of AAIMM CATs backbone support and broader AAIMM Innovation Fund using several approaches, including ongoing fund development led by THE PARTNERSHIP, and collaborative sustainability planning with the CATs. This will include ongoing infrastructure-building related to funding (e.g., developing processes/workflows, templates, trainings) and relationship-building with other funders. Additionally, AAIMM will begin transitioning to their new structure, with CATs backbone included within the “core infrastructure” budget. Long term, the intention is that by creating this comprehensive core infrastructure budget, AAIMM will be better set up to approach and secure support from multiple funders for all infrastructure components, including CATs backbones.

Leveraged Resources

For CATs backbone, THE PARTNERSHIP has previously secured contributions from the Reissa Foundation (for South LA/South Bay) and Baby Futures Fund (for Antelope Valley), and is working to secure continued funding in FY24-25. All CATs have ongoing efforts to secure new funding streams, and continue to leverage LACDPH staff support. Moving forward, THE PARTNERSHIP will continue to cultivate relationships with current and new funders to support sustainability of the AAIMM Innovation Fund and CATs backbone.

For the Village Fund (Community Grantmaking), THE PARTNERSHIP has successfully grown the total pooled fund to include contributions from many funders, a full list of which can be found at <https://villagefundla.org/>. In FY22-23, First 5 LA contributed \$100,000 to the Village Fund and THE PARTNERSHIP was able to successfully leverage \$679,500 from 15 other funders, with the largest contributions coming from California Healthcare Foundation (\$187,500), the LA County Department of Public Health Perinatal Equity Initiative (\$130,000), Hilton Foundation (\$100,000), and The California Endowment (\$87,500).

NEXT STEPS

Staff anticipates executing a contract amendment in the amount of \$450,000, for a total project cost of \$1,600,000 through June 30, 2025.

Memo

To: Board of Commissioners

From: Karla Pleitéz Howell, Executive Director

Date: May 9, 2024

Subject: **PRESIDENT/CEO REPORT**

I. PRESIDENT/CEO HIGHLIGHTS

Springtime is upon us and with the new season brings warmer weather, blooming flowers, and a sense of renewal. It is also the special time of year when we celebrate all the mothers in our lives who have made an impact and shaped who we are as adults. Wishing you all, a very special Mother's Day!

The focus for Board of Commission meetings continues to be the implementation of the new First 5 LA 2024-29 strategic plan. The strategic plan elevates three goals:

1. Children prenatal to age 5 and their families have their basic needs met.
2. Children prenatal to age 5 have nurturing relationships and environments.
3. Children prenatal to age 5 have a solid foundation for well-being, lifelong learning, and success.

Additionally, the new strategic plan clearly articulates that our 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. We adopted four values: Impact, Equity, Partnership and Integrity.

Today's presentation will highlight the value of **Partnerships**. We cannot do this work alone and acknowledge our partners in communities, systems and the families and residents of L.A. County who have the lived experience and expertise that will help inform how we can collectively achieve our goals.

Today's presentation will illustrate the unique context, opportunities, and challenges to advance the goals of our strategic plan focused on partnering with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age 5 and their families. The discussion with our board of commissioners will help inform the design of the next phase of the organization-wide community engagement strategy.

COMMISSIONERS

Los Angeles County Supervisor	Robert Byrd, Psy.D	Abigail Marquez
Holly J. Mitchell	Alma Cortes	Maricela Ramirez
<i>Chair</i>	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Carol Sigala
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Deanne Tilton Durfee
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Karla Pleitéz Howell

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A PUBLIC ENTITY

As we continue to evaluate our current work, we must recognize our accomplishments and look to First 5 LA's 2024-2029 Strategic Plan to guide future decision making. As we develop Tactics, we will maximize partnership, equity and empowerment. We will also need to consider sustainability and review the strengths of our current investments and partnerships.

In addition to the discussion on partnerships, the Board will also preview the proposed fiscal year 2024-2025 budget and learn more about potential guardrails for a revised Long Term Financial Plan. As First 5 LA transitions to our new strategic plan, we must continue to adjust to our fiscal reality since our revenue projections are much lower than earlier anticipated. To ensure we build the best foundation towards achieving the goals, for the remainder of fiscal year 2023-24 and for fiscal year 2024-25, the work will largely continue to align with First 5 LA's previous 2020–2028 strategic plan. In parallel, First 5 LA will continue to prepare for implementation of First 5 LA's new 2024-2029 and will align the plan to the budget for fiscal year 2025-26.

We look forward to hearing strategic direction from the Board on how to continue to deepen partnerships to ensure that together we can create a brighter, more equitable future for our youngest children and families.

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

Advancing Food Security in LA: First 5 LA Serves as “Food Equity Advisor” for the LA Food Equity Fund

In March, the LA Food Equity Fund (see link below) managed by Community Partners, announced \$9.8 million in community grants to 46 organizations working to alleviate food insecurity across Los Angeles County. First 5 LA staff served as one of a handful of Food Equity Advisors, leveraging staffs' expertise on food security issues affecting children and families. The investments were guided by the LA Food Equity Roundtable Action Plan, which First 5 LA has also helped to support. Grants will fund local community groups to improve food production, nutrition education, benefits enrollment, and affordability. For example, El Nido Family Centers, the Best Start Regional Network Grantee in the San Fernando Valley, was awarded a grant for their growing partnership with the Pacoima Community Center to teach local residents how to sustain their families by planting, harvesting, and cooking their own organic produce. Other grantees in Best Start regions include: Northeast Valley Health Corporation (San Fernando Valley); ActiveSGV (El Monte); Antelope Valley Partners for Health and Lancaster Homeless Group (Antelope Valley); Mayor's Fund for Long Beach (Long Beach); and SUPRMARKT and Social Justice Learning Institute (South LA).

The full list can be accessed at <https://communitypartners.org/landing-page/foodequitygrantees/>
LA Food Equity Fund: <https://communitypartners.org/landing-page/foodequity>

Child health providers educated on developmental screenings

On Wednesday, March 27th 2024, L.A. Care Health Plan in partnership with First 5 LA hosted a Children's Health webinar attended by 242 providers including pediatricians, family medicine doctors, nurse practitioners, nurses, etc. The webinar is the third and final provider education event as part of the Health System Team's partnership with L.A. Care on Help Me Grow (HMG) LA to integrate early identification and intervention protocols into practice workflow and increase awareness and education on the importance of developmental screening. Welcome was provided by First 5 LA staff Ann Isbell and speakers were Dr. Sophia Stavros (Children's Hospital Los Angeles, Keck School of Medicine at the University of Southern California, and HMG LA Advisory Council member) and Dr. Helen DuPlessis (Health Management Associates). Topics were developmental screenings as a critical component of well-child visits and statewide initiatives within the Medi-Cal system to improve developmental screening rates and address disparities in early intervention services.

East Yard Strategic Partnership kicks off with a “Toxic Tour”

On April 12th, East Yard Communities for Environmental Justice (East Yard), in partnership with First 5 LA, launched the “Strengthening Environmental Justice Capacity Among Early Childhood Leaders” project with a “Toxic Tour” that took an in depth look at the environmental and health impacts of the Refineries, The Port, 710 FWY, Railyards and Incinerators, on our children and communities living in the South Bay to Southeast LA. The tour brought together 45 Best Start community leaders across Wilmington, Long Beach, Southeast LA, and East LA and 6 First 5 LA staff. Next month, community leaders who joined the tour will participate in East Yard’s “Fighting for Life Academy”, a unique series of workshops designed to build environmental justice leaders in our communities. Participants will learn about the different sources of pollution in their communities and how to address them. The workshops range from learning about health impacts due to polluting facilities, key decision-making players, and how to carry out a successful policy campaign. Participants will become equipped with the technical knowledge around toxic pollution, learn to identify the community-specific levers for change, and the skills to advocate for the changes needed. The Fighting for Life Academy was developed in partnership with Indigenous leaders, technical experts, and data scientists to ground the curriculum in data-driven solutions rooted in Indigenous ancestral land caretaking practices.

Advancing First 5 LA’s priorities and building relationships with policymakers

The Public Policy & Early Care and Education (PPECE) department continues to work with First 5 LA’s state advocate, California Strategies, to identify and analyze state policy proposals introduced by the state legislature that align with the organization’s annual policy agenda. First 5 LA has taken two official support positions thus far: 1) AB 2319 (Wilson) related to mandating implicit bias training for hospitals providing perinatal care, and 2) AB 2268 (Muratsuchi) related to exempting Dual Language Learners in Transitional Kindergarten from English Language Proficiency Assessments for California until a long-term, developmentally appropriate solution is created. While legislation is being considered, PPECE is preparing for the Governor’s revision of his state budget proposal which will be released by May 10, 2024. First 5 LA advocated for legislative and budgetary priorities with partners including the Early Care and Education Coalition in legislative meetings and committee hearings. At the federal level, the President has signed into law the FY 24 funding package of \$1.2 trillion. PPECE advocated for several early childhood programs that received funding increases, including the Child Care Development Block Grant (CCDBG), Head Start, and the special Supplemental Nutrition Program for Women, Infants and Children (WIC). “Two Languages, Twice the Opportunities” In a collaboration between PPECE and the Communications department, the third phase of the Quality Start Los Angeles dual language learning (DLL) public education campaign, “Two Languages, Twice the Opportunities,” this time funded by the L.A. County Office of Education, launched earlier this month and is already receiving great feedback from the L.A. County community. Building on Phases 1 and 2 of the campaign, which originally launched in May of last year, this phase includes four additional languages – Vietnamese, Khmer, Korean and Armenian – and will be shared more widely throughout the county through mediums like bus shelters, gas pump tops, rail kiosks and in-language media, like Radio Saigon and Radio Jan. This phase also includes a recurring segment on Telemundo’s day time talk show program, Access Total, and a public service announcement on NBC.

Women’s History Month

Every March, Women’s History Month is recognized through a theme that resonates across our nation. In celebration, First 5 LA embraced this year’s theme of “Women who advocate for equity, diversity, and inclusion” with a series of profiles that highlighted three women whose work not only sets them apart for their socially critical commitments to change, but also for the roles they fill in partnership with First 5 LA. The series featured Adjoa Jones (<https://www.first5la.org/article/womens-history-month-2024-bringing-a-vision-for-more-equitable-health-outcomes-to-life-with-adjoa-jones/>), director for the Los Angeles County African American Infant and Maternal Mortality (AAIMM) Prevention Initiative; Dr. Melissa Franklin (<https://www.first5la.org/article/womens-history-month-fully-embodied-with-dignity-agency-and-power-dr-melissa-franklin-is-changing-oppressive-systems/>), director of Maternal, Child and Adolescent Health (MCAH), which is housed in the Department of Public Health’s Health Promotion Bureau; and Janquil Malone (<https://www.first5la.org/article/womens-history-month-2024-dedicated-to->

[equity-inclusion-and-seeing-delight-on-every-childs-face/](#)), director and co-founder of Malone Family Childcare in East Palmdale. In whole, celebrated through our internal and external communications channels, the series helped us lean into the theme's objective of understanding that for a positive future, bias and discrimination need to be entirely eliminated from our lives and institutions.

III. CONTRACTS EXECUTED LEVERAGING PRESIDENT & CEO 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 February 06, 2024, and April 4, 2024, by President & CEO Karla Pleitéz Howell and her designees.

10427 Nancy Strohl – Contract Amount: \$50,000

Contract Period: 02/06/2024 – 12/31/2024

The Contractor will provide consultation to support the 2024-2029 Strategic Plan by facilitating the First 5 LA Board of Commissioners' involvement in, implementation of, and support for the 2024-2029 Strategic Plan, including tactics and implementation plan development in 2024.

10428 East Yard Communities for Environmental Justice – Contract Amount: \$52,500

Contract Period: 03/01/2024 – 6/30/2024

The Contractor will help bridge the gap between Best Start Communities' environmental justice (EJ) goals and those who are best suited to equip parents, residents, and early childhood advocates with the knowledge and expertise to make real policy and systems change in the EJ landscape. The Contractor will provide a leadership academy and stakeholder engagement and education to parents, caregivers, and early childhood advocates so they gain technical expertise around the toxic pollution impacting communities from the Port Cities to Southeast Los Angeles, along with the skills to identify community-specific levers for change.

10430 Spitfire Strategies, LLC – Contract Amount: \$149,500

Contract Period: 03/08/2024 – 03/03/2025

The Contractor will provide communications consultation, working closely with the Office of Communications to support the development of materials for the implementation of First 5 LA's new 2024-29 strategic plan. Focused areas of work include consultation on message development for First 5 LA staff and external audiences, including elected officials and decision-makers, development of materials that summarize the tactics of the new strategic plan in accessible language, and collaboration with other strategic plan implementation consultants.

10421 Southern California Grantmakers – Contract Amount: \$50,000

Contract Period: 03/22/2024 – 06/30/2024

First 5 LA is providing the Contractor with the resources needed to sustain the Contractor's day-to-day operations so that the Contractor can more fully and effectively accomplish its mission, which aligns with First 5 LA's strategic priorities.

10433 SHI International Corp. – Contract Amount: \$ 20,907

Contract Period: 04/04/2024 – 04/03/2027

The Contractor will provide a 3-year subscription to Envoy software- a system that enables the Human Resources and Talent Management Team to notify people who may have been exposed to someone with Covid-19. Envoy also provides a tool that helps streamline an emergency evacuation.

IV. RECENT AND UPCOMING EVENTS SPONSORED BY FIRST 5 LA

Sponsorships

Name: Inter-agency Council on Child Abuse and Neglect (ICAN) Grief and Loss Conference

Date: 3/28/24

Amount: \$950.00

The Executive Vice President and members of the Public Policy & Early Care and Education department attended the 18th annual ICAN conference. Through different workshops, attendees learned the importance of self-care, best times to intervene, seek help and restore wholeness and hope for children.

Name: Latino & Latina Roundtable 20th Annual Cesar Chavez Breakfast

Date: 3/29/24

Amount: \$3,000

The Communities department attended this annual breakfast to celebrate community and advocacy leaders in the San Gabriel and Pomona Valley who are continuing the legacy of Cesar Chavez.

Name: Liberty Hill's 40th Annual Upton Sinclair Celebration

Date: 4/17/2024

Amount: \$5,000

This annual celebration honors the contributions of organizers and activists who are paving the way for social justice progress in Los Angeles.

Name: Social Justice Partners LA Fast Pitch 2024

Date: 4/23/24

Amount: \$5,000

Fast Pitch is SJP's systems change initiative where they provide a training program for early-stage nonprofit initiatives that are creating long lasting social change in Greater Los Angeles.

Name: 2024 Birth to 12th Grade Water Cooler Conference

Date: 4/24/24 - 4/25/24

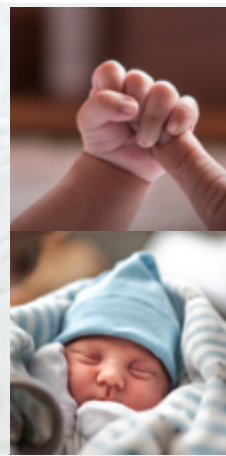
Amount: \$5,000

Members from the Public Policy & Early Care and Education department attended this annual convening that bridges systems to center racial justice for children and families. First 5 LA President, Karla Pleitéz Howell, also attended and served as a conference speaker.



May 9, 2024
Meeting of the Board of Commissioners

FY 2024-25 Budget and Long-Term Financial Plan



Objectives

1. Budget Process Overview
2. Budget Highlights
 - Components
 - Programs
 - Operating
 - Administrative Cost Limit
3. Long-Term Financial Plan Update
4. Next Steps

Budget Process Overview

- 1) Developed based on an analysis of historical spending, projected expenditures, multi-year contracted funding, and anticipated need aligned with the long-term fiscal reality.
- 2) Program budget framework corresponds with the 2020-2028 Strategic Plan.
- 3) Operating budget framework corresponds with the new organizational structure in support of the 2024-2029 Strategic Plan.

General Budget Highlights

- 1) Continued eye toward long-term sustainability.
 - Restricted Board approved non-First 5 LA funding will offset expenditures (\$11.4 M)
- 2) Activities ramping down/sunsetting consistent with terms
- 3) Proposed budget resources are anchored on the work priorities with greater budget alignment to the fiscal realities

Budget Components

Components of the FY 2024-25 Budget

1. Strategic Plan (Program) – aligned to 2020-2028 SP
 - a) Center for Child & Family Impact
 - b) Offices
2. Legacy Investments (Program) – aligned to 2020-2028 SP
3. Emerging Opportunities (Program) – aligned to 2020-2028 SP
4. Operating Budget (Internal Operations) – aligned to the 2024-2029 SP

FY 2024-25 Budget Summary

Budget Component	FY 2023-24 Budget		Proposed FY 2024-25 Budget	Variance	
	Original	Revised			
Program^					
<i>Center for Child & Family Impact Total</i>	64,845,365	66,845,365	58,574,960	(8,270,405)	
<i>Offices Total</i>	11,347,917	11,347,917	9,947,825	(1,400,092)	
Total 2020-2028 Strategic Plan	\$ 76,193,282	\$ 78,193,282	\$ 68,522,785	\$ (9,670,497)	-12.4%
<i>Legacy Investments</i>	2,027,000	2,027,000	2,579,000	552,000	
<i>Emerging Opportunities</i>	150,000	150,000	150,000	-	
Total Program	\$ 78,370,282	\$ 80,370,282	\$ 71,251,785	(9,118,497)	-11.3%
Operating*	20,746,542	20,746,542	21,617,553	871,011	4.2%
TOTAL BUDGET	\$ 99,116,824	\$ 101,116,824	\$ 92,869,338	\$ (8,247,486)	-8.2%

^Program budget will continue to align to the 2020-2028 Strategic Plan (SP) through FY 2024-25

*Operating budget is organized to align with the new organization structure in support of the 2024-2029 SP. Includes both administrative and programmatic operational costs

- Net decrease of \$8,247,486 or 8.2%
- Net decrease of approximately \$9.1 million (11.3%) in total programs spending
- Net increase of approximately \$871,000 (4.2%) in operating spending
- \$150,000 in Emerging Opportunity resources

Diversifying our Funding (Other Revenue)

Budget Component	Proposed FY 2024-25 Budget
Program	\$ 71,251,785
Operating	21,617,553
TOTAL BUDGET	\$ 92,869,338
OTHER REVENUE	\$ (11,427,946)
NET DEMAND ON F5LA RESOURCES	\$ 81,441,392

FUNDING SOURCE	PURPOSE	\$
F5CA Home Visiting Coordination Project	WB & SHV (Family Supports)	911,860
LACDMH	SHV Services in SPAs 1&2 (Family Supports)	5,716,086
F5CA IMPACT	IMPACT Legacy (ECE)	3,000,000
LACOE	Dual Language Learner (DLL)	1,000,000
Medi-Cal Managed Care Plan	WB	300,000
F5CA	QSLA Database	500,000
WB = Welcome Baby Hospitals SHV = Select Home Visiting	TOTAL	11,427,946

Center for Child & Family Impact

Budget Component	Revised FY 2023-24	Proposed FY 2024-25	Variance
Program			
<i>Center for Child & Family Impact</i>			
Family Supports	\$ 39,103,000	\$ 36,597,160	\$ (2,505,840)
Communities	14,367,200	12,502,000	(1,865,200)
Early Care & Education	8,174,615	6,702,800	(1,471,815)
Health Systems	4,750,550	2,383,000	(2,367,550)
Center Support	450,000	390,000	(60,000)
<i>CCFI Total</i>	66,845,365	58,574,960	(8,270,405)

Offices

Budget Component	Revised FY 2023-24	Proposed FY 2024-25	Variance
Program			
<i>Offices</i>			
Office of Government Affairs & Public Policy	6,565,500	5,780,000	(785,500)
Office of Communications	3,187,417	2,667,825	(519,592)
Office of Data for Action	1,595,000	1,500,000	(95,000)
<i>Offices Total</i>	11,347,917	9,947,825	(1,400,092)

Legacy Investment/Emerging Opportunities

Legacy Investments

- One remaining investment prior to SP 2020-2028:
 - Little by Little
 - Anticipated to sunset in FY 2024-25

Emerging Opportunities

- Proposed \$150,000 budget aligns with historical spending

Highlights: Operating Budget

OPERATING COST CATEGORY	FY 2023-24 Budget		Proposed		Variance	
	Original	Revised	FY 2024-25 Budget			
Personnel Services	\$ 16,271,521	\$ 16,271,521	\$ 17,191,716	\$ 920,195	5.7%	
Operating Services	1,618,995	1,632,995	1,632,818	(177)	0.0%	
Consultant Services	1,753,500	1,749,500	1,670,010	(79,490)	-4.5%	
Professional Services	486,370	486,370	469,150	(17,220)	-3.5%	
Travel Expenses	271,676	279,676	271,409	(8,267)	-3.0%	
Professional Development	344,480	326,480	382,450	55,970	17.1%	
Total Operating Costs	\$ 20,746,542	\$ 20,746,542	\$ 21,617,553	\$ 871,011	4.2%	

Note: Percentages have been rounded to the nearest tenth

- 105 FTE budgeted, including 9 priority hires and 10 vacant positions
- 12 formerly vacant positions eliminated
- Benefits calculated at the single employee average salary/hourly rate for vacant positions
- 5% merit increase
- 3% attrition rate

Administrative Cost Limit (ACL)

FY 2024-25 ACL: \$14,468,376 (15.58%)

- Broad (Inclusive) Approach:
 - All administrative team costs, including the Executive budget, Board costs, and Communications operational costs, as well as 100% of salary/benefit costs for all Vice Presidents, Directors and Administrative Assistants
- Increase of approximately \$1.1 million compared to the FY23-24 Mid-Year Revised ACL of \$13.4 million (13.23%).
 - Increase to ACL is primarily the result of \$1.4M in vacant positions temporarily captured within the Human Resources budget
 - Percentage increased due to the proportionate decrease in proposed program budgets compared to increases in proposed operating budgets for FY 2024-25.



Long-Term Financial Plan

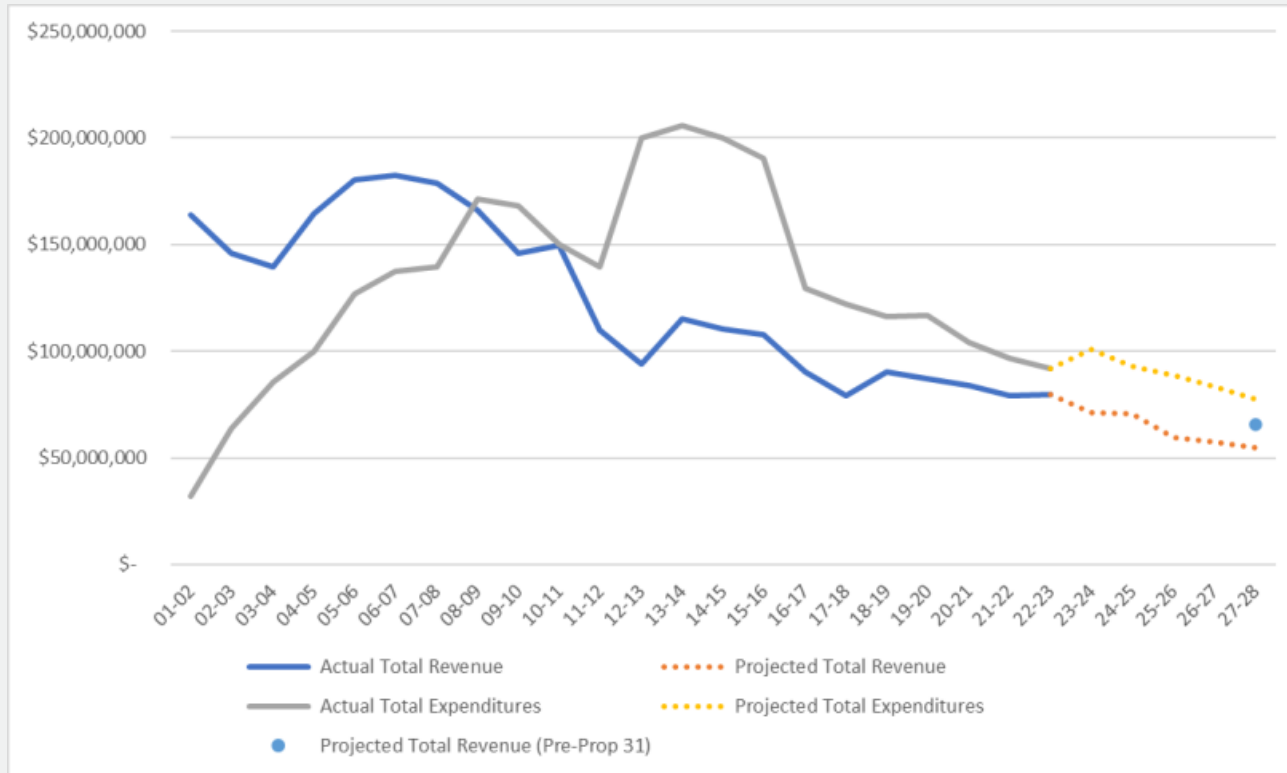
LTFP: Overview

- Purpose of the LTFP: To aid in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions.
- Our LTFP (plan period FY 2020-2028), approved by the Board in July 2020, is a spending plan – not a multi-year forecast. The plan includes revenue, program commitments and operating expenditures that establish our spending ceilings. The plan also presents our fund balance through FY 2027-28.

LTFP: Overview

- The FY 2024-25 Proposed Budget is not exceeding the spending limit established by the Long-Term Financial Plan and approved by the Board in July 2020.
- The current process requires that we update the Plan estimates approved by the Board in July 2020 to capture the most recent audited fund balance, updated revenue forecasts, mid-year revised estimates, and the estimated expenditures for the proposed draft budget.
- Revisions to the LTFP's annual spending and revenues will be shared with the Board for discussion, feedback, and approval in FY 2024-25.

Revenue & Expenditure Projections (April 2024)



LTFP Assumptions

1. Annual spending limits in this LTFP were established and approved by the Board in July 2020
 - Program costs represent 85% of total annual
 - Operational costs represent 15% of total annual
 - ❖ Changes to revenue, proposed spending, and/or fund balance must be presented to the Board for review and approval
2. The annual spending rate of decline, beginning with FY25-26 through FY27-28, is approximately 6.47%, as approved in July 2020

LTFP Assumptions

3. Proposition 10 revenue estimates align with the latest projections provided by F5CA, Department of Finance (DOF), and CA Department of Tax and Fee Administration (CDTFA), which includes a downward adjustment to projected revenues in reaction to Proposition 31 (ban on flavored tobacco).
4. Other revenue estimates are updated to align with updated confirmed and projected revenues
5. Reserve assumes 50% of the total budget beginning with FY20-21 in accordance with Resolution #2020-05 reviewed and approved by the Board in July 2020

Adjustments

- Revenue estimates were updated to align with projections provided in January 2024 by the Department of Finance (DOF) and the California Department of Tax and Fee Administration (CDTFA).
 - Other revenue estimates are updated to align with updated confirmed and projected revenues
 - Other Revenue includes: First 5 CA, Los Angeles County Department of Mental Health, a Medi-Cal Managed Care Plan, and Los Angeles County Office of Education
- Internal Adjustment in response to the Proposition 56 revenue trend remains at a 1% downward adjustment, from FY24-25 through FY27-28

Adjustments

- FY22-23 Total Estimated Spending was revised to align with actual spending, per the audited financial statements
 - Revised from \$104.9M in estimated spending to just under \$92.0M in actual spending
- FY23-24 Total Estimated Spending was revised to align with the FY23-24 Mid-Year revised budget.
 - Revised from \$99.1M in estimated spending to \$101.1M in estimated spending
- FY24-25 Total Estimated Spending (board-approved spending limit) was revised to align with the FY24-25 Proposed Budget.
 - Revised from the \$95.1M spending limit established in the FY20-21 LTFP to \$92.9 M in estimated spending for FY 24-25

Results

- ✓ Decrease in projected Proposition 10 revenue for FY22-23 through FY27-28
- ✓ Increase in external non-F5LA Proposition 10 funding
- ✓ Decreasing or cost-neutral expenditures from FY22-23 through FY24-25



Next Steps

Next Steps

- **May 2, 2024– Combined BFC/Exec Committee Meeting**
 - Overview of the Draft FY 2024-25 Budget and Updated Long-Term Financial Plan
- **May 9, 2024– Commission Meeting (Information)**
 - Information Item: High-level Overview of the Draft FY 2024-25 Budget, Discussion of Proposed Programmatic Expenses, and Overview of Updated Long-Term Financial Plan
- **June 13, 2024 – Commission Meeting (Action)**
 - Action Item: Final FY 2024-25 Budget and Updated Long-Term Financial Plan presented to the Board for action
- **TBD**
 - Staff will return to the Board in FY 2024-25 to present a Revised Long-Term Financial Plan with updated spending limits

PROPOSED DRAFT FY 2024-25 BUDGET



Meeting of the Board of Commissioners

May 9, 2024

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Memo

To: Board of Commissioners

From: Karla Pleitéz Howell, President & CEO

Date: May 9, 2024

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2024-25 BUDGET**

Members of the Commission:

On behalf of the First 5 LA team, I am pleased to present the proposed budget for fiscal year (FY) 2024-2025. The proposed budget is presented to the Board at a time of transition to a new Strategic Plan, and the deepening impact to our fiscal reality from declining revenues prompted by the California ballot measure, Proposition 31¹.

As First 5 LA transitions to our new strategic plan, we must continue to adjust to our fiscal reality since our revenue projections are much lower than earlier anticipated. To ensure we build the best foundation for our new strategic plan, for the remainder of fiscal year 2023-24 and for fiscal year 2024-25, the work will largely continue to align with First 5 LA's previous 2020–2028 strategic plan. In parallel, First 5 LA will continue to prepare for implementation of the new strategic plan and we will align our new First 5 LA 2024-2029 strategic plan to the budget for fiscal year 2025-26.

The detailed summary of the proposed budget is captured in Attachment B. This summary provides an overview of the work ahead across the organization and the deployment of First 5 LA's human assets. Attachments C and E provide a more granular overview of the programmatic and operational endeavors.

First 5 LA's approach to sustainability requires that we take a multi-year view beyond the budget year. Towards that end, the current Board-approved Long Term Financial Plan (LTFP), approved in July 2020, provides financial guardrails to focus and discipline First 5 LA's expenditures. The LTFP represents a framework for multi-year financial planning to manage continued reductions in tobacco revenues.²

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

² The passage of Proposition 31 and the adoption of the new Strategic Plan have prompted a reevaluation of spending limits within the current Long-term Financial Plan (LTFP). In the following months, staff will aim to align the plan

COMMISSIONERS

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

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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

The proposed budget for fiscal year 2024-25 is the product of the First 5 LA team leaning into our new fiscal reality. The budget reflects a reduction below the FY spending limit of \$95.1 million.

The budget for FY 2024-25 includes a total budget request of approximately \$92.9 million as presented in the table below. One note is that this amount will be offset by non-Prop 10 revenues by roughly \$11.4 million making the net demand of First 5 LA resources \$81.4 million.

Budget Component	FY 2023-24 Budget		Proposed FY 2024-25 Budget	Variance
	Original	Revised		
Program^				
<i>Center for Child & Family Impact Total</i>	64,845,365	66,845,365	58,574,960	(8,270,405)
<i>Offices Total</i>	11,347,917	11,347,917	9,947,825	(1,400,092)
<i>Total 2020-2028 Strategic Plan</i>	\$ 76,193,282	\$ 78,193,282	\$ 68,522,785	\$ (9,670,497)
<i>Legacy Investments</i>	2,027,000	2,027,000	2,579,000	552,000
<i>Emerging Opportunities</i>	150,000	150,000	150,000	-
Total Program	\$ 78,370,282	\$ 80,370,282	\$ 71,251,785	(9,118,497)
Operating*	20,746,542	20,746,542	21,617,553	871,011
TOTAL BUDGET	\$ 99,116,824	\$ 101,116,824	\$ 92,869,338	\$ (8,247,486)

[^]Program budget will continue to align to the 2020-2028 Strategic Plan (SP) through FY 2024-25

^{*}Operating budget is organized to align with the new organization structure in support of the 2024-2029 SP. Includes both administrative and programmatic operational costs

with the evolving fiscal landscape and ensuring long-term stability for the organization's spending and available fund balance. Revisiting these limits with the goal of achieving a more sustainable financial future for LA County Children.



ATTACHMENT A:

FY 2024-25 BUDGET HIGHLIGHTS

**ATTACHMENT A:
FY 2024-25 BUDGET – HIGHLIGHTS**

The FY 2024-25 Budget represents an evolution. The resources included in this budget will support Year 5 implementation of the 2020-2028 Strategic Plan, which was approved by the Commission in November 2019, as well as the early stages of the transition to the new 2024-2029 Strategic Plan. Based on evolving circumstances in funding, leadership, the political landscape, and priorities, a new Strategic Plan was drafted and approved by the Commission in November 2023.

A transition typically involves an “ending” of an old situation, followed by a “neutral” period, and then a “new beginning.” This budget encompasses all these stages. Included in this year’s phased approach to the budget is the “end” or final year alignment of our work and program resources to the 2020-2028 Strategic Plan, which is also “neutral” in so far as existing projects will continue, albeit in alignment with the fiscal realities. Operational costs to advance the organization’s work, however, have been reorganized to align with the new organizational structure in support of the 2024-2029 Strategic Plan, marking the move toward a “new beginning”.

Beyond the different frameworks used to organize and categorize program and operating costs, the process was largely the same. Each year, we refine our budgets, informed by experience and learning. This budget is the culmination of internal collaboration and work planning across departments, alignment of program costs to our fiscal realities, and the continued evolution of First 5 LA as it fulfills its multiple roles as advocate, convener, funder, catalyst, communicator, and partner. The activities and resources proposed reflect the progress undertaken to apply the drivers of our values to our work, even as we find ourselves still responding to late 2022 legislative changes that have resulted in a decline in tobacco tax funding from FY 2022-23 to future years.

The impact from the Proposition 31 ballot, prohibiting the sale of certain flavored tobacco in California, has forced us to think more critically and creatively about how we employ our funds for the greatest impact. This has led to greater clarity around how we deploy and maximize First 5 LA’s human and fiscal resources strategically and in alignment with the evolution of First 5 LA, our fiscal reality, and the results we seek in meeting the needs of the children and families we serve in Los Angeles County. Our approach will continue to evolve as we develop strategic plan tactics and prepare for the “new” with the implementation of the 2024-2029 Strategic Plan.

This FY 2024-25 Budget Highlights document provides a general high-level overview of budget requests at the Center/Department level, specifically calling out investments that are new, large, high-profile, or Commission priorities. The document is organized into four sections as detailed in the outline below:

- I. Budget Overview
 - A. Budget Development Context
 - o Format and Approach to the FY 2024-25 Budget
 - B. Overall Budget Summary
 - C. Program Costs Summary
 - 1) 2020-2028 Strategic Plan
 - 1A. Center for Child & Family Impact
 - a. Family Supports

- b. Communities
 - c. Early Care & Education
 - d. Health Systems
 - e. Center Support
 - 1B. Offices
 - f. Office of Government Affairs & Public Policy
 - g. Office of Communications
 - h. Office of Data for Action
 - 2) Legacy Investments
 - 3) Emerging Opportunities
- D. Operating Budget (Internal Operations): organized to align with the 2024-2029 Strategic Plan new organization structure
- II. Revenue Assumptions
- III. Impact on Fund Balance
- IV. Administrative Cost Limit
- V. Conclusion

It is important to note the distinction and relationship between our Program Costs Summary, which represents our external work, and Operating Budget (Internal Operations), which represents our work to improve our workplace and operational effectiveness. FY 2024-25 is a year that captures the sunsetting of the 2020-2028 Strategic Plan priorities, and early transition to reflect the 2024-2029 Strategic Plan goals. For FY 2024-25, the Program Costs Summary is organized according to the 2020-2028 Strategic Plan. This captures the funding and activities that comprise First 5 LA's external, systems change work. Departments such as those within the Center for Operations & Sustainability (e.g., Finance, Information Technology, Facilities Management, Contract Administration and Purchasing) as well as the Executive Center, Communications, and Human Resources focus on First 5 LA's internal policies, processes, culture, and physical assets – all of which enable our external work. Proposed resources supporting the work of these departments are reflected in the Operating Budget and are organized to reflect the new organization structure in alignment with the 2024-2029 Strategic Plan.

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

Key budget and supporting documents are organized as follows:

Attachment A: FY 2024-25 Budget – Highlights

Attachment B: Budget Summary - Programs

Attachment C: Program Budget Detail

Program Budget – Detail by Program

Attachment D: Operating

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

Attachment E: Operating Budget Detail

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

For Attachment C, program detail is organized in order of the FY 2024-25 Program Summary and aligned with the 2020-2028 Strategic Plan. For Attachment E, operating detail is organized by the Center and by Departments within each respective Center and follows the new organization structure in support of the new 2024-2029 Strategic Plan.

I. BUDGET OVERVIEW

The FY 2024-25 Budget framework aligns with the 2020-2028 Strategic Plan and the 2024-2029 Strategic Plan, with programs aligned to the former and operational costs aligned to the latter. In terms of funding and fund balance categories, proposed program and operating budget resources will be drawn from the Assigned category of the fund balance. At the time of budget approval, requested program resources will shift from the Assigned resource category to the Committed category and operating resources will shift from the Assigned resource category to the Unassigned.

As the organization is currently amid the 2024-2029 Strategic Plan tactics conversations, in preparation for implementation of the new strategic plan, alignment of the programs to the new strategic plan will be reflected in the FY 2025-26 Budget. In the meantime, we will continue to filter investments through the lens of the Strategic Plans, our fiscal reality, and any corresponding changes to promote greater alignment of work across functions and departments.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2024-25 Budget

Fiscal year 2024-25 is a transition year as we identify the specific tactics that will be used to implement and advance the new 2024-2029 Strategic Plan. As such, the program budget represents estimated resources in furtherance of ongoing work related to the anticipated Year 5 activities of the 2020-2028 Strategic Plan, based on implementation work done to date, whereas the operating budget also represents resources in furtherance of ongoing work, however, the configuration has evolved to reflect the new organizational structure in support of the new strategic plan. We do anticipate that the structures will continue to evolve next year in response to the 2024-2029 Strategic Plan implementation and the revised Long Term Financial Plan to better align with our fiscal reality and more adequately represent resources that will support the strategic plan direction moving forward through FY 2028-29.

The purpose of the FY 2024-25 Budget is to set the context and provide a proposal for spending on Commission priorities. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to return to the Commission. We have generated program-level budget requests that include the program

purpose, expected use of funding, and the methodology used to determine the funding level. Other notable approaches to the FY 2024-25 Budget includes:

1. A total budget that is below the FY 2024-25 \$95.1 million spending limit outlined in the long-term plan approved by the Board in July 2020, in response to a decline in projected revenues due to Proposition 31.
2. An increase in external funds being used to support or offset the activities earmarked for FY 2024-25 (\$11.4 million).
3. The elimination of twelve vacant full-time equivalent (FTE) positions, reducing the total revised FTE count to 105. Of the 105 FTE, 10 FTE are on-hold and housed under the Human Resources budget, pending the outcome of the 2024-2029 Strategic Plan implementation process.
4. Monthly staff phone/internet stipends are included in the operating budget to support the needs of staff as First 5 LA cements itself as a hybrid organization.

As an organization, we will continue to filter our investments in a manner that promotes implementation and engagement that is reflective and responsive to the needs of our communities. Additional funding changes are noted in the pages that follow.

B. OVERALL BUDGET SUMMARY

The total FY 2024-25 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$92.9 million, a decrease of approximately \$8.3 million, or 8.2% compared to the FY 2023-24 revised budget of \$101.1 million. Costs are estimated to decrease by 11.3% for programs and increase by 4.2% for operating costs.

Budget Component	FY 2023-24 Budget		Proposed FY 2024-25 Budget	Variance
	Original	Revised		
Program[^]				
<i>Center for Child & Family Impact Total</i>	64,845,365	66,845,365	58,574,960	(8,270,405)
<i>Offices Total</i>	11,347,917	11,347,917	9,947,825	(1,400,092)
<i>Total 2020-2028 Strategic Plan</i>	\$ 76,193,282	\$ 78,193,282	\$ 68,522,785	\$ (9,670,497)
<i>Legacy Investments</i>	2,027,000	2,027,000	2,579,000	552,000
<i>Emerging Opportunities</i>	150,000	150,000	150,000	-
Total Program	\$ 78,370,282	\$ 80,370,282	\$ 71,251,785	(9,118,497)
Operating*	20,746,542	20,746,542	21,617,553	871,011
TOTAL BUDGET	\$ 99,116,824	\$ 101,116,824	\$ 92,869,338	\$ (8,247,486)

[^]Program budget will continue to align to the 2020-2028 Strategic Plan (SP) through FY 2024-25

*Operating budget is organized to align with the new organization structure in support of the 2024-2029 SP. Includes both administrative and programmatic operational costs

The FY 2024-25 Budget reflects a net decline in spending, consistent with the decline of revenues and long-term strategic direction.

C. PROGRAM COSTS SUMMARY

1) 2020-2028 STRATEGIC PLAN

These costs and activities are not reflective of anticipated changes as part of the new Strategic Plan implementation process, as work and efforts in that endeavor are still in development. However, a long-term emphasis on sustainability, particularly in light of recent changes to tobacco tax revenue, continues to undergird the investment decisions to advance results for children and families in our communities.

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

Budget Component	Original FY 2023-24	Revised FY 2023-24	Proposed FY 2024-25	Variance
Program				
<i>Center for Child & Family Impact</i>				
Family Supports	\$ 39,103,000	\$ 39,103,000	\$ 36,597,160	\$ (2,505,840)
Communities	14,367,200	14,367,200	12,502,000	(1,865,200)
Early Care & Education	6,174,615	8,174,615	6,702,800	(1,471,815)
Health Systems	4,750,550	4,750,550	2,383,000	(2,367,550)
Center Support	450,000	450,000	390,000	(60,000)
<i>CCFI Total</i>	<i>64,845,365</i>	<i>66,845,365</i>	<i>58,574,960</i>	<i>(8,270,405)</i>
<i>Offices</i>				
Office of Government Affairs & Public Policy	6,565,500	6,565,500	5,780,000	(785,500)
Office of Communications	3,187,417	3,187,417	2,667,825	(519,592)
Office of Data for Action	1,595,000	1,595,000	1,500,000	(95,000)
<i>Offices Total</i>	<i>11,347,917</i>	<i>11,347,917</i>	<i>9,947,825</i>	<i>(1,400,092)</i>
Total 2020-2028 Strategic Plan	\$ 76,193,282	\$ 78,193,282	\$ 68,522,785	\$ (9,670,497)

1A. Center for Child & Family Impact

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

Family Supports (\$36,597,160)

The Family Supports FY 2024-25 budget is largely comprised by First 5 LA's continued investments in Welcome Baby Hospitals (WBH) and Select Home Visiting (SHV), which combined comprise a total of \$30.9 million of 84.5% of the total Family Supports budget. However, this year's Family Supports program budget is anticipated to be offset by a total of \$6,927,946 in funding from the Los Angeles County Department of Mental Health (LACDMH) (\$5,716,086) to support SHV services in SPAs 1 and 2, funding from First 5 California (\$911,860) to support coordination and collaboration efforts towards a unified home visiting system, and funding from a Medi-Cal Managed Care Plan (\$300,000) to support home visiting sustainability strategies. Funds from the LACDMH partnership

and award indicated above will also be used to support First 5 LA's Family Supports indirect/operational costs, per the agreement with LACDMH.

At approximately 51.4% of the overall programmatic budget, not adjusting for external funding to offset costs, home visiting is the single largest investment for First 5 LA. Informed by our fiscal reality, staff are thinking through how to evolve our home visiting strategy more intentionally towards improving systems infrastructure and facilitating sustainability. This includes developing and expanding our partnerships, such as those with LACDMH and Medi-Cal Managed Care Plans.

Additional project costs proposed for FY 2023-24 include resources to ensure the consistent high-quality application and adherence to program fidelity by Welcome Baby and Select Home Visitation providers. It also includes funds to support the ongoing hosting and maintenance of the Welcome Baby and Select Home Visiting client tracking database and final impact studies outcome data analysis, reporting, and finalization of dissemination strategies of Welcome Baby within the Best Start geographies. Funds will also support the development of a Community Health Worker Pilot and data lake that combines data across multiple home visiting program models and databases to develop a Data Dashboard that will help inform countywide prevention planning efforts.

The above represents some examples of the costs included within the FY 2024-25 Family Supports budget.

For further information and detail on the FY 2024-25 Family Supports program budget amounts and activities please refer to Attachment C.

Communities (\$12,502,000)

Communities focuses on partnering with others to lead and fund systems change activities which promote parent and community engagement to advance efforts that result in families having access to the resources, opportunities, and relationships necessary to optimize their child's development across the five Best Start Regions (14 Best Start Geographies). A key component of the Communities departments budget are the Regional Network grantees (RNGs). Of the proposed FY 2024-25 costs within the Communities budget, 90.5% or \$11.3 million is driven by the Best Start Regional Network grantees.

The five RNGs represent a network of partners that work together to achieve outcomes aligned with community priorities at regional and local levels. Intentional collaboration and partnership are at the center of this work. Examples of this work across the five RNGs include parent/resident capacity building and leadership development, community change work and coordination, regional learning, collective advocacy, resource mobilization, communications outreach, and resident/stakeholder engagement and advocacy. Due to the fiscal realities of declining revenues, and our commitment to sustainability, the RNGs are on a gradual annual rate of decline, reducing costs by 13% across each of the five RNGs for FY 2024-25.

This departments budget also includes funds to create a collective space for RNGs to build relationships, learn about each other's work and identify cross-cutting issues to explore together, as well as resources to meaningfully engage key networks and key stakeholders, cross-sector learning structure and processes with partners to understand the impact of the Best Start effort within the Best Start geography and the broader LA County environment. Additional funding will also be used to

support the use and analysis of data to understand and elevate community priorities and better inform the focus of policy and systems change efforts.

The above represents some examples of the budgets and costs included within the FY 2024-25 Communities budget.

For further information and detail on the FY 2024-25 Communities program budget amounts and activities please refer to Attachment C.

Early Care and Education (ECE) Systems (\$6,702,800)

ECE activities for FY 2024-25 include but are not limited to the County ECE Infrastructure Support, Universal Preschool, and Kindergarten Readiness Assessment (KRA), as well as Quality Support System work that support the Quality Start Los Angeles (QSLA) system infrastructure model, such as IMPACT Legacy, QSLA Database and QSLA Facilitation and Communications.

This year's ECE Systems program budget is anticipated to be offset by a total of approximately \$4,500,000 in funding from First 5 California IMPACT (\$3,500,000) and the Los Angeles County Office of Education (LACOE) (\$1,000,000). The IMPACT funds will support the continued implementation of the QSLA model and the infrastructure of the system including facilitation of the governing body and database. Funding from LACOE will continue expanded implementation of the 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.

Ongoing investments in Universal Preschool will support work towards a more accessible mixed delivery system that is responsive to family needs, as well as provide funding for consultants working with county stakeholders to develop a proposal on improving the enrollment process to ensure families have easy access to all their options for care. Funds may also be used to support partners who are already piloting new enrollment models within the Universal Preschool system.

In its final year of funding, the Kindergarten Readiness Assessment (KRA) program will fund UCLA to complete the remaining deliverables in their contract, data analysis and reporting, as all other KRA partners have sunsetted.

For further information and detail on the FY 2024-25 Early Care & Education program budget amounts and activities please refer to Attachment C.

Health Systems (\$2,383,000)

In FY 2024-25, the Health Systems department will continue to oversee the investment in the African American Infant and Maternal Mortality (AAIMM) initiative to reduce disparities in pregnancy and birth outcomes for Black women through strategies like public awareness campaigns, community engagement, and supporting community-based projects. Additionally, First 5 LA is wrapping up its funding for Help Me Grow LA, in partnership with the Los Angeles County Department of Public Health (LACDPH), which aims to improve early identification and intervention for children at risk of developmental delays, including supporting community collaboratives to strengthen referral pathways and a partnership with L.A. Care Health Plan for developmental screening in clinics.

The Health Systems will also continue to oversee the Little by Little program, partnering with WIC agencies to provide child development resources and books during WIC visits, with funding from First 5 LA and the state. This is the final year of Little by Little. Additional information is included under the Legacy Investments section of this document.

For further information and detail on the FY 2024-25 Health Systems program budget amounts and activities please refer to Attachment C.

Center Support (\$390,000)

In FY 2024-25, Center Support will continue to invest in strategic partnerships, emerging opportunities with County partners, and sustainability efforts.

The Center for Strategic Partnerships unites government, nonprofits, businesses, and philanthropy around common systems change goals and is a valuable partner to First 5 LA, allowing for the prompt mobilization of public and private resources to support County initiatives aligned with our priorities. Our investment helps to support core operations needed to perform the work and advance the goals.

Additionally, First 5 LA has a County Partnership Fund to support emerging opportunities with County Government that align with their 2024-2029 Strategic Plan. These efforts leverage public and private resources to advance outcomes for children and families, often supported by philanthropic partners.

Center Support also oversees the Infrastructure Support for Sustainability and Health Planning project, whose funding is intended to create sustainable financing mechanisms for its investment and priority areas, including engaging healthcare and Medicaid experts, building infrastructure for home visiting reimbursement, and securing consultation in other relevant fields.

For further information and detail on the FY 2024-25 Center Support program budget amounts and activities please refer to Attachment C.

1B. Offices

The Offices centralize and support key functions, including: the Office of Communications, Office of Data for Action, and the Office of Government Affairs & Public Policy.

Office of Government Affairs & Public Policy (\$5,780,000)

FY 2024-25 investments in the Office of Government Affairs and Public Policy (OGAPP) will focus on core government affairs, advocacy and public policy functions including: lobbying, lobbying compliance, articulating organization-wide public policy change priorities, First 5 Association activities and developing strong relationships with elected officials. Additional investments will focus on advocacy and policy change priorities – in consultation with staff across the organization, advancing sustainability goals through influencing state and federal budgets, administrative guidance and policy development. OGAPP will also manage investments that support organization-wide advocacy efforts, such as First 5 LA's organization-wide sponsorships, memberships, and partnership building efforts with the goal of advancing the field of early childhood development.

The largest investment managed by OGAPP in FY 2024-25 is the Early Childhood Policy Advocacy Fund (ECPAF) which represents approximately 62.3% of the OGAPP budget. This investment intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family framework. It will also bring together diverse advocacy voices whose work occurs and operates at the intersection of systems; supports achievement of First 5 LA strategic and sustainability priorities; and reflects commitment to diversity, equity, and inclusion.

For further information and detail on the FY 2024-25 Office of Government Affairs & Public Policy program budget amounts and activities please refer to Attachment C.

Office of Communications (\$2,667,825)

The Office of Communications will continue to communicate the impact of the organization's work to internal and external audiences and work collaboratively across the organization to develop and implement strategic communications, marketing and internal communications efforts that build First 5 LA's reputation as an advocate, systems change agent and trusted source of information.

First 5 LA plans to invest in building the capacity of news organizations to deliver in-depth reporting on critical health, early learning, and child development topics affecting young children under 5 and their families in LA County and statewide. This will involve contributing to pooled funds with other early childhood funders to support expanded media coverage of these issues.

The Office of Communications will also provide a focus on social media and digital marketing, editorial/writing/editing services, translation and interpretation services, and the potential procurement of communications consultants to provide strategic support. Other activities include multimedia creative services, printed materials, and paid advertising to amplify First 5 LA's advocacy efforts and strengthen the organization's brand and reputation as a policy and systems change leader.

The overarching goal of the communications work in FY 2024-25 is to advance First 5 LA's strategic priorities, build public awareness and will, and catalyze policy and systems change to better address the needs of LA County's young children and families, especially in light of the impacts of the COVID-19 pandemic.

For further information and detail on the FY 2024-25 Office of Communications program budget amounts and activities please refer to Attachment C.

Office of Data for Action (\$1,500,000)

For FY 2024-25 resources in the Office of Data for Action will support the organization with measurement, evaluation, and data-related endeavors, including technical assistance, as well as managing the data and research investments that support the needs of the entire organization. This budget includes costs and activities that focus on advancing an organization-wide Data Strategy, as well as resources to support leading data partnerships with partners such as the Children's Data Network, the Public Health Foundation Enterprise (PHFE) WIC, provide data for the Impact Framework, and align these partnerships with the data priorities identified in the Data Strategy.

In addition, resources in FY 2024-25 will support the implementation of the Impact Framework, whose emphasis will be on establishing a baseline for the conditions reflected in our Strategic Plan Objectives and developing Performance Measures associated with our Tactics. ODFA will also lead the First 5 California Annual Reporting process to develop and submit First 5 LA's Annual Report of investments and accomplishments to First 5 CA, and strengthen data partnerships with the Children's Data Network and Public Health Foundation Enterprise (PHFE) WIC, with a goal to align the focus of these partnerships with the 2024-2029 Strategic Plan.

For further information and detail on the FY 2024-25 Office of Data for Action program budget amounts and activities please refer to Attachment C.

2) LEGACY INVESTMENTS

These investments are existing multi-year programs representing ongoing work of the Commission that is expected to end according to the terms of the project approval. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process, consistent with the First 5 LA Governance Guidelines. There is one legacy investment remaining—Little by Little.

Little by Little/One Step Ahead (\$2,579,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) program in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age-appropriate books, toys and safety items. In FY 2024-25, the initiative expects to provide services to over 50,000 unique WIC participants across 10 WIC site locations.

This investment with an original allocation of \$30 million is anticipated to fully expend the allocation in FY 2024-25.

3) EMERGING OPPORTUNITIES

Funds in this cost category are intended to provide flexibility to respond to and implement new or emergent opportunities that align with and further First 5 LA's strategic plan goals. A total of \$150,000 is included in the FY 2024-25 budget to support these opportunities.

D. OPERATING BUDGET (INTERNAL OPERATIONS)

Historical spending, as well as anticipated needs for the year, have informed the FY 2024-25 budget which includes approximately \$21.6 million in support of First 5 LA's operational costs.

The \$21.6 million represents an increase of approximately \$871,011 or 4.2% compared to the revised FY 2024-25 Budget, influenced primarily by upward spending in Personnel Services and Professional Development.

OPERATING COST CATEGORY	FY 2023-24 Budget				Proposed	
	Original		Revised		FY 2024-25 Budget	
Personnel Services	\$ 16,271,521	78.4%	\$ 16,271,521	78.4%	\$ 17,191,716	79.5%
Operating Services	1,618,995	7.8%	1,632,995	7.9%	1,632,818	7.6%
Consultant Services	1,753,500	8.5%	1,749,500	8.4%	1,670,010	7.7%
Professional Services	486,370	2.3%	486,370	2.3%	469,150	2.2%
Travel Expenses	271,676	1.3%	279,676	1.3%	271,409	1.3%
Professional Development	344,480	1.7%	326,480	1.6%	382,450	1.8%
Total Operating Costs	\$ 20,746,542	100%	\$ 20,746,542	100%	\$ 21,617,553	100%

Note: Percentages have been rounded to the nearest tenth

Attachments D and E provide additional detail on the operating budget, based on the alignment to the new organizational structure in support of the 2024-2029 Strategic Plan.

Highlights and Assumptions:

The approximately \$871,000 net increase is primarily driven by an overall increase in personnel services, as the organization begins to transition to a new organization structure in support of a new Strategic Plan. The increase is further augmented by an increase to professional development costs for the year to promote additional leadership development with the senior leadership and leadership broadly. As shown in the summary tables and departments budgets in Attachment E, the budget includes many decreases within individual team budgets as well as shifts in funding between line items, and the following are highlights of the major spending categories.

The following are highlights of the major spending categories:

Personnel Services

Approximately \$17.2 million, or 79.6%, of the total \$21.6 million in operating costs is for Personnel Services. This includes salaries and employee benefits, representing an increase of about \$920,000 or 5.6% compared to the revised FY 2023-24 personnel budget. The overall increase in personnel costs is primarily driven by the employee benefits and the addition of vacant positions and priority hires. This fiscal year, we are budgeting for a total of 9 priority hire positions and 10 Vacant positions. These 10 vacant positions are currently being held in the Human Resource teams' budget until further discussions around Strategic Plan and Tactic Development. Additionally, we have also adjusted the total personnel costs to account for a 3% attrition rate as well as staggered hiring for 2 positions that are only budgeted for 6 months. For budgeting purposes, a 5% merit adjustment has also been included as part of the personnel costs. The personnel costs were assessed and aligned to meet the organization's staffing needs to achieve the strategic priorities. A complete schedule of authorized positions can be found in Attachment D.

Operating Expenses

General operating expenses comprise \$1.6 million, or 7.5% of the total operating costs. This is a net decrease of approximately \$9,700 or less than 1% when compared to the revised FY 2023-24 operating services. There were increases and decreases in budgets across the organization but for the most part, Operating services stayed consistent with FY 2023-24. The most significant reduction was made to Hardware and Software maintenance, primarily driven by the IT team, in the amount of \$32,500. This was primarily due to changes in licensing costs. Other org-wide reductions include a \$16,000 savings in cell phones and mobile devices as well as office supplies. There is a slight decrease to building repairs and maintenance for FY 2024-25 in the amount of \$12,400. Increases were previously made to pay for building upkeep and maintenance such as janitorial services, HVAC, plumbing, carpet cleaning, and electrical systems. These were related to staff returning to the office two days a week. The requirements of these costs are more understood now that hybrid work has progressed. We see significant increases in Operating Services under the worker's compensation line item in the amount of \$25,000 and a \$27,500 increase to corporate insurance. The increases are a result of growing costs for each of these services, and these line items are managed by the Finance team. There is also a nearly \$15,000 increase to Utilities to provide funding for building utilities, including gas, water, and electricity. The last few years, there was an increase to support the costs related to the ongoing COVID-19 pandemic, ensuring that proper measures were taken to keep staff safe. These costs included any potential increase in security services and equipment and janitorial services, in response to COVID-19. Many of these expenses were satisfied in FY 2022-23 and FY 2023-24, hence, fewer resources are required for FY 2024-25.

Consultant Services

The budget includes approximately \$1.67 million for Consultant Services, representing about 7.7% of the total operating costs and a decrease of approximately \$79,000, or 4.5% compared to the FY 2023-24 revised budget. Most of these costs are centralized within the IT, HRTM, and Strategy and Culture teams. The services in IT will be used for specialized IT staffing support, Strategic Partnership (AKODIS). Funding under Strategic Partnership will be used to cover IT staff augmentation and resources needed to cover any IT vacancies or consulting costs associated with projects identified in IT's Strategic/Work Plans. Additional funds are needed to support IT Strategic Plan initiatives such as DR/BC, SharePoint, ERP/BBGM assessment, and other complex work requiring professional consulting services.

In the HRTM team, some notable cost drivers include expenses related to the Executive recruitment search firm of \$225,000, the Interactive Process Coordination and Facilitation and Disability Policy Development, which provides for costs associated with conducting disability/medical accommodation coordination and facilitation and an Ergonomic Assessment for Employees working in the First5LA Building. Finally, in the Strategy and Culture team, funds will be used for consultants who will support implementation of the 2024-2029 Strategic Plan. Chrissie Castro & Associates (\$335,000) will provide consultation support, training, technical assistance and develop the SP org tactics. Nancy Strohl (\$25,000) will provide consultation support by facilitating F5LA Board involvement in the SP tactics and implementation plan development.

Professional Services

The budget includes approximately \$469,000 to support Professional Services, representing 2.2% of total operating costs and a \$17,000 or approximately 3.5% decrease in funding level compared to the revised FY 2023-24 budget. Resources will fund staff recruitment, legal fees, web-based services, audit fees and miscellaneous bank charges. We see a \$25,000 decrease in legal fees in the Executive team when compared to the FY 2023-24 revised budget.

Travel Expenses

Travel Expenses comprise 1.2% of the total operating costs at approximately \$271,000, representing a decrease of about \$8,000 or 2.9% compared to the revised funding for FY 2023-24. For FY 2024-25, travel related costs stayed consistent with the revised budget.

Professional Development

Professional Development represents 1.7% of the total operating budget, at \$382,000. This budget includes a nearly \$56,000 increase in spending, or 17%, compared to the revised resources proposed in FY 2023-24. The largest driver behind the increase in Professional Development is in leadership programs, as we see a roughly \$46,000 increase from FY 2023-24. The main contributors to this line item include coaching for Leadership team staff and costs associated with external staff professional development opportunities in programs such as CORO which is \$3,000 per staff member, coaching for Senior Leadership Team (\$15,000 per SLT member) and Leadership Team (\$5,000 per LT member) as well as other leadership programs. We see a \$20,000 increase in the in-house training budget, resources for these are to support implementation of a learning and talent development strategy that supports the strategic plan. Work in this area includes determining organization-wide learning priorities that support the strategic plan and then implementing those priorities. Despite the gradual decline in revenue, First 5 LA continues to prioritize staff training to ensure that our staff are well equipped to perform the key job functions needed to advance the desired short and long-term outcomes.

II. REVENUE ASSUMPTIONS

First 5 LA's primary source of funding, Proposition 10 Tobacco Tax, has been on a gradual decline since FY 2004-05, however, approval of a California ballot measure prohibiting the sale of certain flavored tobacco products in November 2022, Proposition 31, has prompted an accelerated decline in our primary source of funding. This is one factor influencing the need to revisit the Long-Term Financial Plan (LTFP) spending limits which were approved by the Board and established in July 2020, well before recent impacts to revenue. As Proposition 10 revenue trends continue on a downward trajectory, First 5 LA will continue to not only maintain but amplify its efforts to explore other alternative revenue generating sustainability strategies for the future as well as pursue opportunities to partner and leverage funding from other organizations to support the work of the Commission and children of LA County. Examples of this include: IMPACT dollars from First 5 California (F5CA), funding from F5CA to implement the Home Visiting Coordination and Integration (HVCI) project, funding from the Los Angeles County Department of Mental Health (LACDMH) to support home visiting services in SPAs 1 and 2, additional funds from a collaboration with Medi-Cal managed care plans to support home visiting sustainability strategies, and a partnership and funding from the Los Angeles County Office of Education to continue to support Dual Language Learner efforts for a total of \$11,427,946 anticipated for FY 2024-25.

First 5 LA is primarily funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 22-23% of the total County allocations. The Department of Finance (DOF) and California Department of Tax and Fee Administration (CDTFA) distribute the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization's (BOE) administrative costs. As reflected in the First 5 LA Long-Term Financial Plans (LTFP), Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05 and is projected to continue to decline in future years as laws are amended to discourage smoking, such as Proposition 31, and overall fewer people take up smoking every year, according to the data. Tobacco tax funding for FY 2024-25 is projected at approximately \$54.8 million, a decrease of about \$669,322 or 1.2% compared to the projected revenue presented to the Board in June 2023. State projected revenue will continue to fluctuate, as is customary with projections. Staff will continue to work with and engage other county Commissions and the State First 5 Association to closely monitor, evaluate and discuss adjustments, Proposition 31 implications, or other significant deviations from CDTFA projections that may directly impact revenue.

The Commission is presently investing in two investment pools – the County surplus pool and a specific investment portfolio. For FY 2024-25, interest earnings from these investments are expected to yield approximately \$4.9 million in revenue and are projected using an estimated 1.625% rate of return on anticipated cash balances.

First 5 LA will continue to explore and identify new public and private revenues that could support our fiscal reality and advance our strategic goals, in alignment with the long-term financial plan and the new 2024-2029 Strategic Plan strategic objectives. Additional funding received throughout the year, both restricted and unrestricted, will be included and shared with the Commission when the FY 2024-25 Mid-Year Revised Budget is presented for review and approval or in the next Long-Term Financial Plan update, as applicable.

III. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance. As tobacco tax revenues that have supported the work to date continue to decline, spending is anticipated to continue to exceed the incoming revenue resulting in a commensurate decline in fund balance. Nevertheless, a portion of the budget is set aside for the fund balance reserve, which is calculated at 50% of the projected annual fiscal year budget per Board approval in July 2020. Based on the approved policy limit, the FY 2024-25 Reserve is calculated at \$46.4 million, an amount that is also classified as unassigned for fund balance purposes.

Additionally, First 5 LA's continued emphasis on sustainability and alternative revenues will also have an impact on the fund balance. In FY 2024-25, the total budget of \$92.9 million is offset by approximately \$11.4 million in external funds to support the work in the fiscal year. As such, the net demand on the First 5 LA resources is around \$81.4 million.

The annual budget, also per board policy, is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document.

However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission acts via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2024-25 budget do not exceed the remaining balance for these funding allocations, approval of the FY 2024-25 budgets for these initiatives will not commit additional dollars. The *projected* remaining allocation balances as of June 30, 2024 will be brought to the Board for reaffirmation on June 13, 2024 in conjunction with the approval of the FY 2024-25 Budget.

In contrast to the multi-year allocation balances for specific initiatives, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent funds from the previous fiscal year for these investments return to the assigned fund balance, which represents funds available for use within the parameters set by the board-approved Strategic Plan.

Balances for all fund balance categories will not be finalized until the completion of the FY 2023-24 year-end audit and Comprehensive Annual Financial Report (Annual Report). Fund balance updates will be provided in the updated Long-Term Financial Plan.

IV. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization's administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is because administrative costs are generally not as fluid as other types of costs and cannot adapt quickly to respond to changes in actual spending levels. Through the Long-Term Financial Plan, the annual administrative limit has been designated as representing no more than 15% of total annual costs, unless otherwise approved by the Board. This year, due to the impact of declining revenues because of Proposition 31 as well as our immediate efforts to move toward greater alignment to our fiscal realities, the administrative cost for FY 2024-25 is a projected 15.57% of total spending for the year.

The administrative cost accounts for 100% of the following departments' costs: Executive, Board of Commissioners, Communications, Contract Administration & Purchasing, Facilities Management, Finance, Human Resources, Information Technology, and the Center for Operations & Sustainability. In addition to these costs, the existing definition includes salary and employee benefit (S&EB) costs for Vice Presidents, Directors and Administrative Assistants in the following programmatic departments: Communities, Early Care & Education, Family Supports, Health Systems, Impact & Accountability, Center for Community Engagement & Policy, Center for Strategy & Culture, Center for Family Systems & HR Support, and the Public Policy & ECE department.

Using the methodology noted above (further detail is provided as part of Attachment D), the administrative cost to support First 5 LA functions is projected to be \$14.5 million, or 15.58% of the total budget. The decrease from the previous year's revised \$13.4 million or 13.23% is due to the over 11% cost reductions proposed in program budgets and 4.2% cost increases proposed in operating budgets for FY 2024-25.

V. CONCLUSION

First 5 LA's approach to budgeting has evolved in recent years and will continue to evolve – informed by experience - to achieve greater precision, clarity and transparency. Each year the Commission adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to move work forward and in alignment to the strategic direction. The format and the approach for the FY 2024-25 Budget represent our continued efforts to improve financial accountability and transparency, while remaining flexible in the evolving environment in which First 5 LA operates.

With First 5 LA's declining revenue, the Commission will need to continue to refine the resources required to advance the goals and strategies outlined in the Strategic Plan, as well as assess the alignment of current work to the new objectives. The FY 2024-25 Budget reflects the organization's continued commitment to living within our means as we further align budget estimates to reflect realistic expenditures. We will continue working to advance Commission priorities with a focus on sustainability and leveraging, and with consideration paid to the fiscal outlook presented in the most recent Long Term Financial Projection (LTFP) and the revised LTFP which will be shared with the Commission in FY 2024-25. The revised LTFP will be the opportunity to revisit the spending limits, approved by the Board in July 2020, to align with changes to projected revenue and fund balance, as well as the implementation of a new Strategic Plan. The intent of the revised LTFP is to further embrace our fiscal reality and role as fiscal stewards and to preempt situations that could threaten our long-term success through strategic planning, budgeting, and policy development.

We thank the Commission for its ongoing leadership and support of First 5 LA's efforts to build a future where every child is born healthy and thrives in nurturing, safe and loving communities.



ATTACHMENT B:

FY 2024-25 BUDGET SUMMARY PROGRAMS

CENTER/TEAM/OFFICE	PROJECT NAME	REVISED FY 2023-24 BUDGET	FY 2024-25	VARIANCE	
			PROPOSED BUDGET	\$	CHANGE
2020-2028 STRATEGIC PLAN					
Center for Child and Family Impact					
FAMILY SUPPORTS	Welcome Baby Hospitals	\$ 21,563,000	\$ 19,924,000	\$ (1,639,000)	-7.6%
	Select Home Visiting Programs	10,909,000	11,008,000	99,000	0.9%
	Deb Daro Consultation	20,000	-	(20,000)	-100.0%
	Family Strengthening Oversight Entity	3,800,000	3,939,000	139,000	3.7%
	F5CA Home Visiting Coordination Project	724,000	911,860	187,860	25.9%
	Stronger Families Database	625,000	664,300	39,300	6.3%
	Welcome Baby Impact Study	1,462,000	150,000	(1,312,000)	-89.7%
Sub-total Family Supports		\$ 39,103,000	\$ 36,597,160	\$ (2,505,840)	-6.4%
COMMUNITIES	Region 1: Central-East Regional Network	\$ 3,451,500	\$ 3,003,000	\$ (448,500)	-13.0%
	Region 2: SLA Regional Network	3,940,200	3,428,000	(512,200)	-13.0%
	Region 3: SFV Regional Network	1,819,800	1,583,000	(236,800)	-13.0%
	Region 4: Port Cities Regional Network	2,078,100	1,808,000	(270,100)	-13.0%
	Region 5: AV Regional Network	1,713,600	1,490,000	(223,600)	-13.0%
	Communities of Practice	175,000	175,000	-	0.0%
	Refugee Family Suports	64,000	-	(64,000)	-100.0%
	Best Start Learning Agenda	540,000	430,000	(110,000)	-20.4%
	Activating Network Partners	350,000	350,000	-	0.0%
	Expand Regional Influence and Impact with Data	200,000	200,000	-	0.0%
	Learning Dialogues	35,000	35,000	-	0.0%
Sub-total Communities		\$ 14,367,200	\$ 12,502,000	\$ (1,865,200)	-13.0%
ECE	County ECE Infrastructure Support	\$ 200,000	\$ 200,000	\$ -	0.0%
	Kindergarten Readiness Assessment	795,000	75,000	(720,000)	-90.6%
	Provider Advisory Group	319,615	327,800	8,185	2.6%
	Universal Preschool	150,000	150,000	-	0.0%
	Dual Language Learner	2,000,000	1,000,000	(1,000,000)	-50.0%
	Home-Based Child Care Strategy	1,210,000	950,000	(260,000)	-21.5%
	IMPACT Legacy	2,000,000	3,000,000	1,000,000	50.0%
	QSLA Database	1,000,000	500,000	(500,000)	-50.0%
	QSLA Facilitation and Communications	500,000	500,000	-	0.0%
Sub-total ECE		\$ 8,174,615	\$ 6,702,800	\$ (1,471,815)	-18.0%
HEALTH SYSTEMS	Help Me Grow	\$ 3,375,550	\$ 1,443,000	\$ (1,932,550)	-57.3%
	AAIMM Birth Outcomes and Disparities – Policy and Systems Change	1,375,000	940,000	(435,000)	-31.6%
Sub-total Health Systems		\$ 4,750,550	\$ 2,383,000	\$ (2,367,550)	-49.8%
CENTER SUPPORT	Center for Strategic Partnerships	50,000	50,000	-	0.0%
	County Partnership Fund	200,000	170,000	(30,000)	-15.0%
	Infrastructure Support for Sustainability and Health Planning	200,000	170,000	(30,000)	-15.0%
Sub-total Center Support		\$ 450,000	\$ 390,000	\$ (60,000)	-13.3%
Sub-Total: Center for Child and Family Impact		\$ 66,845,365	\$ 58,574,960	\$ (8,270,405)	-12.4%
Office of Government Affairs & Public Policy					
OFFICE OF GOVERNMENT AFFAIRS & PUBLIC POLICY	Early Childhood Policy and Advocacy Fund	\$ 4,000,000	\$ 3,600,000	\$ (400,000)	-10.0%
	Policy Advocacy Fund Technical Assistance Provider	596,000	535,000	(61,000)	-10.2%
	Organization-Wide Sponsorships	300,000	275,000	(25,000)	-8.3%
	Organizational Memberships	175,000	160,000	(15,000)	-8.6%
	Organization-Wide Partnerships	175,000	160,000	(15,000)	-8.6%
	Policy & Advocacy Stakeholder Engagement	180,000	160,000	(20,000)	-11.1%
	State Policy and Sustainability Advocate	320,000	300,000	(20,000)	-6.3%
	Strategic Plan Advocacy Strategies	819,500	590,000	(229,500)	-28.0%
Sub-Total: Office of Government Affairs & Public Policy		\$ 6,565,500	\$ 5,780,000	\$ (785,500)	-12.0%

CENTER/TEAM/OFFICE	PROJECT NAME	REVISED FY 2023-24 BUDGET	FY 2024-25	VARIANCE	
			PROPOSED BUDGET	\$	CHANGE
Office of Communications					
OFFICE OF COMMUNICATIONS	Strategic Communications	\$ 1,587,417	\$ 1,367,825	\$ (219,592)	-13.8%
	Strategic Communications Partnerships	200,000	200,000	-	0.0%
	Strategic Marketing	1,400,000	1,100,000	(300,000)	-21.4%
Sub-Total: Office of Communications		\$ 3,187,417	\$ 2,667,825	\$ (519,592)	-16.3%
Office of Data for Action					
OFFICE OF DATA FOR ACTION	Annual Reporting	\$ 63,000	\$ 63,000	\$ -	0.0%
	Data Requests	5,000	5,000	-	0.0%
	Children's Data Network (CDN)	723,000	706,000	(17,000)	-2.4%
	County Data Partnership	75,000	-	(75,000)	-100.0%
	WIC Data Mining Research Partnership	407,000	323,000	(84,000)	-20.6%
	Data Agenda	200,000	250,000	50,000	25.0%
	Impact Framework	122,000	153,000	31,000	25.4%
Sub-total Office of Data for Action		\$ 1,595,000	\$ 1,500,000	\$ (95,000)	-6.0%
TOTAL 2020-2028 STRATEGIC PLAN		\$ 78,193,282	\$ 68,522,785	\$ (9,670,497)	-12.4%
LEGACY INVESTMENTS					
Little by Little	Little by Little/One Step Ahead Program	2,027,000	2,579,000	552,000	27.2%
TOTAL LEGACY INVESTMENTS		\$ 2,027,000	\$ 2,579,000	\$ 552,000	27.2%
Emerging Opportunities Fund	Emerging Opportunities Fund	\$ 150,000	\$ 150,000	-	0%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 80,370,282	\$ 71,251,785	\$ (9,118,497)	-11.3%
INTERNAL OPERATIONS					
	Administrative Costs	\$ 13,376,226	\$ 14,468,376	\$ 1,092,150	8%
	Program Costs	7,370,316	7,149,177	(221,139)	-3%
TOTAL INTERNAL OPERATIONS		\$ 20,746,542	\$ 21,617,553	\$ 871,011	4.2%
TOTAL FIRST 5 LA BUDGET		\$ 101,116,824	\$ 92,869,338	\$ (8,247,486)	-8.2%

NON- F5LA PROPOSITION 10 REVENUES					
	F5CA Home Visiting Coordination Project	\$ 724,000	\$ 911,860	187,860	26%
	F5CA IMPACT	2,500,000	3,000,000	500,000	20%
	LACDPH - AAIMM	320,000	-	(320,000)	-100%
	Medi-Cal Managed Care Plan	-	300,000	300,000	N/A
	LACOE - DLL	2,100,000	1,000,000	(1,100,000)	-52%
	F5CA Refugee Resettlement LA	64,000	-	(64,000)	-100%
	SHV: DMH Application for funding	4,580,000	5,716,086	1,136,086	25%
	(Source of Funding) QSLA Database		500,000	500,000	N/A
TOTAL NON-F5LA PROPOSITION 10 REVENUES		\$ 10,288,000	\$ 11,427,946	\$ 1,139,946	11.1%

TOTAL DEMAND ON F5LA RESOURCES	\$ 90,828,824	\$ 81,441,392	\$ (9,387,432)	-10.3%
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ATTACHMENT C:

FY 2024-25 BUDGET PROGRAM DETAIL

CENTER FOR CHILD & FAMILY IMPACT

Family Supports

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Welcome Baby Hospitals	\$21,563,000	\$19,924,000	-7.6%

Program Summary

The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child's birth.

Spending Plan and Funding Methodology

The program budget of \$19,924,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures and an assessment of sustainability strategies. The Program Budget for FY 24-25 takes historical expenditure trends into account to provide a more accurate budget. Given First 5 LA's declining revenue, additional analysis led to further refinements, including removal of long-standing vacancies and adjusting Welcome Baby staffing to hospital birth rate census. As such, FY 24-25 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

The majority of contract expenses will be spent on personnel costs, with expenses for supplies, mileage, and client materials. The following were considered when developing the FY 24-25 estimate:

- Historical spending patterns
- Program related costs (mileage, supplies)
- Anticipated revenue from collaboration with managed care plans
- Grantee spending projections for FY 24-25.
- Adjustment of grantee budgets to adjust and reflect anticipated expenditures
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Select Home Visiting Programs	\$10,909,000	\$11,008,000	0.9%

Program Summary

SHV programs are evidence-based, voluntary, home-based intervention programs for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family's needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

Spending Plan and Funding Methodology

The program budget of \$11,008,000 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures and an assessment of sustainability strategies. The Program Budget for FY 24-25 takes historical expenditure trends into account to provide a more accurate budget. Given First 5 LA's declining revenue, additional analysis led to further refinements, including: removal of long-standing vacancies.

As such, FY 24-25 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

Most contract expenses will be spent on personnel, ongoing operating expenses and on costs such as supplies and mileage associated with client enrollment. The following factors were considered when developing the FY 24-25 estimate:

- Historical spending patterns
- Program related costs (mileage, supplies)
- Grantee spending projections for FY 24-25
- Inclusion of Department of Mental Health funds for enhancement of clinical support in SPA 1 and 2 agencies
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Family Strengthening Oversight Entity	\$3,800,000	\$3,939,000	3.7%

Program Summary

The FSOE aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county. The FSOE also provides programmatic technical assistance and support to the Select Home Visitation providers to support implementation and model fidelity. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's Stronger Families Database System; participation and coordination in the development of the Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts. The FSOE also coordinates the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participates in county-wide efforts to coordinate, enhance, expand, and advocate for high quality home visiting programs. Additionally, the FSOE plays a critical oversight role across program models and sites receiving multiple funding sources and utilizing the Stronger Families Database.

Spending Plan and Funding Methodology

In FY 24-25 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and provide input to evaluation activities in partnership with First 5 LA, evaluation contractors, and Welcome Baby sites.
- Coordinate and implement 2 Family Strengthening Cohort Trainings for Welcome Baby/Select Home Visiting providers (over 150 hours of training)
- Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visiting providers
- Organize and conduct 2 peer to peer learning opportunities
- Provide program materials to providers across 11 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
- Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting Providers
- Coordinate the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participate in county efforts to coordinate across home visiting programs in LA County.
- Coordination and development of reports to support First 5 LA's pilot efforts with Managed Care Organization

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 24-25 estimate:

- Anticipated merit increase for personnel
- Inclusion of virtual and in person trainings and meeting costs; and
- Funding to provide training, materials and technical assistance to grantees to support high performance and enhanced service delivery

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
F5CA Home Visiting Coordination Project	\$724,000	\$911,860	25.9%

Program Summary

First 5 California Home Visiting Coordination Project

Spending Plan and Funding Methodology

First 5 California released funds for a Regional Technical Assistance grant for FY 23-25. Funding will be used to a) Develop a Community Health Worker Pilot and b) Build a Data Lake that will be transitioned to Department of Public Health Oversight and will combines aggregate data across multiple home visiting program models and databases to develop a Data Dashboard that will help inform countywide prevention planning efforts. FY 24-25 represents the second year of the project.

Change from Prior Year (if >+-20%)

Funds in FY23-24 were utilized to procure consultants and launch project planning and design. Funds in FY24-25 will be used to launch and implement the Community Health Worker pilot and building of the Data Lake. The FY23-24 funds were not fully expended, and the FY24-25 budget reflects remaining funds within the F5CA grant.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Stronger Families Database	\$625,000	\$664,300	6.3%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2020-2028 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by these programs. This budget item will support and continue refinement of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

The Project Budget for the Stronger Families Database is \$664,300. Aside from the ongoing database hosting and maintenance, in FY 24-25 the system will continue to incorporate database changes due to the ongoing partnership with managed care plans, development of new referral pathways, and coordination with the Department of Public Health and Department of Social Services home visiting efforts. Funds will continue to support Tableau reporting and additional features requested by users. Finally, ongoing efforts to support evaluation and county-wide collaboration that require database modifications will also continue.

The breakdown of costs includes the following:

- Tableau Licenses
- Tableau & Database Hosting
- Contracted Services to support database modifications
- Database Technical Expertise and Engineers

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Welcome Baby Impact Study	\$1,462,000	\$150,000	-89.7%

Program Summary

The Board of Commissioners approved the Welcome Baby Impact Study (WBIS) to demonstrate impact in the local Best Start geographies as “proof of concept” to inform countywide system improvement efforts and build an evidence-base for the Welcome Baby Program. The COVID pandemic required a shift in the study to virtual visits; the Welcome Baby Virtual study will provide information to stakeholders, locally and nationally, about virtual visits within the Welcome Baby Program. The information will inform the program design in the long term as well as sustainability efforts. The goal for FY 24-25 is to complete data analysis and final report.

Spending Plan and Funding Methodology

The costs for the Welcome Baby Virtual Study were determined by reviewing the Scope of Work (SOW), study activity to date, and budget submitted by American Institutes for Research (AIR) as part of the contracting process. Activities for FY 24-25 will be focused on completion of final analysis, reports and finalizing dissemination strategies.

Cost estimates are based on previous years’ experience and previous studies:

- Final Outcomes Data Analysis & Reporting
- Development of dissemination strategies

Change from Prior Year (if >+-20%)

There is a significant reduction in costs for FY 24-25 due to the following:

- All participant recruitment and data collection efforts will be complete in 23-24.

Communities

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Region 1: Central-East Regional Network	\$3,451,500	\$3,003,000	-13%

Program Summary

Para Los Niños (PLN) serves as the Regional Network Grantee (RNG) for Best Start Region 1 (BSR1) which includes Metro LA, Southeast LA, East LA and South El Monte/El Monte. In FY 24-25, the RNG will support the BSR1 Network to continue to strengthen the infrastructure of partners, strengthen the ability to understand the social ecosystem, and to act on policy and systems change priorities. The BSR1 Network will also continue to cultivate alignment and collective movements focused on the three goals identified in the Strategic Plan. The BSR1 Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leveraging networks, and shifting policies and systems on prenatal to age 5 issues. The BSR1 Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 24-25

- Regional functions: contract administration, coordination and/or provision of capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work and coordination and support costs.

The Region 1 Central-East Regional Network funding level estimate of \$3,003,000 for FY 24-25 was determined based on spending patterns anticipated in FY 23-24 and contract estimates, in addition to an overall 13% reduction in funding due to First 5 LA's fiscal imperative. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Metro LA, East LA, SELA, and El Monte-South El Monte. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 24-25:

- **Personnel**- 10 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, and fiscal and contract management. Total estimated expenses for personnel: \$1,000,000.

Spending Plan and Funding Methodology
• Contracted Services- subcontractors to support and develop Region 1 capacity building around multi-level coordination, resource mobilization, collective advocacy, data and evaluation. Total estimated expenses for subcontracts: \$450,000. • Operating and Administrative Costs- A total of \$313,000 is estimated for space, postage, telephone, printing, travel, mileage, supplies, other related expenses. • Indirect- 10% of total contract amount excluding subcontractors, equipment, and depreciation: \$130,000. • Local Network Costs- A total of \$1,110,000 is estimated for capacity building and leadership development, community change work, coordination and support costs for the local organizations and networks of the Central-East geographies. This proposed expenditure represents a 13% reduction, an incremental decrease that reflects First 5 LA's fiscal realities and structures contracts to incentivize sustainability efforts. The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Region 2: South LA Regional Network	\$3,940,200	\$3,428,000	-13%

Program Summary

Community Health Councils (CHC) serves as the Regional Network Grantee (RNG) for the Best Start Region 2 (South LA) which includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. In FY 24-25, the RNG will support the Region 2 South LA Regional Network to continue to strengthen the Best Start Network Infrastructure of partners (RNG, contractors and community stakeholders), strengthen the ability to understand the social ecosystem, and to act on policy and systems change priorities. The South LA Regional Network will also continue to cultivate alignment and collective movements focused on the three goals identified in the Strategic Plan. The South LA Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The South LA Regional Network will also deepen their collaboration and add a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, sustainability hubs, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 2 South LA Network funding level of \$3,428,00 for FY 24-25 was determined based on a 13% reduction from FY 23-24 funding level of \$3,940,000. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 24-25:

1. Personnel – 33 staff positions (5 staff positions at 100%) that will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research and evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$1,282,958.

Spending Plan and Funding Methodology
2. Operating and Administrative Costs – A total of \$336,781 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses. 3. Evaluation – A budget of \$93,277 is needed to continue evaluation efforts, including fees and data collection and analysis activities. 4. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$275,529. 5. Local Network Costs – A total of \$1,166,670 is estimated for capacity building and leadership development, community change work, coordination and support costs for the organizations and networks of the South Los Angeles geographies. 6. Contracted Services – various subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$272,758. Community Health Councils is implementing their sustainability strategy and incorporating changes into their model to evolve beyond the current level of First 5 LA funding. They have created 4 sustainability hubs across the region that are utilized as centralized resource points for community members. They have partnered with a number of organizations and churches to leverage and maximize the distribution of resources. The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Region 3: San Fernando Valley Regional Network	\$1,819,800	\$1,583,000	-13%

Program Summary

El Nido Family Centers (El Nido) serves as the Regional Network Grantee (RNG) for the Best Start Region 3 (San Fernando Valley) Region which includes Northeast Valley and Panorama City & Neighbors. In FY 24-25, the RNG will support the Region 3 San Fernando Valley Regional Network to continue to strengthen the infrastructure of partners, strengthen the ability to understand the social ecosystem, and to act on policy and systems change priorities. The Regional Network will also continue to cultivate alignment and collective movements focused on the three goals identified in the First 5 LA Strategic Plan. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also deepen their collaboration and add a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology**HOW FUNDS WILL BE SPENT IN FY 24-25**

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

The Region 3 Northeast San Fernando Valley Regional Network funding level estimate of \$1,583,000 was determined based on spending patterns anticipated in FY 24-25 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Northeast Valley and Panorama City & Neighbors. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 24-25:

1. Personnel- 6 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$170,741.

Spending Plan and Funding Methodology
2. Operating and Administrative Costs- Operating and administrative costs include printing/copying, space, telephone, postage, supplies, and mileage and travel for employees. Total estimated expenses for operating and administrative costs: \$22,194. 3. Contracted Costs- Includes the cost for the financial audit. The total for this cost category is \$1,709. 4. Regional Network Expenses- These include General Liability Insurance, Office Equipment, Payroll Services, additional audit costs, translation, childcare, venue rentals, and food for meetings, and regional community change work. Total costs for this category: \$282,669. 5. Training Expenses- Training expenses include capacity building and training for Regional Network Grantee to help build skills and capabilities of the team supporting the work. Total training expenses: \$15,268. 6. Evaluation – Evaluation expenses are: \$10,256. 7. Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$24,614. 8. Local Network Costs- A total of \$1,055,549 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Panorama City & Neighbors and Northeast Valley geographies. Anticipated reduction in this category as El Nido plans to manage both Best Start Panorama City & Neighbors and Northeast Valley. The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Region 4: Port Cities Regional Network	\$2,078,100	\$1,808,000	-13%

Program Summary

The Nonprofit Partnership (TNP) serves as the Regional Network Grantee (RNG) for the Best Start Region 4. (Port Cities) Region which includes Central Long Beach and Wilmington. In FY 24-25, the RNG will support the Region 4 Port Cities Regional Network to continue to strengthen Best Start Network Infrastructure of partners (RNGs, LNCs and other contractors), strengthen the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. The Regional Network will also continue to cultivate alignment and collective movements focused on our long-term results and conditions of well-being, so children and families thrive. The Regional Network will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leverage networks, and shift policies and systems on prenatal to age 5 issues. The Regional Network will also be deepening their collaboration and adding a prenatal to age 5 lens with existing and emerging multi-stakeholder collaboratives in the region.

Spending Plan and Funding Methodology**HOW FUNDS WILL BE SPENT IN FY 24-25**

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.
- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

The Region 4 Port Cities Network funding level estimate of \$1,808,000 for FY 24-25 was determined based on spending patterns anticipated in FY 24-25 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Wilmington and Central Long Beach. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 24-25.

1. Personnel – 5 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$299,633.

Spending Plan and Funding Methodology

2. Contracted Services – an estimated 6 subcontractors to support and develop Region 4 DEIAA capacity building, sustainability plans, translation services, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$50,000.
3. Operating and Administrative Costs – A total of \$31,010 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.
4. Evaluation – A budget of \$33,930 is needed to expand the role of evaluation efforts at the local and regional level, including fees and data collection and analysis activities.
5. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$78,300.
6. Local Network Costs- A total of \$1,092,407 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of Central Long Beach and Wilmington.
7. Regional Network Expenses- A budget of \$222,720 is needed for regional level network building, systems change activities as well as organizational capacity building support.

The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Region 5: Antelope Valley Regional Network	\$1,713,000	\$1,490,000	-13%

Program Summary

Children’s Bureau serves as the Regional Network Grantee (RNG) for Best Start Region 5 which includes Palmdale and Lancaster. In FY 24-25, the RNG will support Best Start Region 5 to continue to strengthen the infrastructure of partners, strengthen the ability to understand the social ecosystem, and act on policy and systems change priorities. The RNG will also continue to cultivate alignment and collective movements focused the three goals identified in the Strategic Plan. The RNG will help strengthen how parents, residents, and network partners collaborate around a shared vision and advance strategies by mobilizing resources, leveraging networks, and shifting policies and systems on prenatal to age 5 issues. The RNG will also be expanding their collaboration with existing and emerging multi-stakeholder collaboratives impacting conditions of wellbeing for children prenatal to age 5 in the region.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 24-25

Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

Region 5 Regional Network funding level estimate of \$1,490,000 for FY 24-25 reflects a total reduction of 13% from FY-23-24 budget. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation support for Best Start Lancaster and Best Start Palmdale and is informed by community priorities and opportunities anticipated. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 24-25:

1. Personnel – 6 staff positions at 100% that will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research and evaluation, collective advocacy and resource mobilization. 1

Spending Plan and Funding Methodology
senior leadership staff at 25% who will focus on sustainability efforts. Total estimated expenses for personnel: \$641,500. 2. Operating and Administrative Costs – A total of \$116,220 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses. 3. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$96,220. 4. Regional Network Expenses: Expenses include logistical support, training and technical assistance, and regional community change work. Total costs for this category: \$386,000 5. Local Network Costs – A total of \$150,060 is estimated for capacity building and leadership development, community change work, coordination and support costs for organizations and networks of the Lancaster and Palmdale geographies. 6. Contracted Services – an estimated 5 subcontractors to support and develop Region 5 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$100,000. The final budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Strengthening Regional Networks	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Communities of Practice	\$175,000	\$175,000	0%

Program Summary

Engage R+D is contracted to create a collective space for Regional Network Grantees (RNGs) designed to facilitate dialogue, knowledge sharing around best practices, collaborative problem-solving, stronger partnerships, and create a sense of community that inspires collective action through ongoing reflection, adaptation, and practice improvements that strengthen the Best Start Network infrastructure. This Community of Practice (CoP) has provided opportunities for RNGs to build relationships, learn about each other's work and identify cross-cutting issues to explore together.

This space is emergent, meaning that while there are overarching goals (deepening relationships, sharing strategies and identifying collective action opportunities), the focus evolves from one session to the next based on what issues are most pressing (e.g., racial equity and solidarity work). In late 2023, CoP participants identified the issue of sustainability as an area for deeper discussion and collaboration across RNGs. This will be a central focus of CoP sessions in 2024. Engage R+D will continue to co-design space to share learnings, resources, and collective power around policy and systems change opportunities.

Spending Plan and Funding Methodology

Estimated expenditures represent 12 months of implementation to plan, facilitate, and continuously improve Communities of Practice (CoP) between the Best Start Regional Network Grantees (RNGs) and First 5 LA (approximately 45 participants). Projected expenditures support planning for and facilitating up to 10 meetings (approximately 4 hours each), two 2-day retreats, and up to 6 web-based sessions per year.

Engage R+D will be developing a learning brief that summarizes the conversations of these sessions as well as potential areas to explore in future CoP meetings. This brief will also include more action-oriented learning points that can be helpful for the RNGs as well as the Communities Team.

Expenditures also cover logistics for all CoP sessions, participant interviews, learning documentation and development of reports. Total estimated expenditures for Communities of Practice: \$175,000.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Best Start Learning	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Best Start Learning Agenda	\$540,000	\$430,000	-20.4%

Program Summary

Through the Best Start Learning Agenda (BSLA), First 5 LA sees an opportunity to further our learning and understanding of our Best Start investment by learning together with our grantees, contractors, and communities, and establish proof of concept to inform county-wide systems improvement strategies. The BSLA learning efforts will deepen First 5 LA's and its partners' understanding of how community-led systems change emerges through stronger networks, and how community-led efforts support movement building that shifts mental models, policies, and practices that create better "places"—structures, systems, and environments—for young children and families.

To support the refinement and implementation of the BSLA, First 5 LA hired a contractor to serve as a strategic thought partner, primary architect and implementor of the Best Start Learning Agenda to leverage existing research and learning efforts and strengthen First LA's learning alongside our partners, grantees, contractors, and community members.

Resources support data gathering and analysis of multiple primary and secondary data sources including interviews and grantee reports across investments to inform learning for ongoing improvement, communicate progress and increase accountability. Resources also support data dissemination and reports on emergent learnings to strengthen the evidence base and support for community-driven investments and strategies that improve results for children and families.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 24-25:

- 1) Planning, Design and Project Management (\$117K): This includes ongoing planning, coordination, and design activities. This amount assumes approximately 780 hours at a rate of \$150 per hour to perform activities related to managing the BSLA design and implementation.
- 2) BSLA Research Activities (\$230K): This includes the creation of engagement structures, creating and implementing the research plan, including the development of instrument and summary documents, and extensive engagement for data collection to answer the learning questions, summary documents, and case stories to document. This also includes resources for some beginning dissemination such as developing a digital platform where the case stories will be housed and readily accessible. This amount is based on F5LA's prior experience with similar activities.

Spending Plan and Funding Methodology

- 3) BSLA Convenings (\$83K): The amount budgeted is for costs associated with executing convenings associated with the BSLA, including two BSLA Learning Summits in October and June. We anticipate hosting convenings for multiple audiences including (a) CD grantees and contractors, (b) members of the Best Start Networks and Regions and (c) others in the field doing place- based, systems change work.

Change from Prior Year (if >+-20%)

This reduced amount of \$430,000 will cover current contract which ends November 2024 and allow us to go through June of 2025 for additional work. By November 2024, we expect 3-4 stories of impact and one learning summit to gather stakeholders to discuss results and insights from the work of Best Start across the regions. Additional work from December 2024- June 2025 will include 1-2 additional case studies and one more learning summit, based on learnings and responses from 2024 work. Expected amount to be used from July - November 2024 is \$330,000, and an additional \$100,000 will support additional work from December 2024 - June 2025.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Activating Network Partners	\$350,000	\$350,000	0%

Program Summary

This project supports Communities Team staff to complement the Regional Network Grantee effort through the strategic activation and strengthening of networks focused on addressing critical issues impacting young children and their families. This project supports staff to collaborate and leverage resources, knowledge and expertise with diverse partners in the Best Start geographies to advance prenatal to age 5 movements and create more impactful and sustainable systemic changes that positively impact the well-being of young children and their families. This program will support Communities Team staff as convener and connector to support stakeholders in the Best Start geographies to better understand, incorporate and support Best Start’s network strengthening approach into their work focused on prenatal to age 5 issues. Given the unique needs in each community, Communities Team staff will identify and engage key stakeholders not currently or meaningfully engaged in the Best Start Network that aligned with the goals and objectives of the new strategic plan. Some examples that guide this project include the SELA Collaborative, Antelope Valley Resource Infusion, and Long Beach Mayors Fund as potential examples of network leaders to partner with in Best Start geographies.

Spending Plan and Funding Methodology**HOW FUNDS WILL BE SPENT IN FY 24-25**

The total estimated cost for FY 24-25 for the Network Alignment and Strengthening project is \$350,000 to accomplish the following (with \$75,000 for LB Mayor’s Fund and approximately \$70,000 for each region):

- Identify key networks and stakeholders currently or meaningfully engaged in the Best Start network to explore opportunities for partnerships with other networks that align with our goals and objectives and address inequities.
- Develop plan for engagement of networks and stakeholders.
- Cultivate relationships with networks and stakeholders.
- Convene and support networks and stakeholders to understand, connect to and help to strengthen the Best Start Network approach.
- Continue to refine and develop network alignment and strengthening efforts.
- Strengthen the Best Start Regional Network and make progress toward the Region’s movement building strategy by aligning partners and efforts around community priorities elevated by the Best Start community.

Spending Plan and Funding Methodology
• Organize events, workshops, or conferences that bring diverse groups together for thought partnership and relationship building. • Apply the learnings from existing network such as SELA Collaborative, Antelope Valley Resource Infusion, and Long Beach Mayor’s Fund to enhance utilization, flexibility and impact of the program.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Expand Regional Influence and Impact with Data	\$200,000	\$200,000	0%

Program Summary

The strategic partnership with Catalyst California provides support to First 5 LA through data analysis, technical assistance, and discussion about the state of Best Start geographies and Los Angeles County to help inform policy and systems change efforts. The information generated by Catalyst California was critical in informing the 2024-2029 strategic plan and will be an important input for ongoing planning and progress measurement. Through this work, First 5 LA and partners gain more clarity about regional community priorities, as well as provide a county-wide understanding of issues. For 2024-25, Catalyst California will continue to support First 5 LA efforts including updating the data narrative, planning, measuring progress, data support for the learning dialogues, and Best Start Learning Agenda.

Spending Plan and Funding Methodology

Catalyst California: \$200,000 covers current Strategic Partnership with Catalyst California including codesigning all aspects of the work (e.g., data narrative language/format, community priority to data indicator identification, monthly workgroup agenda setting) with First 5 LA staff, providing data and analysis of indicators and the data infrastructure, collecting and analyzing data pertinent to an updated Best Start Data Narrative.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Building P-5 Movement	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Learning Dialogues	\$35,000	\$35,000	0%

Program Summary

The learning dialogues seek to enhance our collective understanding of the issues impacting families with young children within the Best Start geographies, as well as facilitate conversations among stakeholders, including funders, policymakers, and leaders and promoting collaboration among participants. In these spaces, the Communities Department also helps to uncover First 5 LA's roles in these movements and learn from our partnerships with communities.

Learning Dialogues (LD) come from a core value in the Communities Department of prioritizing learning and dialogue as principal components of advancing our work. As part of our larger learning work, which includes internal efforts like strategy and sensemaking sessions, to external efforts like the Best Start Learning Agenda, we have found value as a program team to spend time in conversation to learn from each other and our peers. This complements the work of population level data sets, evaluations and measurement efforts, and brings to life lessons learned and opportunities for growth.

The Learning Dialogues seek to build regionally based prenatal to age 5 movements by clarifying regional community priorities by staff, in partnership with the RNGs, convening and organizing stakeholders within the Best Start Network for a collective understanding and action around:

- 1) The stories behind population level data from First 5 LA's Impact Framework, Early Development Index (EDI), Catalyst California's Best Start data, and other public systems' data relevant to First 5 LA and community priorities;
- 2) The experiences of families, communities, public agencies and others where baseline data does not exist. Examples include:
 - a. Housing and early childhood
 - b. Guaranteed Basic Income

Spending Plan and Funding Methodology

Based on historical expenditures, and experience with similar activities, costs include resources to support local and regional level convenings with decision-makers, other funders, and cross-sector leaders = \$35,000. (Approximately 1 to 2 per region and up to 5 cross-regionally).

Change from Prior Year (if >+-20%)

Early Care and Education

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
County ECE Infrastructure Support	\$200,000	\$200,000	0%

Program Summary

This program supports building and aligning County infrastructure to better and more equitably deliver early care and education services for families and providers. Projects under this program include implementation of the cost models from the Comprehensive Fiscal Analysis of the Early Care and Education System, alignment of data collection and reporting efforts for assessing early learning supply and demand, and coordination of early care and education workforce development resources and strategies. Partners in these projects include the Office for the Advancement of Early Care and Education, the Los Angeles County Office of Education- Early Learning Division, the Partnership for Early Childhood Investment, the Child Care Alliance of Los Angeles, and the Resource and Referral Agencies.

Spending Plan and Funding Methodology

The funds will be expended in the following categories:

Los Angeles County System Visioning and Child Care Movement Building: \$150,000. These funds will be used to support County-wide visioning for a more integrated family-serving ECE system, cost-modeling for that system, as well as infrastructure to support a more inclusive child care movement for Los Angeles County. This amount is based on similar contributions to collaborations of this scale and will build on financial modelling done in 2023, the 2024 Infant/Toddler Blueprint, and other partnership efforts. Partners such as the Partnership for Early Childhood Investment and the Office for the Advancement of Early Care & Education will secure additional funding for the project.

Los Angeles County Early Care and Education Event: \$25,000. These funds will sponsor an event coordinated by the Office for the Advancement for Early Care & Education to bring together partners around the Infant/Toddler Blueprint, Universal PreK planning, and data from the Child Care Needs Assessment and other reports. The amount is based on high-tier sponsorship levels at similar scale events.

County Coordination Support: \$25,000. These funds will provide a consultant to support in coordination of ECE Team projects and other County efforts by providing strategic guidance, facilitating workgroups, and drafting reports. This amount is based on 12 hours a month at a rate of \$150/hour with additional funds for direct costs such as meeting materials.

Change from Prior Year (if >+-20%)

N/A

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Kindergarten Readiness Assessment	\$795,000	\$75,000	-90.6%

Program Summary

The original objectives of the Kindergarten Readiness Assessment (KRA) projects were to explore the use of a population-level measurement of school readiness to inform systems-level change and to support, inform, and advance community action, with an intentional focus on the fourteen Best Start geographies.

In FY21-22 there was a focus on engaging internal and external partners around strategy refinement and evaluation. Informed by our experience to date with the original sites and informed by First 5 LA's fiscal reality and refined strategic priorities, it was determined that we cannot continue funding this work at the level required for the project to reach its intended outcomes. As a result, a sunseting plan was set into place that funds the resources to complete the data collection and analysis in the sites previously chosen, but not beyond the original commitment. Partners were sunset in phases, and in FY23-24, KRA partners included only Long Beach Unified School District and UCLA.

In FY24-25, UCLA will be completing items on their scope of work through a No Cost Extension estimated to conclude at end of the Summer 2024 that will support them in sustaining the work after the First 5 LA investment has ended.

Spending Plan and Funding Methodology

The amount in this budget is based on the deliverables remaining in the UCLA contract. Cost per deliverable was negotiated and agreed upon in the previous budget/contract year. Tasks include data analysis and reporting.

Change from Prior Year (if >+-20%)

-90.6% variance reflects the sunseting of Long Beach Unified School District and the completion of the majority of UCLA's FY23-24 contract

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Provider Advisory Group	\$319,615	\$327,800	2.6%

Program Summary

The Provider Advisory Group (PAG) is a body of 16-20 home-based child care providers who serve as regular thought partners for the ECE team in making sense of the landscape analysis data and in the programmatic strategy development for the home-based child care effort. This project also involves the use of a consultant that primarily serves to design, support, and facilitate the regular convening of this group, as well as provide guidance for the ECE team in effectively incorporating provider feedback into its strategies to support capacity-building in the home-based child care system. PAG members are compensated for their time and expertise and also have opportunities to serve on workgroups, deliver presentations (ex: F5LA Board of Commissioners), and more. Given the language diversity in the Provider Advisory Group, translation and interpretation services are also required in English, Spanish, and Chinese to support our members' participation.

In FY23-24, the ECE team expanded the Provider Advisory Group to include both Family Child Care (FCC) owners and Family, Friend, and Neighbor caregivers (FFNs) to continue to capture the lived-experience of all those who are providing care in the home based child care system. Given the differing needs, perspectives, and circumstances of these two provider groups, they currently meet separately.

Spending Plan and Funding Methodology

Spending plan includes funds for the Provider Advisory Group consultant, live and written translation services based on the needs of members, and monthly honorariums for each of our Provider Advisory Group members.

\$75,000 – Laura Valles & Associates contract (meeting facilitation and consulting)

\$72,120 – Spanish and Chinese translation and interpretation services

\$170,680 – Honorariums for participation of up to 20 members

\$10,000 – Arising opportunities such as: emerging workgroups we need PAG members to participate in, guest speakers at PAG convenings, translation/interpretation for emerging event and materials, or any additional convening/opportunities as deemed appropriate by the ECE team.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Universal Preschool	\$150,000	\$150,000	0%

Program Summary

California's Universal Prekindergarten program is being rolled out in phases. The next few years present a time-sensitive opportunity for First 5 LA and partners to support planning and implementation of UPK and ensure the implementation of UPK in LA County is responsive to family needs. County partners have identified a need to develop and improve tools and processes to align different programs and ensure families have information about and access to a mixed delivery system. Funds will be used to support this work towards a more accessible mixed delivery system. Funds will be used to support consultants Josh Wallack and Emmy Liss in working with county stakeholders to develop a proposal for how to improve the enrollment process to ensure families have easy access to all their options for care. Funds may also be used to support partners who are already piloting new enrollment models within the UPK system.

Spending Plan and Funding Methodology

\$100,000 of the budget is based on tasks/deliverables in the contract with Emmy Lisa and Josh Wallack, which was approved in FY23-24 and will continue in FY24-25. Costs for these tasks were based primarily on the negotiated hourly consultant rate. \$50,000 of this funding is intended to support an implementing partner, likely the Long Beach Mayor's Fund. This amount is intended to support staff and personnel costs.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Quality Improvement Systems	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Dual Language Learner	\$2,100,000	\$1,000,000	-52%

Program Summary

In FY21-22, the Dual Language Learner Initiative was funded by First 5 CA. As funding ended in FY22-23, a key activity such as the communications campaign/ DLL Public Awareness campaign needed more time for development and implementation. F5LA provided one-time funding in FY23 for scaling up and extending the campaign.

The objectives of the communications campaign:

- Support DLLs in early learning settings throughout the Los Angeles region by widely disseminating key messages about the benefits of bilingualism and the value of home language use.
- Encourage families, early learning programs, and communities to prioritize children's bilingual development.

As a result of the successful implementation of the campaign, LACOE funded the extension of campaign elements in FY 23-24 and it is anticipated that funding will be extended into FY 24-25.

Spending Plan and Funding Methodology

Funds will continue to support the three strategies of the communications campaign:

- Trusted Sources – Increase the number of child care providers, home visitors and librarians who will share multilingual brochures with the families 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, bus wraps, metro wraps, convenience stores and billboards), paid ads in local print publications, radio and tv stations and their websites, and earned media messaging will be reinforced.
- Social Media – with shared social media toolkits, county partners will continue to share key messages and links to resources with their networks.

Change from Prior Year (if >+-20%)

There is a -52% variance due to LACOE funding officially ending in FY 23-24 for the DLL communications campaign, with a lesser amount of funding from LACOE anticipated for FY24-25 to extend the campaign.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Home Based Child Care Strategy	\$1,210,000	\$ 950,000	-21.5%

Program Summary

In order to develop responsive programming to meet the needs of home-based child care (HBCC) providers not previously reached through LA County quality support efforts, First 5 LA has identified the following primary activities for FY 24-25 based on the 2023 findings of the landscape analysis report of Family, Friend, and Neighbor (FFN) and Family Child (FCC) care providers. Activities include a robust approach to continued dissemination of the landscape analysis findings and using them to guide the next stage of work, which includes the continued work of the HBCC strategy workgroup comprised of F5LA partners. The HBCC strategy workgroup will be engaged in the implementation phase of the strategy in partnership with the Child Care Alliance of Los Angeles (CCALA). Funding of \$500,000 for CCALA will be used to manage pilots leveraging existing partnerships with the resource and referral agencies and community-based organizations while identifying new partnerships to support both groups of home-based providers, FCCs and FFNs. Additionally, in partnership with Home Grown, Inc., funding will support the Thriving Providers Project, a guaranteed income pilot for home-based care providers in Los Angeles. The amount of \$400,000 will fund an implementation partner to conduct stakeholder engagement in the design of the pilot and to interface directly with providers that are part of the project. This budget allocation will also fund monthly payments to providers and indirect costs of 7.5%. This project will have additional funding and support provided by Home Grown as the backbone agency and other funders contributing to direct payments.

First 5 LA staff will continue to work with Duane Dennis, an expert on home-based care in Los Angeles County and continue to strengthen the team's understanding of the home-based care sector and serve as a thought partner as staff and partners work to develop responsive programming to meet the needs of this diverse and underserved population that has historically been excluded from broader quality improvement efforts.

Spending Plan and Funding Methodology

The total budget amount of **\$950,000** for the overall Home-Based Child Care Strategy Includes:

Strategy Implementation - The line-item budget for strategy implementation is **\$500,000**. Piloted strategies will be led by the Child Care Alliance of Los Angeles (CCALA). While strategies for implementation will be considered and advised by a workgroup, emergent strategies that may be launched in FY24 –25 include: connecting families and providers to supportive services such as CalFresh and the Care Child and Adult Care Food Program (CACFP); problem solving contract barriers with alternative payment agencies; testing new approaches for supporting HBCC providers through a redesign of Quality Start Los Angeles programs; exploring models (like Home Visiting) to support the State in coming into compliance for requirements for supporting Family, Friend, and Neighbor Care; piloting staffed networks to support providers; and developing a single system of support by connecting them with available resources (for example Quality Start Los Angeles or Workforce Pathways).

Thriving Providers Project - The line-item budget for this is **\$400,000**. While other strategies will be developed and implemented as described above, an urgent recommendation across multiple sources, including the HBCC Landscape Analysis, is to increase pay and benefits for child care providers to at least a living wage. Because of this urgent need and a unique opportunity to pursue this work with local partners, this will be the first strategy

funded. These funds will be used to support a guaranteed income pilot for home-based care providers in Los Angeles. The amount includes \$50,000 for an implementation partner to conduct stakeholder engagement in the design of the pilot and to interface directly with providers that are part of the project. The remaining funds will go towards monthly payments to providers and indirect costs of 7.5%. This project will have additional funding and support provided by Home Grown as the backbone agency and other funders contributing to direct payments.

Consultant Support - The line-item budget for this is **\$50,000** for FY 2024-25. The ECE Team will be working with experts & soliciting thought partnership in developing the Home-Based Child Care Strategy. This amount covers the standard compensation for experts in their field and includes travel costs.

Change from Prior Year (if >+-20%)

The -21.5% reduction is due to a decrease in consultant services for the Home-Based Child Care Strategy.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
IMPACT Legacy	\$2,000,000	\$3,000,000	50%

Program Summary

This initiative covers the funding drawn down from First 5 CA and subcontracted to the Los Angeles County Office of Education (LACOE) for Quality Start Los Angeles (QSLA). Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy, is funding from First 5 CA to support quality improvement services in local counties. First 5 agencies have right of first refusal for these funds, and First 5 LA draws down the funding. This funding supports expansion and stabilization of QSLA allowing us to serve a greater diversity of child care providers. This funding is administered by LACOE and funds QSLA's coaching partners. It is blended with funding from the California Department of Education and the California Department of Social Services to fund the broad array of QSLA services, including coaching, technical assistance, professional development, quality improvement stipends for providers, and more.

Spending Plan and Funding Methodology

Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy funds and First 5 CA Hub funds. First 5 LA was awarded a total allocation of approximately \$5,000,000 over two years (covering FY23-24 and FY24-25). This year's budget reflects the originally projected budget for the second year of funding (\$2,500,000) plus an addition of \$500,000 that staff anticipates "rolling over" from FY23-24 to FY24-25 to meet timing and spending needs identified by partners.

These funds will be spent on Los Angeles County Office of Education (LACOE) staff to administer Quality Start Los Angeles, and contracted services to Child Care Alliance of Los Angeles (CCALA) to conduct quality improvement activities (i.e., coaching, technical assistance, stipends for Quality Start Los Angeles participating sites, etc.) per the application submitted to Quality Counts California (a joint effort of the California Department of Education and First 5 CA). This supports virtually all aspects of program delivery for IMPACT Legacy, including compliance with all state-defined requirements of program administration. Costs were determined based on historical costs and spending patterns.

Change from Prior Year (if >+-20%)

First 5 LA was awarded a total allocation of approximately \$5,000,000 of IMPACT funds over two years (covering FY23-24 and FY24-25). The Los Angeles County Office of Education (LACOE) receives the vast majority of these funds. In the original budget projections, staff budgeted \$2,500,000 in FY23-24 and \$2,500,000 in FY24-25. Based on current spending and current work activities, LACOE has projected they will need to roll over funding from this year to next year in order to complete the goals of the contract. This change reflects an adjustment to the timing of the draw down of the IMPACT Legacy funding but does not reflect an increase to the expenditure of Prop 10 dollars.

Budget Fiscal Year: 2024 - 2025	Status: Proposed
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Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
QSLA Database	\$500,000	\$500,000	0%

Program Summary
The Quality Start Los Angeles (QSLA) Data System supports First 5 LA’s broad approach to quality by providing a central data system for housing all data related to our local quality ECE efforts. By combining resources, LACOE and First 5 LA are able to ensure long-term continuity and administrative efficiency of a data system used for helping participating Los Angeles County early learning programs raise their level of quality. The QSLA data system is also a repository of data used to comply with reporting requirements to Quality Counts California (QCC) through the Common Data Elements file submission process, which is the annual report of site-level common data to the state

Spending Plan and Funding Methodology
Funds will be spent on personnel to manage and oversee day-to-day operations of the data system, and Contracted Services. This was determined based on historical overall spending trends of the project.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025	Status: Proposed
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Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
QSLA Facilitation & Communications (formerly VIVA Social Impact)	\$500,000	\$500,000	0

Program Summary
All QSLA work funded by First 5 LA is closely coordinated, in particular with the Los Angeles County Office of Education (LACOE). A facilitator will continue to provide project management and facilitation support of the QSLA collaborative, which includes partners such as First 5 LA, LACOE, the Child Care Alliance of Los Angeles (CCALA), Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), and the Office for the Advancement of Early Education (OAECE), and the Child Care Planning Committee (CCPC). The next phase of QSLA’s work includes identifying and building opportunities for system integration, on which the QSLA facilitator will provide thought partnership and support. In addition to QSLA system integration, project management and meeting facilitation support, this program includes funding to complete implementation of the ECE Team’s survey panel work, using mobile-first technology to gather input from relevant communities to shape and enhance the ECE team’s work.

Spending Plan and Funding Methodology
The FY 2024-2025 budget covers both the facilitation of the governing body of QSLA in addition to providing the external communications strategy and infrastructure for QSLA. The budget was derived based on our shifting needs across QSLA, including supporting and strengthening system integration. Funds will be used for meeting preparation/facilitation, data visualization, parent/provider survey panel work, and other priorities as identified by F5LA and LACOE to advance QSLA's work.

Change from Prior Year (if >+-20%)

Health Systems

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Help Me Grow	\$3,375,550	\$1,443,000	-57.3%

Program Summary

First 5 LA's primary workstream in support of strengthening early identification and intervention (EII) efforts in LA County includes the implementation of Help Me Grow LA (HMG LA). HMG LA coordinates existing systems that serve children with or at risk for delays and their families to ensure they receive appropriate intervention services and supports. For the past 6 years, LACDPH and First 5 LA partnered to co-implement HMG LA's 4 core components (centralized access point, child health provider outreach, community and family engagement, and data collection and analysis) to meet LA county's needs and address fragmented early identification and intervention services and supports. First 5 LA's direct funding of LACDPH HMG LA activities ended in June 2024, however we remain close partners on remaining HMG LA efforts including communications, Advisory Council, and advancing equity within EII. FY24-25 represents the final year of direct funding for HMG LA projects including HMG LA Pathways (improving referral pathways among EII service providers) and L.A. Care Partnership (clinic-based practice improvements, parent/member and provider education and training to support children's full development through early screening and connection to appropriate supports). Additionally, funding includes continued support of EII systems improvement efforts aligned with First 5 LA's strategic plan such as the evolution of the Advisory Council to a community-led cross system collaborative and development of community-specific equity strategy recommendations for EII systems partners.

Spending Plan and Funding Methodology

FY 24-25 expenditures were calculated based on analysis of expended and projected total annual costs and consider project end dates. HMG LA implementation budget category aligns with key area of work focused on early identification and intervention (EII) that emerged from the 2020-2028 First 5 LA Strategic Plan implementation planning process as well as ongoing planning with key EII systems partners and community leaders. It includes costs associated with the remaining First 5 LA funded activities within 2 core components of the HMG LA model: Child Health Provider Outreach and Community and Family Engagement.

1. HMG LA IMPLEMENTATION (\$1,443,000)

- A. **Child Health Provider Outreach Component (First 5 LA lead) \$150,000** - Costs represent funding for the final 6 months of the 4-year investment with L.A. Care Health Plan to support integration of developmental screening and linkage to services at up to 10 pediatric clinic sites and support activities that increase awareness and education on the importance of developmental screening and monitoring across health providers, families and the community. Costs also support the final phase of a 3-year evaluation on the impacts of the L.A. Care HMG LA partnership.
- B. **Community and Family Engagement Component (First 5 LA lead) \$1,293,000** —Costs include the final year of a 3-year investment for Wave 2 HMG LA Pathways Collaboratives (2 grantees) and the final year of technical assistance support. The HMG LA Pathways community collaboratives seek to strengthen referral pathways among cross-sector agencies that are a part of the early identification and intervention continuum through investment of

Spending Plan and Funding Methodology

infrastructure, technology, and practice changes. Costs also include activities that center families and people with lived expertise, including supporting the transformation of existing HMG LA Advisory Council to a community-led cross system collaborative and the development of community identified equity strategies that address disparities within EII systems. Lastly, the budget includes funding for communications consultant support for project transition messaging.

Change from Prior Year (if >+-20%)

57% decrease in the budget from \$3,375,550 for FY23-24 to \$1,443,000 for FY24-25 is largely resulting from the ending of First 5 LA's direct funding of LA County Department of Public Health's HMG LA activities in the final/6th year of the partnership and other project end dates occurring mid-year such as L.A. Care Partnership.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Birth Equity	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
AAIMM: African American Infant and Maternal Mortality Prevention	\$1,375,000	\$ 940,000	-31.6%

Program Summary

First 5 LA (F5LA) and the Los Angeles County Department of Public Health's (LACDPH) have joined efforts to co-lead the African-American Infant and Maternal Mortality (AAIMM) initiative. The Initiative designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide. In addition to F5LA and LACDPH, the AAIMM initiative is supported by a coalition that includes LA County Departments of Health Services, Mental Health, Community and Faith-based Organizations, mental and health care providers, funders and community members.

AAIMM strategies are centered around the LACDPH Center for Health Equity's 6-year action plan (2018-2024) to reduce disparities by 30%. AAIMM acknowledges the root cause of disparities as racism related toxic stress and the impact that stress has on a Black woman's body, compounded by structures in society that perpetuate racism including lack of culturally competent care, and the presence of implicit and overt bias in the systems of support that impact Black families. To address this AAIMM efforts have been focused on four strategies: 1) Reduce women's exposure to stressors in the social environment; 2) Block the pathway from social stress to physiological stress; 3) Intervene early if and when stress has taken a toll on health; and 4) Create infrastructure required to achieve strategies 1 through 3.

AAIMM's primary, community-designed, evidence-informed direct service interventions are implemented and funded by LACDPH and other partners. As LACDPH's co-lead on the AAIMM Initiative, First 5 LA's unique contribution and investment strategy promotes Black leadership and is grounded in policy and systems change primarily focused on strategy 4: infrastructure noted which includes 1) communications/public awareness campaign and 2) community engagement.

Spending Plan and Funding Methodology

FY 24-25 expenditures were calculated based on analysis of expended and projected FY23-24 costs.

Infrastructure (\$490,000) includes support for communications including a public awareness campaign and strategic plan implementation. Direct costs tied to Communications include consultant(s), website, event sponsorship, network newsletter, media relations effort, public education ads/media buys, collateral materials and communications trainings and advocacy materials for network partners. For strategic plan implementation, direct costs include consultant (s) to support further network/organizational development.

Community Engagement (\$450,000) includes funds that directly support community-based projects (AAIMM Community Grantmaking) and backbone support for AAIMM Community Action Teams (CAT), regionally based collaborative partnerships that consult, inform, and engage the community on all AAIMM strategies locally.

Change from Prior Year (if >+-20%)

31.6% decrease in the budget from \$1,375,000 for FY23-24 to \$940,000 for FY24-25 is due to the end of multi-year project (Cherished Futures) and First 5 LA no longer receiving external funding from LAC DPH for AAIMM infrastructure support. LAC DPH will instead hold a direct agreement with consultants providing services.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Little by Little	Legacy Investments

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Little by Little	\$2,027,000	\$2,579,000	27.2%

Program Summary

In January 2011, the Commission approved an allocation of \$30 million for the Little by Little (LBL) program. Subsequently a partnership was established with Public Health Foundation Enterprises/WIC (now Heluna Health) as the lead agency overseeing this effort. In 2018, the Commission approved an extension of the strategic partnership with Heluna Health through June 2023. Recent sustainability opportunities via State funding allowed LBL to braid First 5 LA funds and State funds to maximize program services, support expansion and sustainability. Due to this funding LBL was able reduce immediate use of First 5 LA resources. As such, First 5 LA executed a contract amendment to extend this Strategic Partnership through June 2025.

LBL's core program components include:

1. Providing individual counseling and handouts regarding child development, early literacy, and child safety at each WIC client visit.
2. Distributing developmentally appropriate books and other educational materials during WIC clients' visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY24-25:

- Partnering with the six LA County WIC agencies and overseeing the implementation of the LBL program at the selected 10 WIC site locations;
- Providing LBL program services to a total of 50,000 unique WIC participants across 10 WIC site locations;
- Providing technical assistance to help WIC sites improve services and strengthen program quality;
- Ensuring client data is being collected and entered in the LBL client database system;
- Implementing fund development and sustainability plan activities including braiding State Books for Kids funding to support the effectiveness and sustainability of the program; and
- Analyzing data related to the retention effects of the LBL program on WIC participation and other related evaluation data, such as screening for developmental delays as part of the LBL interaction.

MAJOR COST AREAS

The funding level for FY 24-25 was determined based on contractor spending patterns and projected expenses. In FY 24-25, the LBL program will provide services to an estimated total of 50,000 unique WIC participants for a total budget estimate of about \$2,579,000 The following are the major programmatic and administrative cost categories:

1. Personnel- 16 staff positions will manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites. Total estimated expenses for personnel: \$464,464
2. Contracted Services- an estimated 7 subcontractors including 6 subcontractors delivering direct services at ten WIC sites and an implementation consultant are needed to complete the various

Spending Plan and Funding Methodology

components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: \$1,359,641

3. Program Supplies- Program expenses are related to program materials and books are covered in FY24-25 through the State Book for Kids funding.
4. Operating and Administrative Costs- A total of \$640,013 is estimated for printing/copying, space, telephone, postage, travel, mileage, and other related expenses.
5. Evaluation: A budget of \$3,500 is needed to continue evaluation efforts, including fees and data collection and analysis activities.
6. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$111,042

Budget was rounded up to the nearest thousand, per internal practice.

Change from Prior Year (if >+-20%)

Increase is due to greater than anticipated State Funds distributed in FY23-24 reducing the spending of First 5 LA funds in the previous year. LBL will expend all remaining First 5 LA funds in FY24-25.

Center Support

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2024-2029 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Center for Strategic Partnerships	\$50,000	\$50,000	0%

Program Summary

An initiative of Southern California Grantmakers (SCG), the Center for Strategic Partnerships (CSP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. SCG is the fiscal agent for CSP, although it is a permanent office under CEO within Los Angeles County government. CSP unites government, nonprofits, business, and philanthropy around common systems change goals.

The Center has been an enormously valuable partner to First 5 LA for the last five years and their work and impact continues to expand. Their unique fiscal relationships with Southern California Grantmakers allows the Center to quickly marshal public and private resources to support County initiatives that are aligned with First 5 LA priorities.

Spending Plan and Funding Methodology

\$50,000 will be paid once per year in a lump sum to support core operations of the Center. Philanthropic contributions to the Center typically cover staffing and administrative support from Southern California Grantmakers to continue the unique fiscal relationship with LA County. Core operating support may also include Center evaluations, program administration, meeting facilitation and other expenses.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
County Partnerships	2024-2029 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
County Partnership Fund	\$200,000	\$170,000	-15%

Program Summary

The County Partnership Fund will help support emerging opportunities with County Government that are aligned with First 5 LA's 2024-2029 Strategic Plan. These County partnership efforts are often supported by philanthropic partners and provide First 5 LA access to influence County systems and leverage public and private resources to advance outcomes for children and families. These resources may be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan (e.g., facilitating meetings or focus groups, conducting landscape analyses), as well as to support the work itself (e.g., providing support to write reports, convene meetings or conferences, etc.).

This budget supports broad initiative categories, such as prevention, and aims to maintain flexibility and respond to the changing environments. Given recent conversations, we expect these projects to materialize with significant alignment to First 5 LA's 2024-2029 Strategic Plan. The costs identified for these activities are subject to change based on actual need as more information is made available.

Spending Plan and Funding Methodology

These funds will continue to support emerging opportunities with County partners.

Change from Prior Year (if >+-20%)

There is a proposed decrease of 15% for this budget line in FY24-25.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Sustainability	2024-2029 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Infrastructure Support for Sustainability and Health Planning	\$ 200,000	\$170,000	-15%

Program Summary

This funding is intended to support First 5 LA's efforts to create sustainable financing mechanisms for its investment and priority areas. This budget line includes funding to engage expert consultation to inform our strategies and efforts, including but not limited to the healthcare field. It also includes funding to create or build upon existing infrastructure to support sustainable financing mechanisms.

Spending Plan and Funding Methodology

This funding will be available for allocation across three areas:

1. Continue our agreement with Health Management Associates.
2. Engage in activities related to building the infrastructure for sustainability of home visiting. This may include, for example, funding to secure an outside vendor to file claims for home visits in order to secure reimbursement from health insurance plans.
3. Secure expert consultation in other fields to support sustainability of our programmatic areas and the successful implementation of the Strategic Plan.

Change from Prior Year (if >+-20%)

There is a proposed decrease of 15% for this budget line in FY24-25.

OFFICES

Office of Government Affairs & Public Policy

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Early Childhood Policy and Advocacy Fund	\$4,000,000	\$3,600,000	-10%

Program Summary

The Early Childhood Policy and Advocacy Fund (EC PAF) brings the three PAF funds into alignment through a Whole Child/ Whole Family framework. Specifically, EC PAF intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family lens and features differing strategies but shared outcomes across those strategies, especially around prioritizing children ages prenatal to 5-years old as a special population. It also brings together diverse advocacy voices whose work occurs and operates at the intersection of systems; supports achievement of First 5 LA strategic and sustainability priorities; and reflects commitment to diversity, equity and inclusion.

By providing grants to a diverse set of grantees across the advocacy spectrum, EC PAF seeks to achieve the following primary objectives: 1) Strengthen the capacity of organizations to both incorporate and advocate for a Whole Child Whole Family framework, as well as First 5 LA annual Policy Agenda and Strategic Plan priorities; 2) Catalyze policies that impact intersecting systems to the benefit of children and families, and also that advance greater integration of child- and family-serving systems; 3) Close disparities, and guide resources to communities that would most benefit; 4) Ensure participation of a diversity of organizations, including those that represent community priorities to collaboratively grow a social movement that elevates the needs of children prenatal to five and their families.; 5) Advance advocacy across multiple domains to strengthen public systems, services, and supports for children P-5 and their families.

First 5 LA advocacy strategies deeply connect with partnership and field building, with EC PAF serving as key example of this approach. EC PAF features two interconnected grant pools, focused on promoting equity, changing systems and building partnership across the early childhood advocacy field:

- The Reimagining Systems Fund, centers around organizations aiming to change public systems most critical to children’s development prenatal-to-5 and their families. These grants will be awarded to 501(c)(3)s and fiscally sponsored nonprofit organizations, with an emphasis on those led by community members with lived experience of inequity.
- The Community Opportunities Flexible Fund will provide opportunities for emerging groups, volunteer efforts, and/or smaller organization to receive funding to build community connections and voice of the people most impacted by changes to systems affecting children prenatal to 5 and their families. This pool aims to provide increased flexibility around funding, and will entail grants, stipends, contracts, honoraria, and related expenditures, awarded on a rolling basis with no deadline for applying.

Overall, ECPAF fosters progress towards the goals of the new Strategic Plan, ensuring children and families have their basic needs met, and that children prenatal through 5 have nurturing relationships and environments, and a solid foundation for well-being and lifelong learning and success.

Spending Plan and Funding Methodology

FY24-25 includes costs for grant distribution. In FY 23-24 agencies receiving EC PAF funding include:

- AAPI Equity Alliance/Asian Pacific Policy and Planning Council
- Birthworkers of Color Collective
- Black Californians United for Early Care and Education
- Black Women for Wellness
- Breastfeeding Task Force of Greater Los Angeles: BreastfeedLA
- California Coalition for Black Birth Justice (Public Health Institute)
- California Black Women's Health Project
- California Black Women's Collective Empowerment Institute
- California Child Care Resource & Referral Network
- Catalyst California
- Child Care Alliance of Los Angeles
- The Children's Partnership
- Children's Specialty Care Coalition
- Coalition for Humane Immigrant Rights
- Community Coalition for Substance Abuse Prevention and Treatment
- Comunidades Indigenase en Liderazgo
- Crystal Stairs, Inc.
- Early Edge California, a project of New Venture Fund
- EveryChild California
- InnerCity Struggle
- Los Angeles Walks
- South Bay Center for Counseling

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider	\$596,000	\$535,000	10.2%

Program Summary

First 5 LA will support Community Partners as the continued Early Childhood Policy and Advocacy Fund (EC PAF) intermediary funder to provide technical assistance, advice, support and guidance to continue to refine and implement integrated funding guidelines to support grantees in a number of key areas including: evaluation support, strategic planning, navigating complex policy systems and decisions, and reviewing data to develop recommendations. In addition, Community Partners will provide First 5 LA staff with technical assistance, coaching, produce status reports, presentations, and articles to capture learning from EC PAF which can be disseminated internally and externally.

First 5 LA previously invested in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in ECE, and Child Health in the Office of Government Affairs and Public Policy (OGAPP). These projects all concluded at the end of FY 21-22.

In FY 22-23, First 5 LA developed a plan to establish an integrated Policy Advocacy Fund housed within OGAPP. The integrated fund was co-developed in partnership with teams across First 5 LA and supports systems change activities aligned with First 5 LA's Board-approved annual Policy Agenda and rules governing public agency advocacy activities. In FY 23-24, First 5 LA and Community Partners began implementing the first iteration of the Early Childhood Policy and Advocacy Fund (EC PAF), consisting of two separate funding pools, the Reimagining Systems Fund (RSF) and the Community Opportunities Flexible Fund (COFF). The RSF awarded grants of \$250,000 to \$350,000, renewable for three additional years, to nonprofit organizations active in Los Angeles County. The COFF provides a broad range of grants, stipends, contracts, honoraria, and related expenditures of \$2,500–\$85,000 to organizations and volunteer efforts and will be awarded on a rolling basis, subject to available funding. These two funding pools aim to support more integrated systems policy development and advocacy work aligned with the more holistic child and family goals outlined in F5LA's strategic plan.

Community Partners will continue to be responsible for supporting the continued implementation of the EC PAF, including the renewal process for RSF grantees; ensuring compliance with First 5 LA lobbying restrictions; administering and monitoring grants; coordinating with grantees and planning grantee convenings; and providing technical assistance, guidance and access to other necessary resources. In addition, they will be responsible for reviewing proposals, disbursing grants, providing oversight and conducting evaluations. Community Partners plays a key role in ensuring achievement of key objectives and priorities related to EC PAF.

Spending Plan and Funding Methodology

Cost for intermediary support to Community Partners (\$596,000) to continue ECPAF implementation and grantmaking in FY24-25. Among other things, funding to Community Partners includes personnel, contracted services and evaluation.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Organization-Wide Sponsorships	\$300,000	\$275,000	-8.3%

Program Summary

The Office of Government Affairs and Public Policy (OGAPP), in partnership with the Executive Directors Office (EDO), continues to revise the organization-wide sponsorships strategy to build First 5 LA's reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change.

These efforts are intended to help advance the 2024-29 Strategic Plan's results areas and support First 5 LA's policy and systems change efforts. The proposed budget request includes funds for First 5 LA's organization-wide sponsorships and events in alignment with First 5 LA's strategic plan.

Spending Plan and Funding Methodology

The FY 24-25 budget reflects the role of sponsorships as an organizational strategy critical to First 5 LA's brand, building new relationships, and increasing the number of organizations, businesses and philanthropic partners engaged in early childhood systems change affecting prenatal to 5 young children and their families. The methodology used to develop this budget is based upon an analysis of the last three years of successful sponsorship engagement work associated with First 5 LA and the organization's declining revenue. First 5 LA has historically supported events and activities hosted by key partners to advance its policy and system change goals. These events are opportunities to engage partners and other stakeholder audiences.

Based on event sponsorships from FY 23 -24 requests are steady and sponsorships range from \$5,000 to \$25,000 for table or gala sponsorships. This request of \$275,000 represents a slight decrease from last year, but still allows First 5 LA to support up to 27 events in FY 24-25 to meet demand. This assumes an average contribution of \$10,000 per event. Additionally, the requested \$275,000 reflects a restructuring of budget items from other previous program areas for greater alignment. OGAPP continues to work across F5LA to further refine an update F5LA's sponsorship strategy to align sector engagement with sponsorships as a critical outreach and relationship cultivation strategy to advance First 5 LA early childhood priorities.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Organizational Memberships	\$175,000	\$160,000	-8.6%

Program Summary

The 2020-2028 Strategic Plan and refined policy agenda will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA priorities.

In addition, grantmaking projects and organizational membership offer a place for to learn and engage with potential partners in an effort to build partnerships that support First 5 LA's strategic plan as well as our programmatic and policy goals. As a result, the following grantmaking and organization membership have been identified as critical to support First 5 LA's strategic plan and policy agenda work across the organization.

Spending Plan and Funding Methodology

In FY 24-25, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, the Office of Government Affairs and Public Policy (OGAPP) will work to engage untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children prenatal to 5 (e.g., immigration, justice, and business groups).

First 5 LA has historically engaged in a number of grantmaking and organizational memberships and supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. Grantmaking Memberships and annual organizational membership rates are determined by the membership organization rate structure, depending on an organizations asset and/or total budget. Estimate grantmaking and organizational memberships included as part of the total budget are as follows:

- Affinity Group Memberships – First 5 LA holds membership in a range of affinity and employee resource groups with a combined estimate budget of \$11,000.
- California Chamber of Commerce — The annual membership rate is \$800.
- Central City Association (CCA) — CCA is an advocacy organization in the Los Angeles region and leading visionary on the future of Downtown Los Angeles (DTLA). CCA leads, convenes and collaborates with stakeholders to form strong partnerships and coalitions. CCA represents the interests of over 300 businesses, trade associations and nonprofits from a broad range of industries. The annual membership rate is \$3000.
- First 5 California Association— The annual membership rate is \$75,000.
- Grantmakers for Education (GFE) — GFE is a network of education grantmakers dedicated to improving educational outcomes and increasing opportunities for all learners. The annual membership fee is \$8,000.
- Grantmakers for Effective Organizations (GEO) — GEO is a diverse community of grantmakers working to reshape the way philanthropy operates, promoting strategies and practices that contribute to grantee success. The annual membership rate for a government grantmaker is \$1,030.

Spending Plan and Funding Methodology

- Grantmakers in Health (GIH) — GIH is an educational organization dedicated to helping foundations and corporate giving programs improve the health of all people. The annual membership fee is \$4,000.
- LA Funders Collaborative - The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The annual membership rate is \$5,000.
- Los Angeles Area Chamber of Commerce – A partnership with the Chamber provides First 5 LA staff opportunities to engage with business, higher education, and civic leaders, and to collaborate on policy and systems change efforts. The annual membership rate is \$3,275.
- Los Angeles Area Chamber of Commerce – board dues (Executive Director has held this position in the past), \$11,000.
- Los Angeles Business Federation (BizFed) — The annual membership rate is \$7,000.
- PEAK Grantmaking (formerly Grant Managers Network) – PEAK is an association of philanthropy professionals working to advance the knowledge, skills, and abilities of grants management professionals and lead grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. The annual membership fee is \$7,000.
- Southern California Grantmakers - First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on a formula established by SCG that takes into account First 5 LA's prior year total competitive Grantmaking and the location of the organization. First 5 LA member rate has increased to \$16,500.
- Valley Industry & Commerce Association — The annual membership rate is \$1,850.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Organization-Wide Partnerships	\$175,000	\$160,000	-8.6%

Program Summary

First 5 LA will continue to employ a variety of stakeholder engagement strategies and activities to support the organization's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, and policy speaker series which elevate First 5 LA priorities.

Spending Plan and Funding Methodology

In FY 24-25, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, the Office of Government Affairs and Public Policy (OGAPP) will work to engaged untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children prenatal to 5 (e.g., immigration, justice, and business groups). These key partners allow First 5 LA to continue to influence policy and systems change through joint advocacy and pooled funding.

The following partnerships are examples of opportunities to advance First 5 LA's priorities for the FY 24-25:

- Atlas Fellows (\$50,000):
Contribution to support creation the early childhood fellowship program.
- Southern California Grantmakers (\$50,000):
First 5 LA contributes to the philanthropy sector and the opportunity to advance our key priorities through the contribution to SCG's general operating fund.
- LA Partnership for Early Childhood Investment/LA PECEI (\$30,000):
The goals of the LA Partnership for Early are closely aligned with First 5 LA's 2020-2028 Strategic Plan. For example, in FY 23-24, the Partnership is supporting Family Supports efforts, the African American Infant and Maternal Mortality initiative, and increasing Earned Income Tax Credit benefits for families with young children, although collaborative efforts cut across the First 5 LA Strategic Plan.
- LA-N-Sync (\$25,000):
First 5 LA will continue to support and participate in the LA-N-Sync collaborative, as goals of LA-N-Sync are broadly aligned with First 5 LA's strategic plan. Specifically, LA-N-Sync will support efforts under the Communities food security objective area to increase access to CalFresh benefits in partnership with DPSS. OGAPP anticipates the \$25,000 level of funding for FY 24-25.
- LA Funders Collaborative (\$12,000)
The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The Collaborative is committed to ensuring that these public investments benefit all Angelenos, particularly historically underserved people and communities through collaboration, investments, grantmaking, and convening. (This amount is in addition to the FY 23-24 request of \$13,000 in the Organization Membership budget for \$11,000 annual membership and board dues for the First 5 LA Executive Director, \$2,000 annual organizational membership dues.) FY 23-24 funding level of \$25,000 (total) is consistent with the other 11 grant making members of the collaborative: the

Spending Plan and Funding Methodology
California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, and the Liberty Hill Foundation.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Policy & Advocacy Stakeholder Engagement	\$180,000	\$160,000	-11.1%

Program Summary

The Office of Government Affairs and Public Policy (OGAPP) will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA early childhood priorities.

In addition, grantmaking projects and organizational membership offer a place to learn and engage with potential partners in an effort to build partnerships that support First 5 LA's strategic plan. As a result, the following key strategic engagement projects, sector groups and grantmaking and organization membership have been identified as critical to support First 5 LA.

Spending Plan and Funding Methodology

In FY 24-25, First 5 LA will continue to build relationships with stakeholders, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, OGAPP will work to engage untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children prenatal to 5 (e.g., immigration, social and environmental justice, housing, and business groups).

First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include advocacy days, California State Legislative caucus policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities.

Funding will support engagements with advocacy partners to elevate the importance of early childhood development and family friendly policies. This will include Q1, Q2 and Q3 of FY24-25 Advocacy Days, California State Legislative caucus policy retreats (such as the Legislative Women Caucus annual policy retreat in early fall), and policy conferences and speaker series which elevate First 5 LA priorities. Additionally, this requests a restructuring of program budget categories and includes funding to engage the LA Area Chamber of Commerce and Chamber activities which present opportunities for First 5 LA to elevate and advance our strategic plan goals, including ACCESS DC (\$15,000), ACCESS Sacramento (\$10,000), and ACCESS LA (\$5,000).

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
State Policy and Sustainability Advocate	\$320,000	\$300,000	-6.3%

Program Summary

The State Policy and Sustainability Advocate develops and executes advocacy strategies to help advance First 5 LA state policy priorities aligned to the organization's strategic plan. The consultant supports First 5 LA's early childhood policy and advocacy strategies in the state policy arena. They also employ a variety of strategies and activities to support First 5 LA's state policy and advocacy efforts to strengthen systems of support for children ages prenatal to 5-years old including but not limited to: policy analysis, development, and strategy formation; policymaker engagement; technical assistance and project management; lobbying; and special projects.

Spending Plan and Funding Methodology

Since 2013, First 5 LA has contracted with California Strategies Inc. (CalStrat), a Sacramento based firm, to serve as the State Policy and Sustainability Advocate. They were reprocured in 2017 and were re-selected in November 2022 after a public procurement process. The main cost component is personnel and pre-approved task order activities. Travel is also a cost for contractors to cover travel to meetings and hearings in Sacramento and to LA to participate in strategy meetings with First 5 LA's Office of Government Affairs and Public Policy (OGAPP). Staff negotiates the contractor's monthly rate based on the amount of time the consultant team has spent working on average per month. The contractors continue to track hours spent, in case First 5 LA needs to renegotiate the rate or add funds for additional work requested beyond the reasonably expected fluctuation in hours between months.

CalStrat leads mission-critical initiatives related to the strategic plan: developing and implementing First 5 LA's state advocacy annual agenda; monitoring the state's policy and political landscape; representing First 5 LA at legislative hearings and meetings with key government officials, and priority coalitions; support in planning advocacy events like the First 5 Association Advocacy Day and coordinating legislative meetings throughout legislative session; monitoring tobacco tax revenues and exploring alternative revenues for First 5 LA and its priorities strategies; and providing strategy advice and technical assistance to policy and program staff.

In addition, through the contract with CalStrat, First 5 LA supports the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments, including developmental screening and home visiting; this subcontract is currently with Health Management Associates (HMA). Funds for FY 24-25 reduces the overall contract amount to \$300,000 for FY 24-25, for a reduction of \$20,000 from FY 23-24. Funding is envisioned to continue to support the implementation of the 2024-2029 First 5 LA Strategic Plan, to inform and advise strategies to leverage early learning funding, Medi-Cal funding for health and family strengthening investments.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Strategic Plan Advocacy Strategies	\$819,500	\$590,000	-28%

Program Summary

First 5 LA invests in key activities to support its policy goals related to family support, health systems, early learning, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Spending Plan and Funding Methodology

The proposed FY 24-25 budget includes costs related to the following activities:

- 1) California Strategies (\$100,000) to coordinate and strengthen the State Early Care and Education Coalition. In FY 24-25, California Strategies will continue to grow and build up capacity of the coalition and further expand the state and federal investment in our ECE system. First 5 CA also provides funding support to the ECE Coalition, focused primarily on communications strategies and Coalition coordination. In FY 23-24, total First 5 LA cost for facilitating and supporting the ECE Coalition was reduced by 22% from FY 22-23. For FY 24-25, the Coalition will be reduced 33% from \$150,000 in FY 23-24 to \$100,000 in FY 24-25.
- 2) FY 23-24 was the last year Masters Policy Consulting supported staff training and technical assistance related to policy and systems change. Funds in FY 24-25 (\$75,000) will enable the Office of Government Affairs and Public Policy (OGAPP) to enter contract with a different consultant to continue building staff knowledge and capacity of systems and policy change strategies aligned to F5LA strategic plan and annual policy agenda.
- 3) First 5 Association (\$415,000) to ensure the development and execution of a coordinated, proactive statewide policy and legislative agenda informed by the network of First 5 organizations throughout California. Funding for FY 24-25 includes a overall reduction of 12% but continues to support the Association to build capacity and leverage new funding sources. In light of the fiscal reality across F5s, funding has decreased in the last years. FY 22-23 funding was \$630,000, FY 23-24 is \$576,000, FY 24-25 will be budgeted for \$415,000. Activities supported from contributions to the Association include funding for dedicated Association policy staff, development of First 5 advocacy materials, execution of reports and polls related to First 5 policy priorities, support of consultants to advance critical policy initiatives, and support for the development of the First 5 network in California and partnerships with consultants and advisors to enhance the Association's policy work.

Change from Prior Year (if >+-20%)

The change is due to a reduction across all activities. The State Early Care and Education Coalition has been working on governance and operations to solidify an overall funding strategy that's not dependent of F5LA. The contract with Masters Policy Consulting is ending at the end of June 2024, and while we envision needing TA support to increase knowledge/ capacity of systems and policy change strategies, we decided to decrease its item funding given F5LA's fiscal reality. Finally, the contract with First 5 Association is also being decreased.

Office of Communications

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Communications & Marketing	2020-2028 Strategic Plan

Program Name	2023– 2023 Revised Budget	2024 – 2025 Budget	% Variance
Strategic Communications	\$1,587,417	\$1,367,825	-13.8

Program Summary

Communications is recognized as critical for driving change in family-serving systems and is essential to further advance and execute First 5 LA's strategic priorities. As part of First 5 LA's 2020-28 Strategic Plan and implementation of the 2024-29 Strategic Plan, communications and marketing will continue to be utilized to amplify our advocacy efforts and build public will to catalyze policy and systems change to achieve equitable futures for every L.A. County child prenatal to age 5 and their families.

Strategic communications is used to strengthen First 5 LA's advocacy efforts across racially, ethnically, geographically, and economically diverse audiences to inform and influence decisions that drive action to prioritize young children. We work in partnership across Center Teams and Offices to plan and design strategies that ground the organization's identity and achieve targeted goals. We recognize budget as a statement of priorities: 1) embedding diversity, equity and inclusion throughout the work outlined in this FY24-25 budget; 2) the impact of the COVID-19 pandemic and decline in revenue for First 5 LA's operations and program investments; 3) adoption of organizational culture practices in a hybrid environment; and 4) implementation of our 2024-29 Strategic Plan. This budget will support continued development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA's reputation internally and externally as an advocate, convenor, connector, and trusted thought-partner on early childhood.

This Strategic Communications budget category includes line items for four contracts, including one agency partner to support strategy and content development for First 5 LA's social media channels and digital properties. This line item also includes a one-year re-procurement of a contracted vendor to provide content writing, copyediting and proofreading services, renewal of eight contractors participating in the Qualified Vendor List for translation and interpretation services, as well as proposed procurements for potentially more than one specialty communications consultant. These contracted resources complement and work in alignment with the efforts outlined under the Strategic Marketing budget category.

Spending Plan and Funding Methodology**1) Social Media and Digital Marketing**

BARÚ Advertising, Inc. (BARÚ) is the Social Media and Digital Marketing agency contracted to lead the development of strategic, data-driven creative concepts to maximize reach and engagement of target audiences utilizing First 5 LA's social media channels (Facebook, Instagram, X (formerly Twitter), YouTube, LinkedIn), digital platforms and distribution channels (website, e-newsletters).

FY24-25, will be the final year of a four-year agreement with BARÚ to continue leading the development of digital based concepts and placement, including creative asset production (graphics, animation used across social media platforms and websites) and paid media strategy (see Strategic Marketing budget for further details on advertising budget). BARÚ also identifies current events and trending topics that align with First 5 LA's mission and content/storytelling strategy. The team is responsible for monitoring online community management and development of monthly content calendars in alignment with OOC's integrated

Spending Plan and Funding Methodology

communications priorities. In addition, BARÚ delivers monthly analytics and measurement reporting on the impact of executed strategies and tactics. In consultation with First 5 LA's IT team, BARÚ will serve on the Internal Communications digital community production team to provide expertise in web-based user experience and content structure in development of a SharePoint content dissemination and repository hub for all employees. BARÚ will also support with the maintenance, content updates and webpage creation for the First 5 LA website.

This blended retainer and task order contract with BARÚ is not to exceed \$862,000 in FY24-25. This line item remains the same amount from FY23-24 budget. Note, a restructure of the budget for FY24-25 will include a slight increase in retainer budget to allow for ongoing website and digital platform support.

2) Editorial – Writing/Editing/Proofing Services

Hypertexted, LLC is the writing/editing/proofing firm contracted to provide content writing, copyediting, proofreading services and editorial considerations for articles, blogs, broadcast emails, electronic newsletters and strategic and research-based content aligned to intended audiences. Hypertexted provides expertise in content development to support OOC's goal of demonstrating First 5 LA's knowledge and expertise on issues that affect early childhood development and to ensure the organization's storytelling efforts are effective in reaching target audiences across multiple channels, including First 5 LA employees and external audiences.

The task order contract with Hypertexted will be reprocured for one year through the informal bid process and is not to exceed \$75,000 in FY24-25. The re-procurement continues to reflect the budget reduction introduced in FY22-23 when OOC went from two separate contracts for close to \$150,000 to a single contract with Hypertexted. The move reduced the budget by \$84,000 from FY21-22 and improved efficiencies for writer/editor services.

3) Translation and Interpretation Services

In FY22-23, OOC established a Qualified Vendor List (QVL) to provide multi-language translation, culturally nuanced interpretation, and American Sign Language (ASL) services for First 5 LA. In FY21-22, OOC conducted a business need assessment, engaging CCFI teams and Offices to determine how current vendors are being utilized and to obtain line of sight into emerging work planned for the year ahead. From the assessment, OOC learned that multiple teams have a need for these services and that Communities, ECE and Health Systems hold separate contracts with various vendors to support their investments. Based on these findings, the recommendation was made to procure these services under contracts to comprise the QVL for First 5 LA. The QVL and process systems are now in place, being tested by the assessment teams for ongoing refinements, and available to teams with related budget allocation to serve the needs of Teams and Offices across the agency.

The purpose of this line item in the amount of \$125,000 for FY24-25 reflects the OOC contribution to the pooled fund for translation vendor services to be used for First 5 LA produced content, including but not limited to potential use of interpretation and ASL services for First 5 LA commission meetings, and translation of website copy, printed materials, signage, etc., in the effort to reach a diversity of audiences in L.A. County.

The total FY24-25 budget for the qualified vendor list will be \$253,120 with five teams contributing a portion based on their forecasted needs. Should additional teams determine translation needs in the first half of the fiscal year, mid-year budget adjustments will be made to reflect this additional need.

4) Communications Consultants (Procurement)

In FY24-25, OOC is planning to issue a solicitation(s) to identify communications consultants to provide strategic support in the development of key messaging frameworks to reach and engage target audiences,

Spending Plan and Funding Methodology

design communications strategies to support our policy and advocacy efforts, provide trainings on best practices and technical support to continue to strengthen the capacity of the internal OOC team and how to best incorporate the values of diversity, equity and inclusion in all communications efforts. Consultants will also support a potential brand refresh that will reflect the direction of the new 2024-29 Strategic Plan .

OOC is exploring procurement of more than one consultant contract, with the intention of contracting specialty support by project for an amount not to exceed \$300,000 for FY24-25. For example, consultants specializing in diversity, equity and inclusion communications and other consultant expertise on brand strategy for development of a brand refresh to reflect our new 2024-29 Strategic Plan .

This approach reflects a strategy shift for OOC with historic expenditures of close to \$1.2 million on full-service agency contracts that did not produce expected results to instead focus on contracting area expertise and strengthening the capacity of the internal OOC team through technical support and trainings.

5) Critical Mention Service for Media Monitoring and Outreach Efforts (Subscription)

In FY24-25, OOC is planning to review its subscription to Critical Mention, a digital online tool that offers technology driven media monitoring service to support the production of First 5 LA's twice-weekly news skim newsletter, the *Morning Media* and OOC's earned media outreach efforts. The monitoring service is customizable to track keyword mentions across millions of online news sources, television, and radio. Additionally, Critical Mention offers an up-to-date database of media contacts, which OOC uses to create lists of key reporters and their contact information to conduct outreach to local, state and national media outlets.

The 1-year subscription total for Critical Mention Services for FY24-25 will not exceed \$5,825.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Communications & Marketing	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Strategic Communications Partnerships	\$200,000	\$200,000	0%

Program Summary

The Office of Communications (OOC) values the goal of building the capacity of news organizations to deliver in-depth reporting on critical health, early learning and child development topics affecting young children under the age of 5 and their families in L.A. County and statewide. To advance the priorities of First 5 LA's 2020-28 Strategic Plan and to begin to align to the new 2024-29 Strategic Plan's strategy of building a social movement that elevates the needs of children prenatal to age 5 and their families, OOC has identified expanded reporting and coverage of early childhood development as essential to help build public awareness, public will and create urgency to drive systems and policy change to better address the needs of L.A. County families. The context of the impact and lasting effects of the COVID-19 pandemic on young children, families and communities adds an increased urgency to the credible coverage of these issues.

In FY 22-23, the Board approved \$250,000 to support potential contributions to pooled funds increasing coverage of early childhood development issues. Potential investments were put on hold, however, as the organization assessed partnership priorities. First 5 LA remains committed to strategically investing in communications partnerships, however, and proposed maintaining budget authority for potential partnerships in FY 23-24 at the reduced level of \$200,000. Potential strategic partnerships were once again put on hold as the organization underwent a strategic plan reset process, which led to the development of the new 2024-29 Strategic Plan.

In FY24-25, OOC will continue to explore pooled funder investments to advance the goal of expanding reporting and coverage of early child development topics. Additionally, OOC will explore philanthropic funding for media investments across the state to identify additional pooled partnership opportunities.

Spending Plan and Funding Methodology

- 1) \$200,000 Strategic Partnership to build the capacity of news organizations to expand the reporting and coverage of health, early learning and child development topics affecting young children throughout the critical years of prenatal to age 5 and their families in L.A. County and statewide.

This funding will be utilized to create a strategic partnership for First 5 LA to be part of a pooled fund with other early childhood systems change grantmakers. First 5 LA has previously invested in a partnership with Southern California Public Radio (KPCC) to support the media outlet's engaged journalism project at \$300,000. Our experience in partnership at this level has shown that a minimum of \$50,000 and up to \$300,000 is required to meaningfully contribute, shape and influence partnership priorities and intended outcomes.

Potential partners include funders with common missions to invest, promote innovations and amplify the voices of families to advance the lifelong health and well-being for L.A. County's children, prenatal to age 5,

Spending Plan and Funding Methodology
including but are not limited to: The LA Partnership of Early Childhood Investment (LAPECI), a public-private collaboration of the country's largest private foundations, family foundations, including the Atlas Family Foundation the Los Angeles Area Chamber of Commerce, and key government agencies, Southern California Public Radio (KPCC) Engaged Journalism, which aims to narrow the gap between newsrooms and the communities they serve by working in concert with community members to ensure that the news being delivered is relevant and useful. The practice is proven to build trust with community members, while helping to expand and diversify audiences.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Communications & Marketing	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Strategic Marketing	\$1,400,000	\$1,100,000	-21.4%

Program Summary

Marketing Strategies are used to influence perception, build trust and awareness with diverse audiences, amplify First 5 LA's advocacy efforts, and strengthen the knowledge and reputation of the organization as a policy and systems change leader. First 5 LA's 2020-28 Strategic Plan includes a commitment to using communications strategies to amplify our advocacy efforts and build public, and as First 5 LA prepares to implement the new 2024-29 strategic plan, these strategies will further advance our strategies to catalyze policy and systems change efforts to achieve more equitable futures for L.A. County's young children and families. Informed by Strategic Communications as the driver, Strategic Marketing develops and executes creative solutions that drive measurable outcomes.

The Strategic Marketing budget category includes line items for two contracts, and dedicated funds for paid advertising to be used to advance First 5 LA's systems change goals and to support the development of content and production of materials and assets to reach and engage target audiences externally and internally. This budget reflects the opportunities to strengthen First 5 LA's brand and amplify systems change priorities reflected in the 2020-28 strategic plan and will be an integral part of implementation planning for the new 2024-29 strategic plan.

Spending Plan and Funding Methodology

- 1) Bumpercar, Inc. is the Multimedia Creative Services agency contracted to provide a full range of production services (video, collateral, webpage design, graphic design for print collateral, advertising creative, etc.) to complement and enhance integrated communications and marketing, and social media and digital marketing projects.

- FY24-25 begins the final year of a five-year agreement with Bumpercar to continue project-based work including but not limited to, brand refresh, graphic design for print, digital, social media and presentations, infographics, photography, photo cataloging, video production and related services, and coordination with other entities and agency partners as projects require. Such projects include a video series reflecting Strategic Plan direction, our role as policy and systems change agents and our Vision. Bumpercar will potentially serve on the Internal Communications digital community production team and provide expertise in First 5 LA brand and design in development of a SharePoint content dissemination and repository hub for all employees.

This task order contract with Bumpercar, Inc. is not to exceed \$350,000 in FY24-25. This line item remains the same amount from FY23-24 budget.

- 2) Advantage ColorGraphics is the contracted vendor to provide printed materials for First 5 LA, including but not limited to:

- Posters and other print materials used at external events and meetings.

Spending Plan and Funding Methodology

- Building and in-office signage and other printed materials to support Internal Communications needs.
- Stationary, business cards, and other printed business material needs
- Press kits, premium items (branded pens, shirts, mugs, notepads, etc.)

The task order contract with Advantage ColorGraphics is not to exceed \$50,000 in FY24-25. This is a continued reduction from \$150,000 in FY23-24 and from \$200,000 in FY22-23, primarily due to ending the printing and distribution of the quarterly parenting guide and to an overall decrease in need to produce branded items. However, this budget will focus on anticipated org-wide printing needs, supporting strategic plan building signage and other needs.

- 3) Advertising: The Office of Communications will use paid media advertising to target and reach diverse audiences. This budget line item includes the cost to procure the services of a media buyer to develop a media plan and to place advertising, as well as for the hard-costs of the advertising placements (broadcast TV, radio, out-of-home, billboard, etc.) that are paid directly by First 5 LA and in compliance with procurement exceptions.

Los Angeles County is one of the largest, most desirable, and 2nd most expensive media markets in the nation because of its diverse population where brands can effectively reach a variety of ethnic groups.

Because the population of Los Angeles County makes it a key market for local and national advertisers, we must compete for placement availability. Our goal is to achieve reach and frequency levels that make an impact, which means determining an adequate budget and utilizing the right mix of traditional and non-traditional media.

- Cost estimates are based on historical spending prior to FY20-21. Los Angeles County is a premium ad-buy market, and this budget would cover the cost of at least one targeted campaign with county-wide reach. For reference, one of our last countywide campaigns was in the context of the U.S. Census. Ad buys related to this campaign, which resulted in more than 50 million impressions with hard-to-reach families with young children, cost approximately \$325,000.
- Building upon past digital advertising efforts, OOC has an opportunity to scale up efforts throughout L.A. County and develop localized strategies to reach targeted audiences. Potential campaigns include targeting public policy influencers and lawmakers to advance our policy and advocacy priorities, working in partnership with the Office of Government Affairs & Public Policy (OGAPP). In addition is the opportunity to develop a campaign to re-introduce First 5 LA, highlighting our focused priorities from our new 2024-2029 Strategic Plan, and new vision.

The budget for advertising costs is not to exceed \$600,000 in FY24-25. This is a reduction from \$1.15 million in FY21-22 due to the shift away from the marketing strategy of directly targeting parents and caregivers, coupled with a hold on executing advertising campaigns due to the impact of COVID-19, and from \$750,000 in FY23-24 to align with refinement of the 2020-2028 strategic plan and planning for the implementation of the new 2024-2029 strategic plan.

- 4) General Support Services: This budget line item, not to exceed \$100,000 in FY24-25, includes unplanned expenses not otherwise covered by existing contractors and scopes of work including but not limited to:
- Costs associated with First 5 LA hosted events, such as venue/location fee, audio/video rentals, fee for event coordinator, staffing, photographers, catering, décor/centerpiece, etc.
 - Requests from other Offices/Teams for printing and creative services that are beyond allocated contract amounts.

These funds provide the ability to solicit bids to purchase goods and services directly, outside of existing contracts and in compliance with our procurement threshold amounts.

Change from Prior Year (if >+-20%)

Contract budget reduction of \$50,000 with Advantage Color Graphics reflects continued decrease primarily due to ending the printing and distribution of the quarterly parenting guide and to an overall decrease in need to produce branded items. However, this budget will focus on anticipated org-wide printing needs, supporting the next phase of conversion to fully hybrid structure work and other needs.

Reduction of \$150,000 in Advertising costs reflects a more targeted approach, at a smaller scale, limited more costly out-of-home placements and instead focusing on hyperlocal community-centered and in-language strategies.

Office of Data for Action

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Data Development	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Annual Reporting	\$ 63,000	\$ 63,000	0%

Program Summary

The purpose of the Annual Reporting Project is to provide transparency on how First 5 LA expends public funds and to position First 5 LA to be accountable for how those funds are utilized.

This work will achieve the following overarching goals: (a) provide transparency on First 5 LA investments to increase public awareness about how funds are being utilized in Los Angeles County, and (b) gain a deeper understanding of First 5 LA's investments, grantees and contractors.

The work of this project in FY 24-25 will involve achieving the following goals: (a) providing transparency on First 5 LA's investments to First 5 California through the compliance with Proposition 10 requirements, and (b) using local data to build a better understanding about First 5 LA's investments.

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the Annual Reporting Project will be spent achieving the goals outlined below. Following each goal statement are the objectives that will be completed in the process of achieving the goal.

GOAL 1: Report on First 5 LA's fiscal context and investments: (a) collect Annual Reporting data for FY 23-24 on 100% of the contracts subject to Annual Reporting, (b) comply with Prop 10 requirements through timely submission of FY 23-24 Annual Reporting data to First 5 CA, and (c) finalize FY 24-25 Annual Reporting data collection tools and supplemental materials according to state reporting requirements and First 5 LA's local data needs.

GOAL 2: Local data use to build better understanding: (a) identify local data needs; (b) conceptualize approach to address data needs; and (c) produce data product.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on 420 hours of work at \$150 per hour which rounds to \$63,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time and resources needed to accomplish the FY 24-25 goals and objectives.

Change from Prior Year (if >+-20%)

No change from prior year.

Budget Fiscal Year: 2024 - 2025	Status: Proposed
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Initiative	Investment Category
Data Development	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Data Requests	\$5,000	\$5,000	0

Program Summary
The purpose of this budget item is to provide funds for First 5 LA to purchase data on an as-needed basis including data from state agencies such as the California Department of Education or Geographic Information System shape files in support of Impact Framework indicator tracking or other efforts.

Spending Plan and Funding Methodology
In FY 24-25 funds will be spent on data sets, as they are identified. Anticipated costs are based on previous experience purchasing data sets.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Data Partnerships	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Children’s Data Network	\$ 723,000	\$ 706,000	-2.4%

Program Summary

The purpose of the Children’s Data Network Data Partnership is (1) to improve the data infrastructure in key public systems to produce high-quality, actionable data and (2) to support linking administrative data within and across public systems to produce actionable research to support First 5 LA’s data efforts.

This work will ensure (1) First 5 LA has access to and uses high-quality data from administrative records collected by and linked across state agencies to inform, advance, and/or measure First 5 LA’s Strategic Plan efforts and outcomes, and (2) public systems have access to and use high-quality data from administrative records collected by and linked across local and state agencies to inform, advance, and/or measure systems change efforts and outcomes.

The work of this project in FY 24-25 will involve achieving the following goals: (1) First 5 LA and CDN have identified opportunities to expand access to data aligned with First 5 LA’s Strategic Plan efforts; (2) First 5 LA has access to linked administrative data on public systems and the children and families that utilize these systems aligned with First 5 LA’s Strategic Plan efforts; and (3) Key public systems use administrative data to inform, advance, and/or measure systems change efforts and outcomes.

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the Children’s Data Network will be spent achieving the goals outlined below. Following each goal statement are the objectives that will be completed in the process of achieving the goal.

GOAL 1: Alignment to First 5 LA’s efforts: (a) First 5 LA and CDN have identified opportunities to expand access to data aligned with First 5 LA’s Strategic Plan efforts, and (b) CDN is positioned to partner with state agencies and data partners and provide TA and analytic support to State-level data initiatives aligned with First 5 LA’s programmatic and data efforts (e.g., the Cradle-to-Career Data System).

GOAL 2: Access to linked administrative data: (a) CDN has linked the most recently available administrative data from state agencies aligned with First 5 LA’s Strategic Plan efforts, and (b) First 5 LA staff has access to data, key findings, and materials to facilitate use of administrative data aligned with First 5 LA’s Strategic Plan efforts.

GOAL 3: Key public systems use administrative data: (a) F5LA and our key partners use administrative data to support LA County prevention efforts, and (b) DCFS uses administrative data to facilitate better alignment of supervision and resources, and guide referrals at regional offices throughout the County.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on costs from previous years. These include:

- STAFF = \$392,000
- DIRECT COSTS (UNC's E. Putnam-Hornstein and USC student workers, USC School of Social Work Facility & Administration costs, Statistical Program license renewals, Server & Secure Rack Lease, etc.): = \$314,000

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Data Partnerships	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
WIC Data Mining Research Partnership	\$ 407,000	\$ 323,000	-20.6%

Program Summary

The purpose of the WIC Data Mining Research Partnership is to collect and utilize data on WIC families to advance, inform, and/or measure our Strategic Plan outcomes.

This work will achieve the following overarching goals: (a) First 5 LA staff understand the perspective of WIC families on their lived experiences, and use this data to inform, advance and/or measure Strategic Plan efforts and outcomes, and (b) First 5 LA staff have access to and use data on the characteristics and demographics of WIC families to inform, advance, and/or measure Strategic Plan efforts and outcomes. In FY 24-25, This project will focus on new research that will provide First 5 LA staff access to on the lived experiences of WIC families aligned with First 5 LA's Strategic Plan.

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the WIC Data Mining Research Partnership will be spent achieving the objectives outlined below.

- (a) Developing a plan for new research on the lived experiences of WIC families aligned with First 5 LA's Strategic Plan
- (b) Conducting new research on the lived experiences of WIC families
- (c) Positioning First 5 LA to use research findings on the lived experiences of WIC families

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on costs from previous years. These include:

- STAFF = \$292,000
- DIRECT COSTS (travel; software, data and server maintenance costs; incentives) = \$31,000
- TOTAL COSTS = \$323,000

Change from Prior Year (if >+-20%)

The budget for the WIC Data Mining Research Partnership in FY 24-25 is decreasing from FY 23-24 because in FY 23-24 we included funding for WIC to begin work on a countywide survey. We are not including any resources for a countywide survey in the FY 24-25 budget, so the estimated costs are lower.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Learning and Integration	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Data Agenda	\$ 200,000	\$ 250,000	25%

Program Summary

The purpose of the Data Agenda is to ensure First 5 LA has clear Data Priorities and ultimately, has and uses the data needed to inform our work and measure impact.

This work aims to ensure that First 5 LA staff, commissioners and key partners (a) have shared commitment to the Data Priorities emanating from our Strategic Plan and the Data Investments that address those priorities and (b) are positioned to use data to inform resource allocation, strategy, and decision-making.

The work of this project in FY 24-25 will involve achieving the following goals: (1) Identifying Data Priorities related to the Tactics informed by input from staff and Community Stakeholders, (2) Establishing a Data Agenda that reflects Data Priorities related to the Objectives and Tactics, (3) Developing an approach to oversight on current and new Data Investments, (4) Determining and launching the approach to consulting with Data Experts, and (5) Developing an equity index to inform resource allocation.

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the Data Agenda will be spent achieving the goals outlined below. Following each goal statement are the objectives that will be completed in the process of achieving the goal.

GOAL 1: Data Priorities for Tactics: (a) determining the approach to identify Data Priorities in the context of implementation planning/tactic development, (b) engaging staff and key stakeholders to identify how data can contribute to our tactics and the corresponding Data Needs, and (c) establishing Data Priorities for advancing and measuring tactics.

GOAL 2: Data Agenda: (a) establishing a Data Agenda that reflects Data Priorities related to Objectives and Tactics, (b) identifying Data Investments for Data Priorities established in 24-25, and (c) socializing the Data Agenda with Key Partners.

GOAL 3: Data Agenda Oversight: (a) clarifying roles and responsibilities for Data Agenda oversight and implementation, and (b) conceptualizing and implementing key components of the infrastructure to support Data Agenda Implementation (oversight and Data Investments) .

GOAL 4: Data Expert Consultation: (a) defining goals for engaging data experts, (b) determining the characteristics and composition of the pool of Data Experts, and (c) developing the approach and design for engaging data experts.

GOAL 5: Equity Index: (a) developing an equity index that can used to inform resource allocation and (b) using the equity index in the context of 25-26 budget development.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on 1,250 hours of work at \$200 per hour which rounds to \$250,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the FY24-25 goals and objectives.

Change from Prior Year (if >+-20%)

The cost for FY24-25 is expected to increase by 25% compared to the FY 23-24 budget amount because we are adding resources to allow us to (a) consult with Data Experts in order to augment internal expertise in ways that enhance our measurement, sensemaking, and dissemination efforts, and (b) to develop an equity index that informs how we allocate resources.

Budget Fiscal Year: 2024 - 2025**Status: Proposed**

Initiative	Investment Category
Learning and Integration	2020-2028 Strategic Plan

Program Name	2023 – 2024 Revised Budget	2024 – 2025 Budget	% Variance
Impact Framework	\$ 122,000	\$ 153,000	25.4%

Program Summary

The purpose of the Impact Framework is to measure progress on outcomes related to the 2024-2029 Strategic Plan.

This work will involve 1) acquiring data to assess progress on outcomes related to the 2024-2029 Strategic Plan; 2) positioning First 5 LA and partners to use data on outcomes to inform Tactics and other efforts, and; 3) positioning First 5 LA to share learnings and progress on outcomes.

The work of this project in FY 24-25 will involve: 1) documenting the conditions reflected in the Objectives to help measure progress towards the 2024-2029 Strategic Plan outcomes; 2) identifying Data Investments to acquire data for Objectives that do not have existing or accessible data, and 3) establishing Performance Measures as Tactics are developed.

Spending Plan and Funding Methodology

(1) How funds will be spent:

The funds requested for the Impact Framework will be spent achieving the goals outlined below. Following each goal statement are the objectives that will be completed in the process of achieving the goal.

GOAL 1: Determine the baseline for the conditions reflected in for SP Objectives: (a) acquire data to establish a baseline for Objectives that have accessible data, (b) analyze data on the conditions reflected in the Objectives prior to the 2024-2029 Strategic Plan, (c) develop, translate and disseminate summaries for each Objectives, and (d) maintain an updated Measurement Plan.

GOAL 2: Identify New Data Investments: (a) identify Data Investment Options for Objectives that do not have data that meet criteria, (b) select Data Investments, and (c) initiate the applicable process for new Data Investments.

GOAL 3: Establish Performance Measures: (a) determine the approach to developing Performance Measures for Tactics, and (b) use the approach to develop Performance Measures for Tactics decided upon in FY24-25.

(2) The funding level was determined based on costs from previous years. These include:

- STAFF = \$152,000
- OTHER COSTS (translation) = \$1,000

Change from Prior Year (if >+-20%)

The cost for the Impact Framework in FY 24-25 is expected to increase by 25% from the FY 23-24 budget amount because this year's work will include searching for, acquiring and analyzing data; drafting, designing, and translating documents for dissemination and engagement among stakeholders; and creating a new process to establish Performance Measures.



ATTACHMENT D:

FY 2024-25 BUDGET SUMMARY

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

OPERATING COSTS SUMMARY First 5 LA

Description	FY2024 MID-YEAR	FY2025 Family Supports & HR	FY2025 Community Engagement & Policy	FY2025 Operations & Sustainability	FY2025 Strategy & Culture	FY2025 Executive	FY2025 BUDGET	Variance from Prior Year
Operating Expenses								
Salaries & Benefits								
Total Salaries & Wages	12,274,806	4,244,836	3,731,281	3,023,521	948,925	667,661	12,616,224	341,419
Total Benefits	3,996,716	1,505,799	1,307,414	1,239,366	295,077	227,836	4,575,492	578,776
Salaries & Benefits	16,271,521	5,750,635	5,038,695	4,262,887	1,244,002	895,496	17,191,716	920,195
Operating Services								
ADP-Payroll	42,000	0	0	42,000	0	0	42,000	0
Workers' Compensation Insurance	45,000	0	0	70,000	0	0	70,000	25,000
Utilities	170,000	0	0	185,000	0	0	185,000	15,000
Corporate Insurance	113,300	0	0	140,800	0	0	140,800	27,500
Mileage, Parking and Other Transportation	28,825	2,575	12,373	1,015	4,000	1,500	21,463	(7,362)
Telephones	71,600	0	0	70,300	0	0	70,300	(1,300)
Cell Phone & Mobile Devices	122,000	28,200	39,600	32,400	12,800	2,400	115,400	(6,600)
Outside Printing & Publications	1,450	0	1,250	200	0	1,000	2,450	1,000
Other Supplies	6,250	0	0	6,000	0	0	6,000	(250)
Postage & Delivery	6,000	0	0	4,000	0	0	4,000	(2,000)
Educational Supplies	3,850	0	2,200	1,000	0	2,000	5,200	1,350
Office Supplies	63,655	6,000	10,350	21,610	8,300	1,000	47,260	(16,395)
Subscriptions & Publications	28,325	2,815	19,750	0	4,000	500	27,065	(1,260)
Capital Outlay	130,000	0	0	130,000	0	0	130,000	0
Equipment-Rents & Leases	13,000	0	0	16,000	0	0	16,000	3,000
Building Repair & Maintenance	185,000	0	0	172,580	0	0	172,580	(12,420)
Equipment Repairs & Maintenance	7,500	0	1,000	4,500	0	0	5,500	(2,000)
Offsite Storage	5,500	0	0	5,200	0	0	5,200	(300)
Hardware & Software Maintenance	406,500	0	0	370,000	4,000	0	374,000	(32,500)
Miscellaneous/Contingency	60,000	0	0	10,000	0	50,000	60,000	0
Stipend/Honorarium	2,500	0	0	0	0	0	0	(2,500)
Internal Meetings	100,740	34,800	27,500	9,300	17,000	14,000	102,600	1,860
Divisional Capacity Building	20,000	20,000	5,000	0	5,000	0	30,000	10,000
Operating Services	1,632,995	94,390	119,023	1,291,905	55,100	72,400	1,632,818	(177)
Consultant Services								
Consultant Fees	1,458,500	485,000	93,750	415,000	376,000	0	1,369,750	(88,750)
Other Professional Fees	291,000	0	0	300,260	0	0	300,260	9,260
Consultant Services	1,749,500	485,000	93,750	715,260	376,000	0	1,670,010	(79,490)
Professional Services								
Audit	72,000	0	0	72,000	0	0	72,000	0
Legal Fees	225,000	0	0	0	0	200,000	200,000	(25,000)
Professional Dues	55,370	4,500	5,200	45,950	3,500	0	59,150	3,780
Staff Recruitment	15,000	12,000	0	0	0	0	12,000	(3,000)
Commissioners Stipends	20,000	0	0	0	20,000	0	20,000	0
Web-Based Services	88,000	93,000	0	0	0	0	93,000	5,000
Bank & Other Service Charges	11,000	0	0	13,000	0	0	13,000	2,000
Professional Services	486,370	109,500	5,200	130,950	23,500	200,000	469,150	(17,220)
Travel Expenses								
Airfare	109,562	13,200	66,200	7,300	11,500	7,500	105,700	(3,862)
Lodging	106,354	19,596	48,750	12,900	16,500	5,000	102,746	(3,608)
Per Diem	49,602	10,850	18,488	5,750	10,000	2,400	47,488	(2,114)
Other Travel Expense	14,158	3,250	4,825	2,500	2,500	2,400	15,475	1,317
Travel Expenses	279,676	46,896	138,263	28,450	40,500	17,300	271,409	(8,267)
Professional Development								
Training Materials & Supplies	15,780	8,000	6,600	0	0	0	14,600	(1,180)
In-house Training	57,200	60,800	11,400	0	5,000	0	77,200	20,000
Leadership Programs	83,500	120,000	0	8,700	1,000	0	129,700	46,200
Conference/Training Registrations	114,300	29,400	28,200	12,500	24,000	4,500	98,600	(15,700)
Outside Education	55,700	10,000	37,000	9,350	6,000	0	62,350	6,650
Professional Development	326,480	228,200	83,200	30,550	36,000	4,500	382,450	55,970
Total Operating Expenses	20,746,542	6,714,621	5,478,131	6,460,002	1,775,102	1,189,696	21,617,553	871,011

**First 5 LA
FY 2024-25 Budget
Administrative Limit Calculation**

Centers/Departments

Board of Commissioners	47,500
Communications	965,597
Contract Administration & Purchasing	1,348,124
Executive	1,189,696
Facilities Management	737,800
Finance	1,644,290
Human Resources	2,976,230
Information Technology	1,889,721
Center for Operations & Sustainability (COS)	840,067

Salary & Benefits¹:

Communities	366,483
Family Supports	357,656
Health Systems	403,851
Impact and Accountability	288,405
Center for Community Engagement & Policy	295,252
Center for Strategy and Culture	295,252
Center for Family Systems & HR Support	611,602
Public Policy & ECE	210,850

Total FY 2024-25 Administrative Budget	\$ 14,468,376
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Total FY 2024-25 Operating Budget	21,617,553
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Total FY 2024-25 Program Budget	71,251,785
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Total FY 2024-25 Budget	\$ 92,869,338
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Administrative Cost Percentage	15.58%
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1. VPs, Directors and Administrative Assistants outside of COS only

FIRST 5 LA SCHEDULE OF AUTHORIZED POSITIONS					
Teams/Divisions	FY 2023-24		FY 2024-25 ⁴		
	Authorized Positions	Filled Positions as of March 2024	Baseline	Addition/Deletion	Total ²
Executive	6	4	5	-3	2
Family Systems & Human Resources	0	0	0	4	4
<i>Center for Child & Family Impact⁵</i>	4	3	4	-4	0
Human Resources ³	4	4	5	10	15
Family Supports	9	9	9	1	10
Health Systems	8	6	8	-2	6
Community Engagement & Policy	0	0	0	2	2
Communities	19	13	19	-6	13
Impact & Accountability	0	0	0	6	6
<i>Office of Data & Action</i>	7	4	7	-7	0
Public Policy & ECE	0	0	0	12	12
<i>Office of Government Affairs and Public Policy</i>	9	7	10	-10	0
<i>Early Childhood Education</i>	8	6	8	-8	0
Operations & Sustainability	0	0	0	4	4
<i>Center of Excellence</i>	3	3	4	-4	0
Contract Administration & Purchasing	10	8	10	-2	8
Finance	9	7	9	-1	8
Information Technology	7	5	7	-2	5
Strategy & Culture	0	0	0	4	4
<i>Office of Equity, Strategy and Learning</i>	6	3	4	-4	0
Communications	8	4	8	-2	6
	117	86	117	-12	105
1) Temporary employees (varies) are not included in the FTE count 2) The FTE count is based on our best thinking to meet the needs of the organization at this time 3) The 10 vacant position budgets live in the HR 4) 9 Priority Hire positions are budgeted in alignment with the new Strategic Plan 5) Centers and Teams in italics no longer exist, have been consolidated or renamed					



ATTACHMENT E:

FY 2024-25 BUDGET

- Department/Center Cover Pages
- Operating Detail

EXECUTIVE

Executive

Center/Department Name: Executive

Authorized Positions:

Position	
President & Chief Executive Officer	1
Executive Assistant to the President & Chief Executive Officer	1
Total:	2

Overview:

The President & Chief Executive Officer, leads the entire organization with the support of members of the Executive Director's Office, including an Executive Assistant. The President & Chief Executive Officer is responsible for the implementation of First 5 LA's 2024-2029 Strategic Plan, vision, mission, goals, objectives, strategies, and tactics and lead the advocacy for federal, state, and local policy changes that align to the Strategic Plan. The President will work to build sustainable capacity and collaborative networks within five Los Angeles County regions, partnering with local communities and elevating their voice and engagement in the social movement for effective systems change to improve outcomes for children prenatal to five and their families.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,587,793	1,189,696	(25.1%)	
Total Salaries & Wages	1,020,870	667,661	(34.6%)	
6040 Social Security Tax	43,752	28,847	(34.1%)	
6225 Mileage, Parking and Other Transportation	4,000	1,500	(62.5%)	Mileage, parking, and other transportation including but not limited to ride shares, taxi and shuttle services associated with offsite business related meetings with Commissioners and external partners and for conferences and training.
6235 Cell Phone & Mobile Devices	7,200	2,400	(66.7%)	Cell phone and mobile devices used for F5LA business for EDO personnel. 2 personnel x \$100/month totaling \$2,400.
6240 Outside Printing & Publications	0	1,000	100.0%	Expenses for F5LA business related outside printing and publishing including but not limited to pamphlets, brochures, presentations and other documents (i.e. Strategic Plan booklet and material)
6255 Educational Supplies	0	2,000	100.0%	Expenses for educational supplies including but not limited to books, audio recordings, etc. to promote professional development. ED orders books to stay informed on business related needs, organization structure, partner work and issues the organization may be facing.
6260 Office Supplies	4,000	1,000	(75.0%)	General office supplies for EDO including but not limited to pens, pencils, paper, notebooks, binders, etc.
6265 Subscriptions & Publications	0	500	100.0%	Expenses for subscriptions and publications for business use including but not limited to magazines, newspapers and newsletters. (i.e. The Atlantic, LA Times)
6300 Miscellaneous/Contingency	50,000	50,000	0.0%	Unexpected and unforeseen F5LA business expenses.
6310 Internal Meetings	7,500	14,000	86.7%	Expenses for F5LA meetings attended by Commissioners, legal counsel, staff and guests including catering, facility rental and other business meeting related expenses. ED expects to have more of these meetings during 2024-25 to continue work on the new Strategic Plan implementation and tactics.
6520 Legal Fees	225,000	200,000	(11.1%)	Legal fees incurred by F5LA
6610 Airfare	7,500	7,500	0.0%	Airfare to F5LA business meetings and events. More in person conferences and trainings are being offered, the ED plans to attend more during 2024-25.
6620 Lodging	5,000	5,000	0.0%	Logging for business related travel. More in person conferences and trainings are being offered, the ED plans to attend more during 2024-25.
6640 Per Diem	2,400	2,400	0.0%	Per diem expenses related to business related travel. More in person conferences and trainings are being offered, the ED plans to attend more during 2024-25.
6650 Other Travel Expense	2,400	2,400	0.0%	Miscellaneous expenses when traveling for F5LA related business. More in person conferences and trainings are being offered, the ED plans to attend more during 2024-25.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Exec Support-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
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6840 Conference/Training Registrations	5,100	4,500	(11.8%)	Registration fees for conferences and training for staff professional development and educational courses some offered by So Cal Grantmakers, F5AC, F5CA, CA Endowment, etc.
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CENTER FOR FAMILY SYSTEMS & HUMAN RESOURCES

Family Systems & HR Support

Center/Department Name: Center for Family Systems & Human Resources

Authorized Positions:

Position	#
Executive Vice President	1
Program Development & Effectiveness Manager	1
Executive Assistant and Center Coordinator	1
Project Manager	1
Total:	4

The Center for Family Systems and Human Resources plans, develops, and oversees our portfolio of work including efforts focused on family strengthening (including Welcome Baby and Select Home Visiting, as well as other efforts to assist families in navigation and accessing resources from public systems), health systems (including efforts focused on birth equity and early identification and intervention for developmental delays), and program development (including efforts to enhance and sustain our programmatic work). In addition, the Center includes the development and oversight of the policies, procedures and processes that support our employees, ensuring First 5 LA is able to recruit and retain top talent. The Center includes the following: the Family Supports department, the Health Systems department, the Human Resources department, and the function of program development and effectiveness. This Center also houses our key partnerships with family serving public systems.

The Center is headed by the Executive Vice President and collaborates with the other Centers and the Executive Department to strategically plan and execute First 5 LA's organizational priorities.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	857,699	1,089,195	27.0%	
Total Salaries & Wages	560,192	711,539	27.0%	
6040 Social Security Tax	22,732	30,598	34.6%	
6225 Mileage, Parking and Other Transportation	500	500	0.0%	Funds to cover mileage/parking for 4 staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	3,600	4,800	33.3%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 4 FTEs at \$100/staff member for a total of \$400/month x 12 months = \$4,800.
6260 Office Supplies	1,500	1,300	(13.3%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	250	100	(60.0%)	Funding to cover the purchase of subscriptions to publications to support CCFI's work.
6310 Internal Meetings	5,000	5,000	0.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6315 Divisional Capacity Building	20,000	20,000	0.0%	Funds to cover expenses related to capacity building for CCFI planning, contractor/partner meetings, and internal reflection and learning sessions. These sessions may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc.
6410 Consultant Fees	130,000	136,000	4.6%	Funds to cover consulting fees to support for CCFI for facilitation support, content and/or core capability-specific trainings and workshops such as consultants for team building/retreats, promotion of integration work (\$100,000), as well as for the EDO office's work with Andrea Strouder (\$36,000).
6540 Professional Dues	500	500	0.0%	Funds to cover dues that may arise to support CCFI.
6610 Airfare	1,500	2,500	66.7%	Funds for 4 FTE to and from professional conferences, meetings, or business-related trainings outside of Los Angeles area. All expenses will adhere to the First 5 LA policy for Travel Approval and Reimbursement.
6620 Lodging	1,500	2,500	66.7%	Funds for 4 FTE for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. All expenses will adhere to First 5 LA policy for Travel Approval and Reimbursement.
6640 Per Diem	750	1,250	66.7%	Funds to cover per diem costs for 4 FTE to provide for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6650 Other Travel Expense	750	1,250	66.7%	Funds to support other travel expenses for 4 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	2,500	4,000	60.0%	Funds to cover registration fees for 4 FTE professional conferences that maybe held virtually and in-person.

Family Supports

Center/Department Name: Family Supports

Authorized Positions:

Position	#
Director	1
Senior Program Officers	2
Program Officers	5
Program Associate	1
Administrative Coordinator	1

Total: 10

** Family Supports shares an Administrative Coordinator with the Public Policy & ECE department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the Family Supports department budget.*



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,624,062	1,637,998	0.9%	
Total Salaries & Wages	1,133,392	1,137,103	0.3%	
6040 Social Security Tax	70,795	71,539	1.1%	
6225 Mileage, Parking and Other Transportation	1,500	1,000	(33.3%)	Funds to cover mileage/parking for 9 FTE's to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	10,800	10,800	0.0%	Agency providing cell phone reimbursement to staff, including 12 months of Internet and Cellphone Reimbursement for offsite work. Funds for 9 FTEs at \$100/per staff member for a total of \$900/month for 12 months, for total of \$10,800.
6260 Office Supplies	2,000	1,000	(50.0%)	Funds for general office supplies to support 9 FTE staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc).
6265 Subscriptions & Publications	250	200	(20.0%)	Funding in the amount of \$200 to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio, including early childhood books to expand team's knowledge and access to online periodicals.
6310 Internal Meetings	1,000	1,800	80.0%	Funds to cover expenses related to internal staff meetings, including speakers and supplies.
6410 Consultant Fees	3,000	3,000	0.0%	Funds to cover potential consulting for staff development and internal integration efforts for total of \$3,000.
6610 Airfare	8,000	5,500	(31.3%)	Funds to support 6 FTE for travel to the Home Visiting National Summit in Washington DC (estimated at \$450/roundtrip), and at least one statewide event for 6 FTE (at \$300/each), and attendance at key Home Visiting presentations/conferences during the year for total of \$5,500.
6620 Lodging	11,000	8,100	(26.4%)	Funding for 6 FTE to attend National Home Visiting Summit in Washington DC (lodging estimated at \$300/night x 3 nights), and hotel stays for 6 FTE to attend one statewide event/conference each for estimate of \$200 for one night, and additional local/state conferences or presentations, for total of \$8,100.
6640 Per Diem	7,500	5,800	(22.7%)	Funds to cover per diem costs for 6 FTE that attend a national annual conference and statewide events/conferences, and attendance at key Home Visiting presentations/conferences for total of \$5,800.
6650 Other Travel Expense	1,000	500	(50.0%)	Funds to support other travel expenses for 9 FTE during participation in conferences and events.
6820 In-house Training	800	800	0.0%	Funds to support internal training and staff development for 9 staff at a group level for total of \$800.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Fam Supports-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6840 Conference/Training Registrations	11,000	8,400	(23.6%)	Costs include National Home Visiting Summit with in-person registration for 6 FTE at \$350/person and \$299/person for virtual; and training/registration opportunities for 9 FTEs at approximately \$300 per registration and two events per FTE. Total is rounded off to \$8,400.
6850 Outside Education	3,500	2,000	(42.9%)	Provides for content specific training to increases content knowledge and expertise in program implementation and sustainability related strategies. Training can be provided on a group or individual basis. Trainings anticipated for 9 FTE at \$400 per individual, rounded off to a total of \$3,500.

Health Systems

Center/Department Name: Health Systems

Authorized Positions:

Position	#
Director	1
Senior Program Officers	1
Program Officers	3
Administrative Coordinator*	1
Total:	6

** Health Systems shares an Administrative Coordinator with the Impact & Accountability department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the Health Systems budget.*

OPERATING COSTS SUMMARY
BUDGET FY24-25
CENTER/OFFICE/TEAM: Health Syst-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,105,372	1,011,197	(8.5%)	
Total Salaries & Wages	756,661	672,740	(11.1%)	
6040 Social Security Tax	44,604	40,420	(9.4%)	
6225 Mileage, Parking and Other Transportation	1,030	825	(19.9%)	Funds to cover mileage/parking for 5.5 staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	9,600	6,600	(31.3%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for off-site work. 5.5 FTEs at \$100/staff member for a total of \$550/month x 12 months = \$6,600.
6260 Office Supplies	1,545	1,200	(22.3%)	Funds for general office supplies to support staff with hybrid and onsite work.
6265 Subscriptions & Publications	515	515	0.0%	Funding to cover the purchase of interactive presentation/polling software, approximately \$10-\$15/month. Other costs include journal articles for research to inform programmatic strategy.
6310 Internal Meetings	3,090	3,000	(2.9%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	15,000	10,000	(33.3%)	Funds to cover consulting for departmental capacity building and Center-wide integration efforts. Additionally, will support content specific workshops/training not covered through programmatic consultant support.
6540 Professional Dues	1,000	1,000	0.0%	Funds to cover dues for Infant Development Association of California (\$250/org; includes up to 4 staff), American Public Health Association (\$225/person), Collaborative Family Healthcare Association (\$230/ person).
6610 Airfare	4,212	4,200	(0.3%)	Funds for 5.5 FTE to attend 1-2 conferences, trainings, meetings and other learning forums outside of the Los Angeles area (estimated at \$300-\$600/roundtrip)
6620 Lodging	8,910	6,996	(21.5%)	Funds for 5.5 FTE where travel is expected for staff to attend multi-day conferences, trainings, meetings and other learning forums outside of the Los Angeles area (estimated at \$424/night x 3 nights).
6640 Per Diem	3,402	3,000	(11.8%)	Funds to cover per diem costs for 5.5 FTE that attend conferences, trainings, meetings and other learning forums outside of the Los Angeles area.
6650 Other Travel Expense	1,458	1,300	(10.8%)	Funds to support other travel expenses for 5.5 FTE for participation in conferences and/or events (e.g. taxi, rideshare, etc.).

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Health Syst-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6840 Conference/Training Registrations	8,000	11,000	37.5%	Funds to cover registration fee for 5.5 FTE (\$2,000/person) to attend local and National conferences, trainings and other learning convenings including but not limited to Zero to Three annual conference, American Public Health Association annual meeting, California Association of Health Plans annual conference, Birth Equity Funders Summit, California Black Birth Equity Summit, Black Maternal Health Conference and Training Institute and First 5 Association Summit.

Human Resources

Center/ Department Name: Human Resources

Authorized Positions:

Position	#
Director, Human Resources	1
HR Business Partner	2
Project Manager, Human Resources	1
Administrative Coordinator	1
Org-wide Vacant Positions	10
Total:	14

~Additional HR personnel resources include two temporary employees (HR Consultant and Recruiting Consultant).



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,591,678	2,976,230	87.0%	
Total Salaries & Wages	808,938	1,723,454	113.1%	
6040 Social Security Tax	47,255	104,440	121.0%	
6225 Mileage, Parking and Other Transportation	250	250	0.0%	Mileage and Parking reimbursement for department staff that use their private vehicles and ride-share services in the course of conducting HR related business such as attending local meetings, hearings, trainings, and other HR related business. Monthly mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6235 Cell Phone & Mobile Devices	4,800	6,000	25.0%	Per First 5 LA's Mobile Device Policy, eligible staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of \$50 for use of their personal mobile device and \$50 for use of their personal internet service. Reimbursement will be paid for up to five full-time staff (5 FTE x \$100 = \$500 x 12 months = \$6,000).
6260 Office Supplies	3,000	2,500	(16.7%)	Day-to-day office supplies for the department including printer cartridges and employee file folders. Also includes cost of binders and dividers for the Employee Handbook. Costs associated with updating ID badges and providing ID badges to new staff (\$1500).
6265 Subscriptions & Publications	2,000	2,000	0.0%	HR related subscriptions and publications such as annual labor law posters and publications (\$500), HR California employee handbook creator (\$100), Survey Monkey (\$400), Harvard Business Review (\$120). Expenses such as books, videos, and other educational resources related to enhancing team core capabilities in human resources, and/or individual professional development. Costs assume \$100 per HR employee for the fiscal year (5 FTE x \$100 = \$500)
6310 Internal Meetings	15,000	25,000	66.7%	On-site and off-site staff planning sessions, contractor/partner meetings, and network-building sessions with external peers doing similar work. Meeting expenses may include facility rentals, catering, meeting materials, etc. Resources in this category also include organization-wide activities that support employee engagement and recognition.
6410 Consultant Fees	286,000	336,000	17.5%	Costs associated with current and anticipated consultant support in FY24-25: • Executive Recruitment (\$225,000)- Recruitment of director and above leadership talent. • Interactive Process Coordination and Facilitation and Disability Policy Development (\$20,000)- Provides for costs associated with conducting disability/medical accommodation coordination and facilitation including the interactive process and developing any disability policies, as needed. • Ergonomic Assessments (\$11,000)- Ergonomic assessments for employees working in the First 5 LA building. • Legal Costs (\$30,000)- Legal costs associated with accommodations, workplace investigations, etc. • HR Specific Consultant Support (\$25,000)- HR-related consultant to improve HR policies, practices, and procedures in alignment with legal requirements, organizational values, etc.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6540 Professional Dues	2,300	3,000	30.4%	Annual membership dues to HR related professional organizations including California Chamber of Commerce (\$1000); Society of Human Resources Management (SHRM) membership (\$300); Association for Talent Development (TD) membership (\$300); World at Work membership (\$350); Professionals in Human Resources (PIHRA) memberships (\$600).
6550 Staff Recruitment	15,000	12,000	(20.0%)	Expenses related to the recruitment, sourcing, and posting of open positions. Also includes candidate background checks and candidate related travel expenses, as needed.
6570 Web-Based Services	88,000	93,000	5.7%	Costs associated with web-based services including Human Resources Information System (HRIS) (\$30,000); Performance Management System to conduct FY24-25 performance evaluations (\$6,000); potential updated performance management system for FY24-25 performance evaluations and beyond (\$25,000); mandatory IRS Affordable Care Act (ACA) reporting (\$10,000); web-based compliance trainings (\$10,000); Emergency Notification System (\$8,000); FMLA Tracker (\$4,000).
6610 Airfare	800	1,000	25.0%	Airfare to and from professional conferences or trainings outside of Los Angeles area. Approval from the Director of HR will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6620 Lodging	1,200	2,000	66.7%	Lodging at professional conferences or trainings held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Approval from the Director of HR will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement
6640 Per Diem	500	800	60.0%	Various daily expenses incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	200	200	0.0%	Various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6810 Training Materials & Supplies	8,000	8,000	0.0%	Materials, supplies, and catering related to internal training. Also includes materials and supplies related to employee onboarding and new hire orientation.
6820 In-house Training	40,000	60,000	50.0%	Resources to support implementation of a learning and talent development strategy that supports the strategic plan. Work in this area includes determining organization-wide learning priorities that support the strategic plan and then implementing those priorities.
6830 Leadership Programs	75,000	120,000	60.0%	Costs associated with external staff professional development opportunities in programs such as CORO (\$3,000 per staff), and other leadership programs. Also, includes coaching for Senior Leadership Team (\$15,000 per SLT member) and Leadership Team (\$5,000 per LT member).
6840 Conference/Training Registrations	6,000	6,000	0.0%	Registration expenses for professional conferences and webinars to support HR staff learning including annual labor law updates, annual employee handbook updates, webinars on ADA disability compliance and reasonable accommodation and other HR related topics.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6850 Outside Education	8,000	8,000	0.0%	External training includes manager-specific training such as Managing to Change the World offered through The Management Center. This line item includes resources for new employees and new/newly promoted managers to attend these external trainings. This line item also includes resources for HR staff to attend newly identified external trainings to evaluate applicability for the organization.

CENTER FOR COMMUNITY ENGAGEMENT & POLICY

Community Engagement & Policy Support

Center/Department Name: Community Engagement & Policy

Authorized Positions:

Position	#
Vice President of Community Engagement & Policy	1
Manager, Partner Development	1
Total:	2

Overview:

The Center of Community Engagement & Policy is responsible for overseeing and integrating First 5 LA's community engagement strategy, data agenda, public policy strategy and agenda (including early care and education), and leading First 5 LA's strategic development of external partnership development. In addition, the Center works with other Centers and the Executive Department to develop strategic direction for the organization. The Center of Community Engagement & Policy consists of the following departments: Communities, Impact & Accountability, Public Policy & Early Care and Education, and the Partnership Development function.

The Center will be responsible for advocating for impactful federal, state, and local policy changes that align with and drive First 5 LA's 2024-2029 Strategic Plan, vision, mission, goals, objectives, strategies, and tactics. It will oversee the organization's work to build sustainable capacity and collaborative networks within five Los Angeles County regions, partnering with local communities and elevating their voice and engagement in the social movement for effective systems change to improve outcomes for children prenatal to five and their families. The Center will spearhead the development of new partnerships for First 5 LA at the local, regional, and state level in support of organizational goals, and collaborate internally to maintain new and existing relationships and close gaps. And it will oversee the development and implementation of collaborative, organization-wide processes for analyzing, integrating, and sharing demographic and community based quantitative and qualitative data collection and consistent evaluation to inform investments, partner engagements, and policy positions.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	0	393,580	100.0%	
Total Salaries & Wages	0	298,620	100.0%	
6040 Social Security Tax	0	18,514	100.0%	
6225 Mileage, Parking and Other Transportation	0	250	100.0%	Funds to cover mileage/parking for 2 staff to attend local meetings within LA County
6235 Cell Phone & Mobile Devices	0	2,400	100.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 2 FTEs at \$100/staff member for a total of \$200/month x 12 months = \$2,400
6260 Office Supplies	0	750	100.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6310 Internal Meetings	0	5,000	100.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6315 Divisional Capacity Building	0	5,000	100.0%	Funds to cover expenses related to capacity building for CE&P support's planning, contractor/partner meetings, and internal reflection and learning sessions. Meeting expenses may include facility rentals, catering, meeting materials, etc.
6540 Professional Dues	0	500	100.0%	Funds to cover dues that may arise to support CE&P Support
6610 Airfare	0	1,200	100.0%	Funds for 2 FTE to and from professional conferences, meetings, or business-related trainings outside of Los Angeles area. All expenses will adhere to the First 5 LA policy for Travel Approval and Reimbursement.
6620 Lodging	0	1,250	100.0%	Funds for 2 FTE for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. All expenses will adhere to First 5 LA policy for Travel Approval and Reimbursement.
6640 Per Diem	0	1,200	100.0%	Funds to cover per diem costs for 2 FTE to provide for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	0	625	100.0%	Funds to support other travel expenses for 2 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	0	2,000	100.0%	Funds to cover registration fees for 2 FTE professional conferences that maybe held virtually and in-person.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: CE&P Support-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
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Communities

Center/Department Name: Communities

Authorized Positions:

Position	#
Director	1
Deputy Director	1
Senior Program Officer	5
Program Officer	4
Administrative Coordinator	1
Program Associate	1
	13



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	2,209,077	2,129,388	(3.6%)	
Total Salaries & Wages	1,581,688	1,459,687	(7.7%)	
6040 Social Security Tax	97,641	90,618	(7.2%)	
6225 Mileage, Parking and Other Transportation	4,000	4,000	0.0%	Funds to cover mileage/parking for 13 staff to attend local meetings within LA County.
6235 Cell Phone & Mobile Devices	22,800	15,600	(31.6%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offside work, included for 12 months. 13 FTEs at \$100/staff member for a total of \$1,300 x 12 months = \$15,600
6255 Educational Supplies	1,000	1,000	0.0%	Funds to cover books, videos, and other educational resources related to enhancing core staff capabilities/knowledge for community driven efforts, network development, etc.
6260 Office Supplies	6,000	6,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	2,500	2,500	0.0%	Funding to cover the purchase of subscription/publications that support deepening our understanding and application of community driven change, network development, etc. such as the Stanford Social Institutional Review (\$39.95/year), Asana (\$1400/year), Kumu (\$120/year).
6285 Equipment Repairs & Maintenance	1,000	1,000	0.0%	Funds to cover expenses related to copier, printer, and/or interpretation equipment.
6310 Internal Meetings	15,000	10,000	(33.3%)	Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc. Starting in 2024, the Communities Team intends to host internal and external meetings outside of First 5 LA dependent on First 5 LA's policy and public health recommendations.
6410 Consultant Fees	23,500	23,500	0.0%	Provides for consultant support for the Communities Team for facilitation support, content and/or core capability specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include virtual and in-person facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities). The team plans to use facilitation /consultant support to: - optimize our role in the CCFI integration process--both internally and externally,- other expertise to support strengthening staff role and understanding in network development, and- building the Prenatal-age 5 movement, and increasing reflective learning practices.
6540 Professional Dues	1,000	1,000	0.0%	Provides for memberships to content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from \$500-\$1,000 per year.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Communities-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6610 Airfare	3,000	3,000	0.0%	Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Team Director will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6620 Lodging	4,000	4,000	0.0%	Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Staff attending conferences, meetings, or other business-related activities, support the implementation of the Team's workplans and the FY 2024-2025 Strategic Plan. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6640 Per Diem	2,500	2,500	0.0%	Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	1,000	1,000	0.0%	Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6840 Conference/Training Registrations	10,200	8,200	(19.6%)	Provides for registration expenses for professional conferences. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any expenses.
6850 Outside Education	15,000	13,000	(13.3%)	This category is needed to support individual professional/leadership development outside of attending conferences and HRTM approved leadership programs with an approximate \$1,000 per team member.

Impact & Accountability

Center/Department Name: Impact & Accountability

Authorized Positions:

Position	#
Director of Impact & Accountability	1
Senior Data Strategist	2
Data Strategy Specialist	2
Data Analyst	1
Administrative Coordinator*	*
Total:	6

** Impact & Accountability shares an Administrative Coordinator with the Health Systems department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the Health Systems budget.*

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Impact & Acct-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	871,229	1,050,724	20.6%	
Total Salaries & Wages	625,421	743,603	18.9%	
6040 Social Security Tax	36,033	42,976	19.3%	
6225 Mileage, Parking and Other Transportation	700	750	7.1%	Provides for expense reimbursement estimated at \$125 per employee for up to six staff that use their private vehicles and ride-share services in the course of conducting commission business. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6235 Cell Phone & Mobile Devices	8,400	7,200	(14.3%)	Provides for a monthly reimbursement of \$100 for up to six staff that use their personal mobile device to be accessible while working outside of the office or during after-hours.
6260 Office Supplies	350	600	71.4%	Provides for consumable office supplies at an estimate of \$100 per employee for up to six staff.
6265 Subscriptions & Publications	250	0	(100.0%)	
6310 Internal Meetings	5,000	5,000	0.0%	Provides for expenses related to internal Impact and Accountability meetings and meetings with other departments in the organization. Meeting expenses may include facility rentals, catering, meeting materials, etc. Additional resources are included for up to four external speakers at \$500 each. The amount is based on historical expenditures for similar staff engagement opportunities.
6410 Consultant Fees	20,000	20,000	0.0%	Provides for consultants to design, plan, facilitate, document and support action items related to Impact and Accountability retreats for team-building, reflection, recalibration and short- and long-term planning in support of organizational and Impact and Accountability department-specific goals.
6540 Professional Dues	1,295	1,200	(7.3%)	Provides for annual professional association memberships estimated at \$200 per employee for up to six staff.
6610 Airfare	4,200	6,000	42.9%	Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area estimated at \$1,000 per employee for up to six staff. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6620 Lodging	4,200	6,000	42.9%	Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute estimated at \$1,000 per employee for up to six staff.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Impact & Acct-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6640 Per Diem	1,400	2,100	50.0%	Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA estimated at \$350 per employee for up to six staff. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
6650 Other Travel Expense	700	1,200	71.4%	Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA estimated at \$200 per employee for up to six staff. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
6810 Training Materials & Supplies	280	600	114.3%	Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in measurement, evaluation, data visualization, data-driven decision-making, adult learning, organizational performance, and/or individual professional development estimated at \$100 per employee for up to six staff.
6820 In-house Training	5,000	5,000	0.0%	Provides for resources for two virtual or onsite trainings at \$2,500 per training. The amount is based on historical expenditures for similar staff learning opportunities on highly technical subject matter.
6840 Conference/Training Registrations	3,500	6,000	71.4%	Provides resources to attend up to two professional conferences estimated at \$1,000 per employee for up to six staff. The amount is based on historical expenditures for conference registration fees.
6850 Outside Education	5,250	6,000	14.3%	Provides for registration expenses for technical skills training estimated at \$1,000 per employee for up to six staff.

Public Policy & Early Care and Education

Center/Department Name: Public Policy & ECE

Authorized Positions:

Position	#
Director of Public Policy & ECE	1
Senior Policy Strategist	1
Senior Government Affairs Strategist	1
Local Policy Strategist	1
Policy Analyst	2
Government Affairs Strategist	1
Senior Program Officer (ECE)	2
Program Officer (ECE)	3
Administrative Coordinator (ECE)*	*
Total:	12

** Public Policy & ECE shares Administrative Coordinators with the Family Supports and Communications departments. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinators are included within the Family Supports and Communications department budgets, respectively.*



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,418,957	1,904,439	34.2%	
Total Salaries & Wages	973,143	1,229,372	26.3%	
6040 Social Security Tax	57,500	77,656	35.1%	
6225 Mileage, Parking and Other Transportation	4,970	7,373	48.4%	Funding remains constant from FY23-24 anticipating a continued return to in person and hybrid work. Using the 2024 mileage rate of 67 cents per mile, this budget would cover mileage for up to 225 trips at 30 miles per trip, plus \$10 for parking per trip. An additional \$600 is included for longer than average trips, like meetings in the Antelope Valley, or higher than average parking rates. This budget allows for approximately \$33 per trip, which could cover cab fare and public transportation for trips not taken in personal cars. All travel funds are anticipated to be spent on policy-related work.
6235 Cell Phone & Mobile Devices	10,800	14,400	33.3%	This budget assumes \$100/month for 12 months for 12 FTEs.
6240 Outside Printing & Publications	1,250	1,250	0.0%	PPECE will occasionally need to produce external facing documents and make copies while outside the office. This budget would allow the department to produce 5 large color posters (\$250 each) or 500 double sided color handouts (\$1.78 each). Prices based on historic spending and quotes from FedEx.
6255 Educational Supplies	900	1,200	33.3%	PPECE will occasionally purchase supplies to advance the team's knowledge of leading policy and content research, recommendations, and issues. This budget assumes \$100 per person for educational supplies (12 FTEs), 50% of which will be allocated for issue-related professional development (\$50) and 50% to advance policy work (\$50).
6260 Office Supplies	2,250	3,000	33.3%	This budget will provide up to \$250 for 12 FTEs for office supplies throughout FY 24-25
6265 Subscriptions & Publications	14,735	17,250	17.1%	PPECE's primary expense in this category is a subscription to Politico Pro California (\$11,200 in FY22-23, \$10,500 in FY23-24), a California-specific political and policy news service. The department also subscribes to GovBuddy, a legislative monitoring service; the Capitol Morning Report; Capitol Track and other publications.
6310 Internal Meetings	5,250	7,500	42.9%	In a continued transition to hybrid work and in person meetings, PPECE anticipates frequently hosted working lunches with internal and external partners and has historically spent the majority if its meeting expense budget. This budget will allow the department to host 30 meetings at an average cost of \$250 per meeting.
6410 Consultant Fees	0	50,250	100.0%	As a new department, PPECE anticipates consultant support for to assist in the integration/merging of the Office of Government Affairs and Public Policy (OGAPP) and the Early Care and Education (ECE) department as the new Public Policy and Early Care and Education (PPECE) department within the Community Engagement and Policy Center. Additional funds for consultant fees will support strategic plan implementation, reflective practice, management training for the team. Calculation 333 hours at rate of \$150/hr.
6540 Professional Dues	0	2,500	100.0%	Budget assumes PPECE department specific membership for organizations such as NAEYC, philanthropy affiliated orgs, and others.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6610 Airfare	48,000	56,000	16.7%	PPECE anticipates frequent travel for local, state and federal advocacy events, meetings, and conferences including: First 5 Advocacy Day, advocacy coalition and planning meetings, legislative hearings, partner advocacy events like Access DC, meetings with other First 5 Commissions including the First 5 Association, and other key partners/coalitions like First 5 California, the ECE Coalition, and others. The most common destinations for PPECE staff travel are Sacramento, Washington DC, and the San Francisco Bay Area. Assuming an average cost of \$400 per roundtrip flight, this budget would allow 140 trips in FY 24-25. All travel funds are anticipated to be spent on department related work and not professional development.
6620 Lodging	30,000	37,500	25.0%	PPECE anticipates frequent travel for advocacy trips and department related meetings. The average hotel room for frequent destinations ranges from \$200 to \$400 per night, or an average of \$300 per night. At this average rate, the budget would cover nearly 125 hotel nights for the office in FY 24-25 or approximately 20 hotel nights. All travel funds are anticipated to be spent on policy and department related work, and not on professional development.
6640 Per Diem	8,700	12,688	45.8%	PPECE anticipates frequent travel for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from \$66 to \$79. Assuming an average per diem rate of \$72.50, this budget would allow for approximately 175 days of travel.
6650 Other Travel Expense	1,500	2,000	33.3%	PPECE anticipates travel outside of LA County and includes parking at airports, cab rides to meetings and hotels, and train trips. Assuming each cab or train ride or day of airport parking is an average of \$25, this budget would allow for 80 individual trips or parking days outside of LA County. All travel funds are anticipated to be spent on department related work and not on professional development.
6810 Training Materials & Supplies	6,500	6,000	(7.7%)	PPECE plans to hold a series of team development and learning retreats and trainings with facilitators. The budget amount assumes materials and supplies for four retreats through FY 24-25 at \$125 for 12 FTEs.
6820 In-house Training	6,400	6,400	0.0%	PPECE plans to hold a series of team development and learning retreats and trainings with facilitators. The budget assumes each retreat will require up to 16 hours of consultant time at a \$150 hourly rate, that venue and ancillary services will cost up to \$1,000 per retreat, and that the department will host four retreats through FY 24-25. The budget assumes that 50% of internal trainings will support department related work (\$3,200) and 50% will support professional development (\$3,200).
6840 Conference/Training Registrations	9,000	12,000	33.3%	This budget assumes an average conference registration of \$500/person and up to two conferences per person (12 FTEs). All costs for conference/training registrations will be for work aligned to F5LA's 2024-2029 Strategic Plan and not professional development opportunities.
6850 Outside Education	10,000	18,000	80.0%	PPECE plans to help staff develop certain skills associated with individual development goals, such as policy analysis, budget analysis, and content research for the workplace. Training costs vary by program. This budget assumes that 12 FTEs will participate in an external training program at up to \$1,500 per program. All of this budget is anticipated to be spent on professional development.

CENTER FOR OPERATIONS & SUSTAINABILITY

Operations & Sustainability Support

Center/Department Name: Center for Operations & Sustainability (COS)

Authorized Positions:

Position	#
VP, Operations & Sustainability	1
Administrative Coordinator*	1
Operations Manager	1
Communities & Operations Lead	1
Total:	4

** COS shares an Administrative Coordinator with the IT department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the COS Team budget.*

Overview:

The Center for Operations & Sustainability works as a trusted and collaborative partner to develop effective, efficient, and impactful organizational policies, processes, and practices to fulfill First 5 LA's vision and mission and to be a responsible steward of public funds. The Center operates under an Operations Framework of people, process, technology, and space through the Contract Administration and Purchasing department, the Finance department, the Information Technology department, and the function of operations management including facilities management. The Center also strives to ensure First 5 LA can achieve long-lasting impact, stability, and flexibility toward our mission under a Sustainability Framework aimed at maximizing First 5 LA assets and partnering internally and externally to develop alternative revenue strategies. The Center's functions span procurement, contracting, and oversight of the contract management functions; financial management, budget development, auditing, accounting, financial analysis, and payroll; technology and network infrastructure support, cyber security monitoring, records and data management; business process improvement and facilities management.

The Center for Operations & Sustainability is led by the VP of Operations & Sustainability and collaborates with the other centers to support achievement of the strategic plan.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Ops & Sustain Support-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	590,153	840,067	42.3%	
Total Salaries & Wages	444,924	600,068	34.9%	
6040 Social Security Tax	21,465	32,013	49.1%	
6225 Mileage, Parking and Other Transportation	515	515	0.0%	Funds to cover mileage/parking for three staff to attend local meetings within LA County.
6230 Telephones	600	300	(50.0%)	Funds to cover AT&T internet and long-distance calling at F5LA building and Verizon company-issued cell phones.
6235 Cell Phone & Mobile Devices	3,600	4,800	33.3%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 4 FTEs at \$100/staff member for a total of \$400/month x 12 months = \$4800.
6260 Office Supplies	750	750	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6305 Stipend/Honorarium	2,500	0	(100.0%)	
6310 Internal Meetings	1,500	1,500	0.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	15,000	10,000	(33.3%)	Funds to cover consulting for any related COE/Facilities/CIP consultation that may be needed to address hybrid work and/or leasing of the building.
6540 Professional Dues	1,150	1,150	0.0%	Funds to cover dues for annual dues to First 5 California, Project Management Institute membership, and other professional memberships.
6610 Airfare	1,000	1,200	20.0%	Funds for four FTE to attend potential professional conferences outside of the Los Angeles area (estimated at \$300/roundtrip).
6620 Lodging	1,500	2,000	33.3%	Funds for four FTE to attend potential multi-day professional conferences outside of the Los Angeles area such as the First 5 Summit.
6640 Per Diem	1,000	1,200	20.0%	Funds to cover per diem costs for four FTE that attend professional conferences outside of the Los Angeles area.
6650 Other Travel Expense	500	700	40.0%	Funds to support other travel expenses for four FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.).
6840 Conference/Training Registrations	2,000	2,500	25.0%	Funds to cover registration fees for four FTE at \$625/person to attend philanthropic, operational excellence, facilities, and security conferences and trainings that may come up during the year.

OPERATING COSTS SUMMARY

BUDGET FY24-25

CENTER/OFFICE/TEAM: Ops & Sustain Support-Op Costs-No Project



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6850 Outside Education	3,000	3,850	28.3%	Funds to cover training attendance at philanthropic, operational excellence, facilities, and security trainings that may arise during the year to deepen knowledge and understanding in support of the strategic plan (estimated at four FTE at ~\$960/person).



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	735,500	737,800	0.3%	
6245 Other Supplies	6,000	6,000	0.0%	Funds for ergonomic equipment and furniture for staff.
6250 Postage & Delivery	6,000	4,000	(33.3%)	Funds to cover USPS mailings, courier services and FedEx delivery services.
6260 Office Supplies	24,000	16,360	(31.8%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.), including general supplies for the kitchens.
6275 Equipment-Rents & Leases	1,000	1,000	0.0%	Funds to cover annual lease agreements for equipment.
6280 Building Repair & Maintenance	185,000	172,580	(6.7%)	Funds for general repairs and maintenance of the building including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electric systems maintenance and building security system. Also includes funds for HVAC filters, restroom repairs, janitorial supplies (e.g. toilet paper and seat covers, cleaning solutions, air fresheners, hand soap, paper towels, etc.), lamp fixtures, electrical ballasts and paint supplies.
6285 Equipment Repairs & Maintenance	6,000	3,000	(50.0%)	Funds to cover expenses related to access card equipment, cubicle changes, blinds, file cabinets, etc.
6290 Offsite Storage	1,500	1,200	(20.0%)	Funds to cover expenses for offsite storage and Iron Mountain shredding.
6300 Miscellaneous/Contingency	10,000	10,000	0.0%	Funds for unforeseen expenses, emerging opportunities, and contingencies.
6420 Other Professional Fees	291,000	300,260	3.2%	Funds to cover contracted services for the building management company and security.
6540 Professional Dues	35,000	38,400	9.7%	Funds to cover dues for payment of CC&Rs yearly assessment for common area expenses shared by the Union Station tenants and payment of Los Angeles City Lighting Bureau.

Contract Administration & Purchasing

Center/Department Name: Contract Administration & Purchasing (CAP)

Authorized Positions:

Position	#
Director	1
Contract Compliance Manager	1
Contract Operations and Purchasing Manager	1
Contract Compliance Officer	3
Contract Operations and Compliance Officer	1
Administrative Coordinator	1
Total:	8

** CAP shares an Administrative Coordinator with the Finance department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the CAP budget.*



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,491,045	1,348,124	(9.6%)	
Total Salaries & Wages	1,000,992	912,672	(8.8%)	
6040 Social Security Tax	60,701	56,354	(7.2%)	
6235 Cell Phone & Mobile Devices	0	9,600	100.0%	gdemirchyan@first5la.org 4/8/2024 7:01:24 PM 8 staff members at 100 pp x12 Months=9600
6255 Educational Supplies	1,350	1,000	(25.9%)	This allocation is for books, and textbooks for leadership programs and courses for staff to support their professional development.
6260 Office Supplies	2,000	2,000	0.0%	This will provide office supplies for the department throughout the fiscal year.
6310 Internal Meetings	5,700	7,000	22.8%	\$1000 is allocated to the department's annual debrief session after renewals. \$6000 is allocated for 2 team retreats scheduled semi-annually.
6410 Consultant Fees	58,000	10,000	(82.8%)	\$10,000 is budgeted for insurance review and compliance services for FY 24-25.
6540 Professional Dues	4,000	3,500	(12.5%)	\$3,500 will provide memberships for CAP Staff for NIGP, NCMA, and Grammarly.
6610 Airfare	6,000	4,000	(33.3%)	\$4,000 will go towards airfare for staff conferences at NIGP, CAPPO, and NCMA.
6620 Lodging	7,000	7,000	0.0%	\$7,000 has been budgeted for lodging for CAP staff to attend conferences for NCMA, NIGP and CAPPO.
6640 Per Diem	3,800	3,000	(21.1%)	\$3,000 is for per diem for staff to attend NIGP, NCMA, and CAPPO conferences.
6650 Other Travel Expense	2,600	1,500	(42.3%)	\$1,500 has been allocated for travel expenses during conferences for CAP staff at NIGP, NCMA and CAPPO.
6830 Leadership Programs	7,500	8,700	16.0%	\$8,700 will go towards the Harvard Leadership Program for 3 CAP staff to support their professional development.
6840 Conference/Training Registrations	9,500	5,000	(47.4%)	\$5,000 will go towards conference registration fees for CAP staff to NIGP, NCMA and CAPPO conferences.
6850 Outside Education	5,550	5,500	(0.9%)	\$1,000 is allocated for webinars, and \$4,500 will go towards professional development courses for 3 staff.

Finance

Center/Department Name: Finance

Authorized Positions:

Position	#
Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
Administrative Coordinator	*
	8

** Finance shares an Administrative Coordinator with the Contract Administration & Purchasing (CAP) department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the CAP department budget.*



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,537,248	1,644,290	7.0%	
Total Salaries & Wages	887,084	893,413	0.7%	
6040 Social Security Tax	49,943	53,721	7.6%	
6225 Mileage, Parking and Other Transportation	200	200	0.0%	Funds to cover milage and parking for Finance staff members
6235 Cell Phone & Mobile Devices	10,800	10,800	0.0%	\$100 pp includes internet and mobile devices by 9 staff. 900 x 12 = 10,800
6240 Outside Printing & Publications	200	200	0.0%	Funds to cover printing and publications for Finance staff
6260 Office Supplies	2,000	2,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work
6310 Internal Meetings	300	200	(33.3%)	Funds to cover staff with expenses related to internal meetings
6410 Consultant Fees	10,000	5,000	(50.0%)	Funds to cover expenses related to consulting. Possibly cover costs related to ABM training for staff regarding budgeting
6510 Audit	72,000	72,000	0.0%	Funds to cover expenses related to annual financial audit
6540 Professional Dues	500	400	(20.0%)	Funds to cover annual professional dues
6580 Bank & Other Service Charges	11,000	13,000	18.2%	Funds to cover expenses related to bank and other service bank related charges
6610 Airfare	1,500	1,500	0.0%	Funds to cover finance staff for airfare related to any potential conferences to and from LA.
6620 Lodging	2,000	2,000	0.0%	Funds to cover finance staff for lodging related to any potential conferences to and from LA.
6640 Per Diem	750	750	0.0%	Funds to cover per diem costs to any potential professional conferences outside of LA.
6650 Other Travel Expense	300	300	0.0%	Funds to cover Other travel costs to any potential professional conferences outside of LA.
6840 Conference/Training Registrations	2,000	2,000	0.0%	Funds to cover any potential professional conferences.

Information Technology

Center/Department Name: Information Technology (IT)

Authorized Positions:

Position	#
IT Director	1
IT Business Application Support	1
Network Administrator and Service Desk Support	1
Enterprise Content Management Specialist (ECM)	1
IT Helpdesk Specialist	1
Admin Coordinator*	*
Total:	5

** IT shares an Administrative Coordinator with the Center for Operations & Sustainability (COS) Support department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinator are included within the COS budget.*



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,859,482	1,889,721	1.6%	
Total Salaries & Wages	607,572	617,368	1.6%	
6040 Social Security Tax	35,411	36,297	2.5%	
6225 Mileage, Parking and Other Transportation	300	300	0.0%	Funds to cover mileage/parking for 6 staff to attend local meetings within LA County.
6230 Telephones	71,000	70,000	(1.4%)	Funds to cover internet and long-distance calling at F5LA building and company-issued cell phones, fax lines, wireless peripherals. Funds include cost of implementation of a new redundant, backup internet connection at First5LA building.
6235 Cell Phone & Mobile Devices	7,200	7,200	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 6 FTEs at \$100/staff member for a total of \$600/month x 12 months = \$7200
6260 Office Supplies	2,000	500	(75.0%)	Funds for general office supplies (e.g., paper, pens, post it notes, folders, etc.) including IT related office supplies such as power cords, phone chargers, batteries, labelers, network cables, etc. By adopting a paperless approach, IT staff has reduced the cost of office supplies from \$1500 to \$500.
6270 Capital Outlay	130,000	130,000	0.0%	Funds to cover the purchase of new technology related fixed assets such as laptops, monitors, computer peripherals, servers, switches, desk phones, desktop printers, audio-video equipment, etc. that may also be part of the Technology Replacement program.
6275 Equipment-Rents & Leases	12,000	15,000	25.0%	Funds cover annual lease agreement for equipment such as Multi-Functional Printers (MFP). 5-yr lease agreement expires in 2024. Anticipated cost increase of \$3k/yr has been factored.
6285 Equipment Repairs & Maintenance	500	1,500	200.0%	General maintenance and repairs of technology equipment that are not scheduled to be replaced in the upcoming fiscal year. Examples include damaged / broken phones, laptops, printers etc. Professional repair costs to fix a broken laptop screen is around \$500. The increase in funds from \$500 to \$1500 will cover these costs.
6290 Offsite Storage	4,000	4,000	0.0%	Provides funding for offsite storage of physical records, including access and management of these records. IT is responsible for costs associated with Records Retention as well as the management of physical and digital records.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6295 Hardware & Software Maintenance	402,000	370,000	(8.0%)	Funds to cover expenses to maintain First 5 LA's technology related hardware and software including but not limited to: ADOBE License \$5000 AV Conference Calling subscription - \$18,000 Backup Server Support & Maintenance - \$5,000 Board Agenda Management Software - \$4,000 Budget Application - \$9,000 Cloud Hosting - \$14,000 Digital Signatures - \$28,000 email Authentication and Validation-\$10,000 email Protection- \$5,000 Financial App Support and Maintenance - \$63,000 Firewall Maintenance \$3,000 GIS - \$1,700 Grantmaking Application - \$62,000 Helpdesk (IT & Facilities)- \$9,500 Lynda.com - \$360 Microsoft - \$20,000 Microsoft Server - \$15,000 Project Management Tool - \$10,000 Public Records Software Maintenance - \$5000 Records Management Software Maintenance - \$8000 Remote Software - \$600Visitor Mgmt.App -\$7,000 Security maintenance - \$13,000 Security application - \$1,000 Server (Virtualization) Maintenance - \$3,500 Staff training LMS portal- \$3,500 Survey -Agency wide - \$900. Survey - ODFA- \$2,000. Visualization (Data) Software - \$900 VOIP services - \$36,000 Visitor Mgmt. App -\$10,000 Website (First5LA.org) Hosting Service \$6,000 Website Management Application - \$360
6310 Internal Meetings	200	600	200.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6410 Consultant Fees	378,000	390,000	3.2%	Strategic Partnerships (AKODIS). Funding under Strategic Partnership will cover IT staff augmentation and resources needed to cover any IT vacancies or consulting costs associated with projects identified in IT's Strategic/Work Plans. Additional funds are needed to support IT Strategic Plan initiatives such as DR/BC, SharePoint, ERP/BBGM assessment, and other complex work requiring professional consulting services.
6540 Professional Dues	2,500	2,500	0.0%	Items included but not limited to subscriptions for professional development & memberships, such as LinkedIn Learnings, MISAC (Municipal Information Systems Association of California), TAG (Technology Association of Grantmakers), etc.
6610 Airfare	600	600	0.0%	Provides travel airfare costs at multi-day professional conference outside of Los Angeles area.
6620 Lodging	1,944	1,900	(2.3%)	Provides lodging at multi-day professional conference outside of Los Angeles area.
6640 Per Diem	850	800	(5.9%)	Provides for various daily expenses incurred while attending professional conferences outside of LA area



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6840 Conference/Training Registrations	3,000	3,000	0.0%	Funds to cover costs associated with conferences/training for IT staff for professional development. examples include Project Management, Local IT conferences, MISAC, TAG, ESRI, etc.)

CENTER FOR STRATEGY & CULTURE

Strategy & Culture Support

Center/Department Name: Strategy & Culture

Authorized Positions:

Position	#
Vice President of Strategy & Culture	1
Manager, Organizational Culture	1
Board Relations Specialist	1
Board Relations Associate	1
Total:	4

The Center of Strategy & Culture is responsible for overseeing the building-up of organizational culture and capability to advance the strategic plan, embed diversity, equity and inclusion (DEI) in the day-to-day fabric of the organization, communicate the work of the organization effectively internally and externally, and responsible for collaboratively developing strategic direction for the organization. The Center of Strategy & Culture consists of the Communications (Internal & External) department and the following functions: Board Relations, Organizational Culture & DEI, Strategic Planning & Implementation, as well as outsourced Legal Services.

The center VP will bring together the multiple team cultures across First 5 LA to build an organization-wide culture that 1. embraces our values – impact, equity, partnership, and integrity and 2. fosters growth, innovation, continuous improvement and focus on results. It will ensure that the organization amplifies its commitment to DEI through review and on-going stewardship of our priorities and commitments. The VP will also serve as the point person for strategic planning and implementation.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	1,584,465	762,005	(51.9%)	
Total Salaries & Wages	829,916	298,620	(64.0%)	
6040 Social Security Tax	46,852	18,514	(60.5%)	
6225 Mileage, Parking and Other Transportation	2,500	500	(80.0%)	Funds to cover mileage/parking for 4 staff to attend local meetings within LA County
6235 Cell Phone & Mobile Devices	6,000	4,800	(20.0%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 4 FTEs at \$100/staff member for a total of \$400/month x 12 months = \$4,800.
6255 Educational Supplies	600	0	(100.0%)	
6260 Office Supplies	3,000	1,300	(56.7%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	550	0	(100.0%)	
6310 Internal Meetings	8,000	5,000	(37.5%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
6315 Divisional Capacity Building	0	5,000	100.0%	Funds to cover expenses related to capacity building for CE&P support's planning, contractor/partner meetings, and internal reflection and learning sessions. Meeting expenses may include facility rentals, catering, meeting materials, etc.
6410 Consultant Fees	450,000	360,000	(20.0%)	Funds will be used for consultants who will support implementation of the 2024-2029 Strategic Plan. Chrissie Castro & Associates (\$335,000) will provide consultation support, training, technical assistance and develop the SP org tactics. Nancy Strohl (\$25,000) will provide consultation support by facilitating F5LA Board involvement in the SP tactics and implementation plan development.
6540 Professional Dues	1,125	500	(55.6%)	Funds to cover dues that may arise to support S&C
6610 Airfare	3,500	2,500	(28.6%)	Funds for 4 FTE to and from professional conferences, meetings, or business-related trainings outside of Los Angeles area. All expenses will adhere to the First 5 LA policy for Travel Approval and Reimbursement.
6620 Lodging	3,000	2,500	(16.7%)	Funds for 4 FTE for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. All expenses will adhere to First 5 LA policy for Travel Approval and Reimbursement.
6640 Per Diem	2,500	1,250	(50.0%)	Funds to cover per diem costs for 4 FTE to provide for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6650 Other Travel Expense	1,000	1,250	25.0%	Funds to support other travel expenses for 4 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.)
6840 Conference/Training Registrations	9,000	4,000	(55.6%)	Funds to cover registration fees for 4 FTE professional conferences that maybe held virtually and in-person.
6850 Outside Education	900	0	(100.0%)	

Communications

Center/Department Name: Communications

Authorized Positions:

Position	#
Director of Communications	1
Manager, Strategic Initiatives	1
Manager, Internal Communications	1
Digital Content Specialist	1
Communications Specialist	1
Administrative Assistant	1
Total:	6



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	901,261	965,597	7.1%	
Total Salaries & Wages	588,268	650,305	10.5%	
6040 Social Security Tax	37,110	41,059	10.6%	
6225 Mileage, Parking and Other Transportation	2,000	2,000	0.0%	Funds to cover mileage/parking for 6 staff to attend local meetings within LA County for FY 24-25.
6235 Cell Phone & Mobile Devices	8,000	8,000	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. [#6] FTEs at \$100/staff member for a total of \$[600]/month x 12 months = \$[7,200]
6260 Office Supplies	5,000	5,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
6265 Subscriptions & Publications	5,000	4,000	(20.0%)	Funds to cover subscriptions and publications costs for OOC and org-wide. Accounts include monthly and annual subscriptions to New York Times, The Atlantic, LA Times, Harvard Business Review, The Washington Post, LA Daily News, The Imprint, Mercury News, Sacramento bee, Wall Street Journal, Amazon, etc.
6295 Hardware & Software Maintenance	4,500	4,000	(11.1%)	Funds to cover expenses to maintain First 5 LA's hardware and software in support of our technological resources, including MailChimp and Adobe Software, and website maintenance (licenses for fonts, etc.)
6310 Internal Meetings	11,000	7,000	(36.4%)	Funds to cover expenses related to internal staff meetings including speakers, internal and external lunch retreats, and supplies.
6540 Professional Dues	3,000	3,000	0.0%	Funds to cover dues for 6 FTE to attend trainings and webinars.
6610 Airfare	10,000	8,000	(20.0%)	Funds to support airfare travel expenses for (6) FTE to attend various conferences and/or events.
6620 Lodging	15,000	13,000	(13.3%)	Funds to support hotel/lodging expenses for (6) FTE while attending overnight conferences and/or events.
6640 Per Diem	10,000	8,000	(20.0%)	Funds to support per diem expenses for (6) FTE while attending conferences and/or events.
6650 Other Travel Expense	500	1,000	100.0%	Funds to support other travel expenses for 6 FTE for participation in conferences and/or events
6810 Training Materials & Supplies	1,000	0	(100.0%)	
6820 In-house Training	5,000	5,000	0.0%	Funds to support internal training and staff development.
6830 Leadership Programs	1,000	1,000	0.0%	Funds for [#2] leadership staff to attend trainings and webinars for professional development.



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
6840 Conference/Training Registrations	25,000	20,000	(20.0%)	sestrella@first5la.org 2/29/2024 10:07:47 PM Conference/Training Registrations - Funds to cover registration fees for 1. AMA Nonprofit Marketing Conference (1 staff) 2. Strategic Communications Summit (2 staff) 3. Excellence in Journalism Conference (1 staff) 4. ComNet (4 Staff) 5. Digital Summit (2 staff) 6. Content Marketing World (2 staff) 7. Internal Communications Best Practices (1 staff) 8. PR and Media Relations Summit (1 staff) 9. Strategic Internal Communications Summit (2 staff)
6850 Outside Education	4,500	6,000	33.3%	Funds to cover attendance of ticketed events and galas with partners. Estimated at [#6] FTE at \$[800]/person.

Board of Commissioners



Description	FY2024 MID-YEAR	FY2025 BUDGET	% Variance	Note(s)
Total Operating Expenses	60,750	47,500	(21.8%)	
6225 Mileage, Parking and Other Transportation	3,000	1,500	(50.0%)	gdemirchyan@first5la.org 3/7/2024 1:57:00 PM Mileage for commissioner meetings. 8 commissioners' X an average of 10 meetings and each commissioner averages 20 miles. Final estimate adjusted for non-submissions.
6245 Other Supplies	250	0	(100.0%)	
6260 Office Supplies	3,000	2,000	(33.3%)	Office supplies specifically used for F5LA Board Meetings i.e. binders, dividers, colored printer paper, etc. to be used for Commissioner and public materials.
6310 Internal Meetings	10,000	5,000	(50.0%)	Funds are used for purchasing food and snacks for Commission meetings, closed sessions, and Board receptions. On average, we have 4-5 closed session lunch meetings and receptions annually, with a buffer for additions to the Board calendar.
6410 Consultant Fees	20,000	16,000	(20.0%)	Accounts for stenography services provided by Heatherlynn Gonzalez at each Board meeting. Her rate is \$1,200 per meeting X 8-10 meetings per year with a buffer for additional meetings.
6560 Commissioners Stipends	20,000	20,000	0.0%	Certain Commissioners receive a \$150 stipend per meeting (8-10 Commissioners) with 12-14 meetings per year (including Closed Sessions and buffer for added meetings).
6610 Airfare	1,000	1,000	0.0%	Funds on hold in case Commissioners travel on F5LA Business.
6620 Lodging	1,000	1,000	0.0%	Funds on hold in case Commissioners travel on F5LA Business.
6640 Per Diem	750	750	0.0%	Funds on hold in case Commissioners travel on F5LA Business.
6650 Other Travel Expense	250	250	0.0%	Funds on hold in case Commissioners travel on F5LA Business.
6840 Conference/Training Registrations	1,500	0	(100.0%)	

First 5 LA Long Term Financial Plan - Multi-Year Detail									
Beginning Fund Balance as of July 1	\$	326,089,139	\$	311,740,095	\$	299,630,441	\$	269,800,587	\$ 247,515,210 \$ 218,016,636 \$ 192,072,460
Projected Revenue (by Fiscal Year)		ACTUALS FY 2021-22		ACTUALS FY 2022-23		REVISED BUDGET FY 2023-24		FY 2024-25	FY 2025-26 FY 2026-27 FY 2027-28
Proposition 10 Tax Allocations	\$	73,800,189	\$	64,604,632	\$	56,668,557	\$	54,781,619	\$ 53,498,580 \$ 51,774,989 \$ 49,740,377
Adjustment in Response to Proposition 56 Trend								(547,816)	(534,986) (517,750) (497,404)
Other Revenue		4,593,378		5,794,550		10,288,000		11,427,946	2,000,000 2,000,000 2,000,000
Interest Earnings		1,629,048		9,440,982		4,330,413		4,922,212	4,473,048 3,979,692 3,541,568
Total Projected Revenue	\$	80,022,615	\$	79,840,164	\$	71,286,970	\$	70,583,961	\$ 59,436,642 \$ 57,236,931 \$ 54,784,541
Estimated Program Demands (by Fiscal Year)									
Annual Program Demands		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25	FY 2025-26 FY 2026-27 FY 2027-28
Center for Child and Family Impact									
Family Supports - Welcome Baby/Home Visitation	\$	38,539,271	\$	38,381,694		39,103,000		36,597,160.00	
Communities - Best Start Communities/New Activities		15,627,426		13,927,652		14,367,200		12,502,000	
Early Care & Education Systems		10,862,518		6,542,162		8,174,615		6,702,800.00	
Health Systems		3,736,568		4,537,067		4,750,550		2,383,000	
Center Support		312,539		492,891		450,000		390,000	
TOTAL 2020-2028 STRATEGIC PLAN	\$	69,078,322	\$	63,881,465	\$	66,845,365	\$	58,574,960	\$ - \$ - \$ -
TOTAL LEGACY INVESTMENTS	\$	1,391,802	\$	1,939,640	\$	2,027,000	\$	2,579,000	\$ - \$ - \$ -
Emerging Opportunities	\$	360,684	\$	50,000	\$	150,000	\$	150,000	\$ 150,000 \$ 150,000 \$ 150,000
SUPPORT INVESTMENTS									
Office of Communications		2,352,843		1,131,814		3,187,417		2,667,825	
Office of Government Affairs & Public Policy		1,270,019		3,787,751		6,565,500		5,780,000	
Office of Data for Action		1,274,690		1,356,112		1,595,000		1,500,000	
TOTAL SUPPORT INVESTMENTS	\$	4,897,552	\$	6,275,677	\$	11,347,917	\$	9,947,825	\$ - \$ - \$ -
PROGRAM OPERATING COST						7,370,316		7,149,177	
TOTAL ESTIMATED PROGRAM DEMANDS	\$	75,728,360	\$	72,146,782	\$	87,740,598	\$	78,400,962	\$ 75,594,934 \$ 70,703,941 \$ 66,129,396
Estimated Operating Expenditures (Admin cost in projections)	\$	18,643,299	\$	19,803,036	\$	13,376,226	\$	14,468,376	\$ 13,340,282 \$ 12,477,166 \$ 11,669,893
Capital Improvement Fund Expenditures									
Other Adjustment									
TOTAL ESTIMATED SPENDING	\$	94,371,659	\$	91,949,818	\$	101,116,824	\$	92,869,338	\$ 88,935,216 \$ 83,181,108 \$ 77,799,290
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES	\$	14,349,044	\$	12,109,654	\$	29,829,854	\$	22,285,377	\$ 29,498,574 \$ 25,944,176 \$ 23,014,749
PROJECTED ENDING FUND BALANCE	\$	311,740,095	\$	299,630,441	\$	269,800,587	\$	247,515,210	\$ 218,016,636 \$ 192,072,460 \$ 169,057,711
Reserve - Organizations Approved Budget	\$	47,185,830	\$	45,974,909	\$	50,558,412	\$	46,434,669	\$ 44,467,608 \$ 41,590,554 \$ 38,899,645
PROJECTED AVAILABLE ENDING FUND BALANCE	\$	264,554,266	\$	253,655,531	\$	219,242,175	\$	201,080,541	\$ 173,549,028 \$ 150,481,906 \$ 130,158,066

Assumptions:

- a) Fidelity to spending limits adopted July 2020.
- b) Projected interest earnings rate for FY 2023-24 is 1.3% and 1.2% beginning in FY 2024-25 through FY 2027-28.
- c) Reserve assumes 50% of the total budget effective FY 2021-22 through FY 2027-28.
- d) Internal Adjustment in Response to Proposition 56 Trend is 1% from FY 2024-25 through FY 2027-28.
- e) Revenue estimates are based on revised January 2024 projections provided by F5CA.
- f) The projected Proposition 10 revenue rate of decline is approx. 3.2% from FY 2023-24 to FY 2027-28.
- g) Other Revenue includes funding from: F5CA (Impact, F5CA Home Visit Coordination Project, Refugee Resettlement LA) LACDPH, LACOE, Medi-Cal Managed Care Plan and DMH.
- h) Emerging Opportunities resources are included at \$150,000 per year through FY 2027-28.

First 5 LA

FY 2019 – 2028 Long Term Financial Plan
(July 1, 2018 – June 30, 2028)

FIRST 5 LA

SUBJECT:

The updated Long-Term Financial Plan (Plan) is presented to the Board of Commissioners as an information update to the Plan approved in July 2020 and will be presented again for action in June 2024.

LONG TERM FINANCIAL PLAN

On July 9, 2020, the Commission voted to adopt a ten-year long-term financial plan (LTFP). This LTFP established spending limits for future years through FY 2027-28. The LTFP moves the organization away from a five-year annual projection snapshot to a plan with specific spending limits. The LTFP is intended to strengthen the organization's fiscal discipline by changing how the organization plans for the long-term, adjusts to the organization's fiscal reality, aligns to the 2020-2028 Strategic Plan goals, and promotes sustainability. The future spending limits, grounded in an 85%-15% maximum split of total expenditures between programmatic and administrative costs, respectively, demand that we bring an organization-wide perspective to and be disciplined in the allocation of resources to their most strategic use and impact.

The long-term financial plan represents a tool for focusing resources on strategic plan priorities, deepening our sustainability work, and leveraging non-First 5 LA resources. As we complete the final stages of implementation planning for our new strategic plan, and transition toward full implementation, we will need to revisit the long-term plan to align to new set of priorities and goals that will help us improve the lives of children in L.A. County. In addition, we will use this opportunity to capture the long-term fiscal effects of the Proposition 31 legislation, enacted in November 2022, which has accelerated the reduction in revenues to the First 5 Commissions, including First 5 LA. In response, we have taken initial steps to address the additional revenue reductions by proposing budgets below the established spending limits approved in 2020. For FY 2024-25, not only is the total proposed budget of \$92.9 million below the established \$95.1 million spending limit for the fiscal year, but approximately \$11.4 million in anticipated costs will be offset by external non-First 5 LA funds, bringing the true FY 2024-25 budget cost down to \$81.8 million. As a result of these changing circumstances, we will return to the Board in FY 2024-25 with a revised long-term plan which will more effectively align with the new fiscal reality and strategic plan.

More information about these Plan adjustments is included in this memo. As was communicated and established last year, deviations from the approved annual limits require Board review and approval.

I. Introduction: Purpose of the Long-Term Financial Plan

This update to the FY 2020-2028 Long-Term Financial Plan (Plan) is the fourth update to the Plan since its approval in July 2020. The intent of the process continues to be the support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission ("Commission"), i.e. First 5 LA, by projecting the long-term implications of fiscal actions taken by the Board of Commissioners ("Board"). This 10-year plan includes a multi-year outlook of current

anticipated revenues, as well as established annual administrative and programmatic limits against forecasted revenue and fund balance.

Each year the Plan is presented to the Board to provide context for budget funding decisions. The July 1, 2018 through June 30, 2028 plan period includes five years of historical actual expenditure data with more details provided for the mid-year revised FY 2023-24 budget year as well as the upcoming proposed FY 2024-25 budget year. Resources for years 8 through 10 are reflected at a higher annual level reflecting the future funding direction of an 85%-15% distribution of spending between programmatic and administrative work. The long-term financial plan will be used to strategically plan and manage future year's expenses and Fund Balance drawdowns. An update to this Plan can be expected in FY 2025-26.

Specifically, the Long-Term Financial Plan utilizes the following overarching approach:

- Uses the most recent audited fund balance as a starting point (July 1, 2022 - June 30, 2023) to update actual revenues and expenditures;
- Includes updated revenue forecasts based on the most current available data from the Department of Finance (DOF) and California Department of Tax and Fee Administration (CDTFA), which reflects the impact due to Proposition 31;
- Includes actual and forecasted spending in support of Strategic Plan goals;
- Includes project expenditures for all investments approved by the Board, including those that have received a multi-year allocation and Investments Prior to Strategic Plan 2020-2028 (formerly referred to as legacy investments) that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2028.

The LTFP has formally assigned future funds through the end of the term (June 30, 2028). Outside of the LTFP process, funds must be reviewed, amended, and formally committed as part of the annual budget process approved by the Board or through a Resolution that specifically commits funds for an initiative or program in a manner consistent with Strategic Plan objectives and First 5 LA's Governance Guidelines.

II. Methodology/Approach

Staff used the FY 2018-19 actuals, FY 2019-20 actuals, FY 2020-21 actuals, FY 2021-22 actuals, FY 2022-23 actuals, FY 2023-24 mid-year revised budget, FY 2024-25 draft budget and three years of estimated spending limits through FY 2027-28, as approved in July 2020 by the Board.

The LTFP was developed using the following more specific approach and methods:

- The baseline year for this Long-Term Financial Plan is the FY 2022-23 audited actual expenditures, as reflected in section A of this memo.
- Updating the FY 2023-24 mid-year revised budget estimates of \$101,116,824, an increase of \$2.0 million to the anticipated spending for FY 2023-24.

- Reflecting the proposed FY 2024-25 draft budget which was developed based on an analysis of historical spending, projected expenditures, multi-year contracted funding, anticipated need, as well as a target budget below the spending limit for FY2024-25 in response to Proposition 31. The proposed budget of \$92.9 million is below the \$95.1 million spending limit established in 2020 for FY 2024-25. Additional external funding, in excess of the \$2.0 million included in the 2020 LTFP, will offset budget costs and reduce the total demand on F5LA resources. Any adjustments to the draft FY 2024-25 budget based on board presentations and input will be incorporated into the Plan.
- As part of the action taken to approve the FY 2023-24 Budget in June 2023, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (Annual Report), for the fiscal year ending June 30, 2023.
- Total future year budget expenditures are split – 85% for programmatic needs and 15% for administrative needs, as was determined through the Strategic Plan Refinement process by an assigned Strategic Refinement Team. The LTFP is presented at a high-level cost distribution which reflects annual totals based on the revised structure.

Updates to the LTFP's methodology and overarching approach, as noted in sections I and II above, have resulted in an overall increase to the projected available ending fund balance at fiscal year-end 2027-28 from \$84.6 million as reflected in the Revised LTFP approved in June 2023, to \$129.8 million reflected in this updated LTFP. The increase to the fund balance in response to the updated revenue forecast was augmented by an increase to the fund balance due to lower than anticipated actual spending in FY 2022-23, a cost-neutral adjustment to the FY 2023-24 budget at mid-year (increase of \$2 million in revenue and corresponding costs), and a FY 2024-25 proposed budget below the established spending limit. Moderately higher than anticipated external revenues have also contributed to an increase to the available fund balance at fiscal year-end 2027-28. We anticipate that the FY 2027-28 ending fund balance will continue to fluctuate over the years as we update estimated spending with actual expenditures, mid-year revised budgets and proposed detailed budgets. These updates will be brought to the Board for review and approval on an annual basis, as applicable. In the meantime, revisions to First 5 LA's LTFP in response to Proposition 31, including revised and extrapolated spending limits and revenues, will be shared with the Board following the new Strategic Plan tactics development and implementation process in FY 2024-25.

III. Assumptions

This long-term plan includes the following assumptions:

1. Resources are distributed, summarized and categorized in the budget between program costs and operational costs.
2. The Plan spans a ten-year period of annual estimates.
3. For long-term projection and planning purposes, the Plan assumes that spending for FY 2025-26 through FY 2027-28 will remain on a consistent annual rate of decline of approximately

6.47%; 85% of the total will be designated as program costs and 15% will be designated as administrative.

4. Emerging Opportunity resources are included at \$150,000 per year through FY 2027-28, as included in the approved Long-Term Financial Plan approved in July 2020. Emerging Opportunity resources will be assessed for appropriate annual funding levels during the budget development and approval process.
5. Reserve: Effective FY 2020-21, the reserve represents 50% of the total annual budget.

Assumptions (resource categorization, 85%-15% split, emerging opportunity funding for projected years, and reserve) reflected above do not capture changes in response to the accelerated decline in revenues, including Proposition 31, or the new 2024 – 2029 Strategic Plan. Changes to the board-approved approach and assumptions beyond FY 2024-25 will be shared for review and approval in 2024 in alignment with the new Strategic Plan and fiscal reality.

A. Beginning Fund Balance

The LTFP's FY 2023-24 beginning fund balance of \$299,630,441 reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (Annual Report) for the fiscal year ending June 30, 2023. The beginning fund balance does not include the net increase in fair value of investments. The beginning fund balance in future years, beyond FY 2023-24, is calculated based on projected revenue and expenditures for the prior year.

B. Revenue

Approval of Proposition 31, a recent ballot measure prohibiting the sale of certain flavored tobacco, has prompted an accelerated decline in First 5 LA's primary source of funding as of November 2022.

The Commission is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 22-23% of the total County allocations. **Tobacco tax revenue**, projected to be roughly \$56.7 million in FY 2023-24 and \$54.8 million in FY 2024-25, is anticipated to continue declining in future years. Based on the most recent forecast from the Department of Finance (DOF) and the California Department of Tax and Fee Administration (CDTFA) updated January 2024, which was adjusted in response to Proposition 31 banning the sale of flavored tobacco in California, tobacco tax revenues are projected to decline by 3.3% from FY 2024 to FY 2025, decline by 2.3% from FY 2025 to FY 2026 and decline by an average of 3.6% per year through 2028. In response to shifting revenue projections for Proposition 31 and Proposition 56 backfill calculations and methodologies, an internal 1% downward adjustment is applied against the State's projected Proposition 10 revenue through FY 2027-28 for the purpose of this analysis.

Interest earnings are projected based off the average rate of return on anticipated cash balances. Based on the latest assessment and fluctuations, First 5 LA is calculating 1.3% in interest earnings for FY 2023-24 and 1.63% in interest earnings from FY 2024-25 through FY 2027-28 based on the latest analysis of market conditions. Interest earnings for FY 2023-24 are projected at approximately \$4.3 million. Interest earnings for FY 2024-25 are projected at approximately \$4.9 million. In addition, the

Other Revenue category includes funding from First 5 California, the Los Angeles County Department of Public Health (DPH), the Los Angeles County Department of Mental Health (DMH), a Medi-Cal Managed Care Plan, and the Los Angeles County Office of Education (LACOE), with a combined total of \$10.3 million anticipated for FY 2023-24 and approximately \$11.4 million for FY 2024-25.

The long-term impact to our primary source of funding, and ever-changing tobacco tax legislation, will require us to revisit the established spending limits. As previously noted, we will return to the Board with a revised Plan in FY 2024-25, in conjunction with the strategic plan tactics development and implementation process. In accordance with standard practice, staff will continue to monitor and make the appropriate adjustments as new information is received and engage with key partners to obtain more information regarding the projected downward revenue trajectory. Additionally, staff will continue to monitor actual revenue relative to the projections to analyze the impact these declining resources may have on the organization's fiscal position.

C. Program Expenditure Assumptions

The baseline for the current long-term financial plan is grounded on investment in the implementation of the approved 2020-2028 plan to achieve the strategic priorities outlined through FY 2027-28, reflecting an annual decline in both revenues and expenditures. This was presented and approved in July 2020. However, ongoing work to further develop and prepare the implementation strategy for the new Strategic Plan will inform future changes to the LTFP, proposed for Board review and approval in FY 2024-25. This work, along with our evolving fiscal reality, has prompted a reassessment of future costs, beginning with reductions and a realignment of projected costs for FY 2024-25.

Additional detail related to the investment estimates for FY 2024-25 is included in the FY 2024-25 Budget materials.

D. Program Expenditure Assumptions – Investments Prior to SP 2020-2028 (formerly Legacy Investments)

The expenditure projections contained in the LTFP were developed based on the following overarching assumptions:

- Consistent with the Governance Guidelines, all initiatives and programs are assumed to end according to the Board-directed timeframe.
- Fidelity to existing approved allocations and other funding decisions made by the Board. Funding for Little by Little/One Step Ahead is assumed to fully exhaust the original \$30 million allocation award by 2025 as approved by the Board in November 2018.

E. Operating Expenditure Assumptions

The Revised FY 2023-24 Operating Budget of \$20.8 million included assumptions related to staffing, salary and benefit costs, professional development, travel, and other operating costs. The FY 2024-25 Draft Budget proposes \$21.6 million in operational costs to support the organizational needs,

including the elimination of twelve full-time equivalent (FTE) positions previously on a hire freeze, from 117 FTE to 105 FTE, holding ten (10) vacant positions pending the outcome of the strategic plan tactics development and implementation process, a 5.0% merit adjustment, a 3.0% attrition rate, and an increase in health insurance costs, as well as other supplies and services costs as needed.

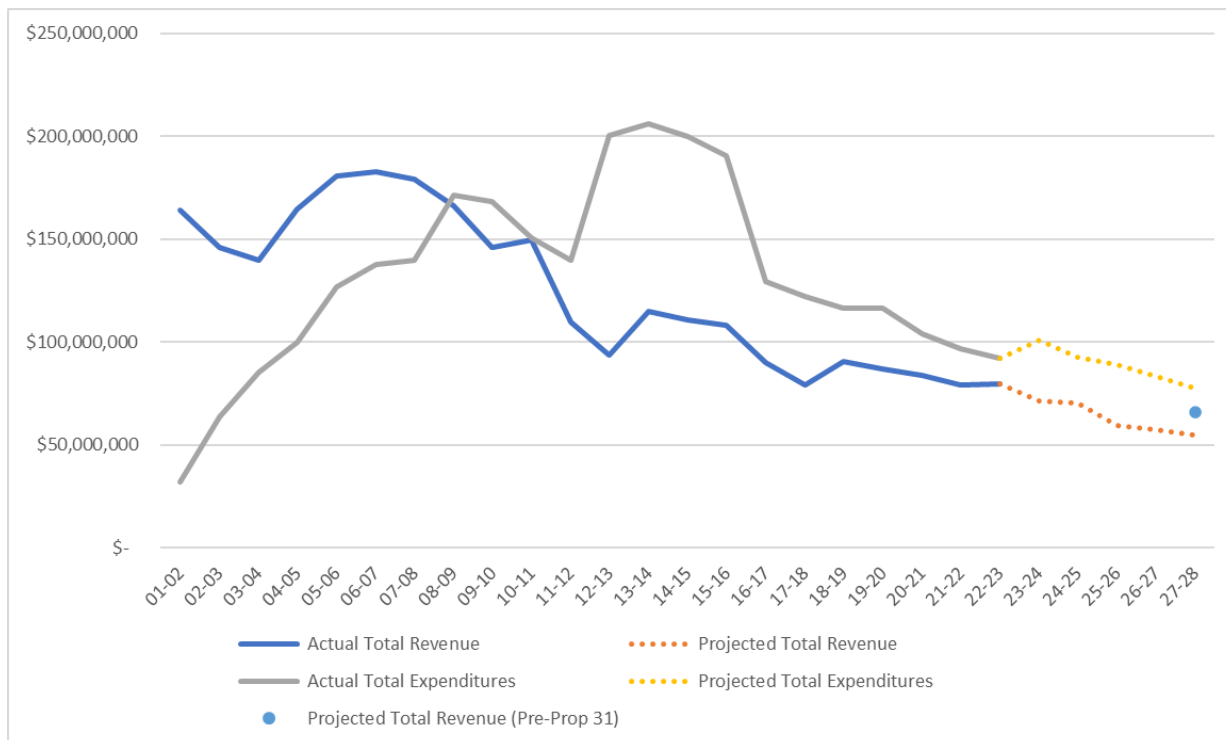
The result of the proposed operating expenditures, and reductions to projected program expenditures is a projected 15.57% administrative cost for FY 2024-25 spending exceeds the Commission's 15% annual LTFP administrative limit established with the approval of the Plan in July 2020.

Staff recognize that operating requirements and structure will continue to evolve and change to best support the work of the Commission as the Commission activities shift toward greater alignment with our fiscal realities. Although the LTFP is not the vehicle for updating the budget, additional staff analysis and recommendations are included for Board action in the FY 2024-25 Budget materials.

IV. Analysis: The Multi-year Outlook

Consistent with previous years, the LTFP continues to reflect declining resources, including both incoming tobacco tax revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending has outpaced revenue, requiring the Commission to depend on existing fund balance to cover the difference. The reliance on existing fund balance has escalated as of 2023 due to the passing of Proposition 31, banning the sale of flavored tobacco in California, which has accelerated the projected revenue decline. The purpose of establishing annual spending limits in this ten-year plan was to allow us to be proactive in deciding how and when we strategically use the diminishing fund balance to offset expenditure needs above and beyond the Proposition 10 tax revenue dollars and any other known revenues. Given the change in projected revenue and the roll out of a new strategic plan, we will need to strategically revisit the spending limits to better align to the new fiscal reality and get us closer to living within our means in alignment to the new strategic plan goals. This revised Plan is anticipated to be previewed with the Board in 2024 and finalized for approval in FY 2024-25.

Chart: Revenue vs. Expenditures through FY 2027-28 (as of April 2024)



The Commission’s primary source of revenue, Proposition 10 tobacco tax revenue, has been steadily decreasing since FY 2004-05, and is projected to decline an additional 12.2% by FY 2027-28, from the \$56.7 million anticipated for receipt in FY 2023-24 to an estimated \$49.7 million in FY 2027-28, not including the 1% internal downward adjustment to Proposition 10 tax revenue to account for possible Proposition 56 backfill shortfalls or changes. The transition from long-term financial projection to plan has allowed First 5 LA to plan for a gradual path toward expenditure alignment with revenues as we continue to focus resources on Strategic Plan priorities, deepen our sustainability work and leverage non-First 5 LA resources. However, changes to State projected tobacco tax revenue and the implementation of a new strategic plan will require us to revisit the previously Board-approved spending limits toward greater alignment with revenues and strategic plan goals.

The total impact of the proposed costs for FY 2024-25 is \$92.9 million, or 32.2% above the estimated total incoming revenue. Strategic efforts to adjust spending in response to the increased decline in tobacco tax funding, as well as lower than anticipated actual spending in FY 2022-23, has resulted in an increase to the projected available ending fund balance for fiscal year end June 30, 2028 from \$84.6 million to \$129.8 million. This \$129.8 million includes the fund balance reserve of 50% of the projected annual fiscal year budget per Board-approved policy. Again, as mentioned previously, a revised long term financial plan to proactively address the future impact of an accelerated decline in Proposition 10 funding and alignment to new strategic plan goals is in development and will be previewed with the Board in 2024 for approval in FY 2024-25. This revised LTFP will also outline the maximized use of the fund balance over the next several years. In the meantime, staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—that can have potential implications for anticipated revenue so that we may adjust our longer-term plans, accordingly. The plan will be updated on an annual basis to capture changes to major assumptions

related to additional funding, both restricted and unrestricted, outside of the Proposition 10 and the Proposition 56 backfill dollars.

Any updates to the LTFP actual or proposed spending will be presented to the Board for approval.

VI. Summary

The transition from a long-term financial projection to a plan in 2020 has required that First 5 LA bring greater discipline to its current and future spending. In so doing, the Plan helps First 5 LA improve its long-range strategic investment planning, particularly as the organization places a higher emphasis on policy and systems change, and doing more with less, due to our ever-declining Proposition 10 Tobacco Tax revenues, a decline amplified with the passing of Proposition 31.

First 5 LA will continue working to identify the appropriate level of resources for distribution in support of the short and long-term 2024-2029 Strategic Plan efforts. Revisions to the long-term plan's annual spending and revenues will be shared with the Board for discussion, feedback, and approval in FY 2024-25. The revised LTFP will allow us to continue manage the transition to a more sustainable spending plan with greater alignment to the new strategic plan and evolving fiscal realities.

FIRST 5 LA

SUBJECT:

Evolving First 5 LA's Commitment to Engage Communities

BACKGROUND:

First 5 LA's mission is the following: *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.* Through First 5 LA's historical investment in Best Start and in line with the mission of First 5 LA, the goal has been to catalyze, empower, and foster innovative approaches generated by communities that improve the lives of children prenatal to age 5, their families and communities. Best Start provides learnings to inform First 5 LA's new strategic plan.

The Best Start investment was created in 2010 to cultivate community partnerships, and collaborations of community members as catalysts to create and sustain positive outcomes for children and families in their communities. Since 2010, Best Start has evolved through various phases in its structure and priorities. In the first phase of the investment, First 5 LA staff was directly involved in supporting the work of building the infrastructure of the Best Start investment to support community engagement and the building of collaboratives of parents, residents and local stakeholders. During the first phase, the work focused on building community partnerships of parents and residents and less of a system and policy orientation. First 5 LA then acknowledged it was too resource-intensive in the first phase and needed more focused partners to strengthen the infrastructure.

Phase two of the evolution of Best Start began with the launch of the regional model and partnership with Regional Network Grantees (RNG) which began to connect community-identified priorities to broader local and county systems. After an extensive procurement involving community representatives, in 2018, the First 5 LA Board of Commissioners approved five RNGs: Para Los Niños (Region 1), Community Health Councils (now renamed Rising Communities in Region 2), El Nido Family Centers (Region 3), The Nonprofit Partnership (Region 4), and Children's Bureau (Region 5). This shift to regional networks recognized the critical role community-based networks play in developing, uplifting, and sustaining systems changes. The RNGs manage the regional work across the 14 Best Start communities, as well as the strategic building and management of local networks across a variety of community-based organizations, contracted partners, and parents/residents in these communities.

Each of the five regions provides a story of community change, community engagement, partnership and network development. The five regions have evolved from 14 localized community partnerships (comprised primarily of parents/residents) to broader regionalized networks that include and expand the voices of residents and parents to affect policy and practice change for children and family issues. Each region utilizes robust democratic community engagement structures to complete the following phases: planning, project idea brainstorm sessions, budget proposal development, and project voting.

In addition, the regions have evolved to each have their own unique identities, structures, and methods of operations. Each region is distinct and utilizes their structures and tools to varying degrees best aligned to community interests and capacities.

DISCUSSION:

On November 9, 2023, the Board of Commissioners unanimously approved First 5 LA's 2024-2029 Strategic Plan. As First 5 LA moves into tactics planning in 2024 to advance the goals, objectives and

strategies in the Strategic Plan, First 5 LA is positioned to leverage the learnings and challenges from this investment as well as the work of the RNGs in ongoing identification and refinement of tactics. Engagement with communities involves a spectrum of approaches.

At the May 2024 board meeting, staff will highlight overall learnings and challenges from Best Start to inform the next phase of community engagement work. With the goal of informing future opportunities that better align to First 5 LA's resources and the new 2024-2029 Strategic Plan this presentation includes key insights from two RNGs to address where partnerships with First 5 LA have been helpful and where there are challenges. Going forward, the organization-wide strategy on community engagement will need to recognize our declining revenues.

Advancing on Strategic Priorities of First 5 LA's Strategic Plan

Best Start and related investments are guided by the Strategic Priorities in First 5 LA's Strategic Plan. The work of the RNGs to facilitate participatory and inclusive spaces that uplift community priorities informs the role staff play as connector, convenor, and trusted thought partner. Based on First 5 LA staff learnings, below are some overlapping themes across the regions that demonstrate examples of current efforts and progress to achieve system change outcomes and targeted results for children and families as well as identified challenges for consideration in moving forward.

Resident/Parent Power Building and Elevating Community Voice

The RNGs have been involved in developing strategies to empower residents/parents in the Best Start Communities to have greater influence on the decisions that affect their lives and quality of life. The intention of resident/parent power building is to support their collective voices to shape the decisions that impact their communities. Also, the RNGs have worked with residents/parents to partner with community-based organizations, elected officials, and other stakeholders to elevate their voices to identify systemic barriers and develop strategies that support the improvement of policies, practices, and processes to create better living conditions for children and families in the Best Start communities. Best Start is creating a movement that champions resident/parent self-determination to rectify the historical impacts of racism and its resulting inequities in their communities. RNGs provide education to residents/parents on issues that impact their communities, provide insights on how to navigate within a civic system at local, county and state level, and find ways to involve residents in leadership structures, facilitating growth into new leadership opportunities. A good example of the application of this is connecting the resident/parent leaders to the neighborhood councils in Region 3 to bring the prenatal to 5 agenda to the work of the council.

Identification of Community Priorities

The RNGs have been engaged in an extensive process that involves understanding the shared concerns, needs and/or priorities in their communities and working together to address them. They have been involved with the residents/parents in such efforts as reviewing existing data, conducting surveys/focus groups, and holding community meetings to vet and process information. Examples of priorities that have been identified by RNGs and resident/parents are housing insecurity, access to quality food, addressing job insecurity and poverty, etc.

Creating Conditions for Collective Action

Best Start is an expansive collective impact approach that partners with residents/parents to bring together community and public systems stakeholders from various sectors to work collaboratively in addressing important community identified issues in the five Best Start Regions. The conditions for collective action often involve development of a common agenda, communication, coordinated activities and the backbone support of a dedicated entity such as the RNGs. Setting these conditions for collective action can achieve large-scale systemic change that cannot be possible with one entity alone. With the RNGs providing the backbone support, the formation of community partnerships are

able to be sustained in the Best Start geographies through the creation of self-governing bodies that allowed residents and organizations to work collectively to address community priorities, strengthen local networks, and complement the work of other partners. First 5 LA staff served in thought partnership with the RNGs in identifying and supporting opportunities for collective action in the five regions. Examples of collective action in the Best Start regions include the Help Me Grow Community Advisory Council (Region 3), Antelope Valley Resource Infusion (AVRI) (Region 5), the Long Beach Mayor's Fund (Region 4), Pacoima's Farmers Market (Region 3) and through the Learning for Equity™ (L4E) curricula (Region 2). Two of these examples, the AVRI and Long Beach Mayor's Fund, have included the cross-sector coordination of services which connects municipal efforts around young children with other sectors such as the business community. These partners have participated in collective action efforts which have allowed them to enhance and broaden their work within the Best Start geography by strengthening connections among diverse stakeholders and exploring opportunities to work together.

Network Activation to Support P-5 Results

Networks in the Best Start geographies have been established to support and collaborate among families, residents, community-based organizations, advocates, funders, and other partners to improve results for children prenatal to 5 within the Best Start geographies. There is a wide array of networks in various levels of development that may not be in relationship with First 5 LA that could be invited and/or supported to focus on improving results for children prenatal to age 5. First 5 LA staff have been very involved in network activation and have spearheaded and/or supported such efforts as the East Yard Communities for Environmental Justice (Regions 1 and 4), Southeast LA Collaborative (Region 1), Link Advocates, Families and Parks Initiative (Regions 1, 3, 4), and State of the Child Reports (Regions 4 and 5).

Addressing Challenges

Across the above four themes, there have been challenges that have created learning opportunities to improve on First 5 LA's community engagement work, including:

1. An initial lack of understanding of the staffing and administrative resources needed to support this work (e.g., funding something like a "backbone organization") that led to the development of the RNG contracts. Though the RNGs have largely taken up this function, this is an unsustainable model in its current form given our declining revenues.
2. The original identification of 14 communities dispersed across 5 regions in a very large and diverse County allowed for flexibility, and it often became difficult to land on similar community identified priorities in order to advance work and a common agenda around families and children prenatal to five.
3. Bringing community voice into the conversation and centering it on parents often didn't recognize the full scope and depth of barriers to achieving authentic engagement. Tables were often convened and not every voice had an equal weight or support at those tables.

First 5 LA has firmly believed that working in partnership with parents and residents is critical to the success of Best Start efforts because families and residents are knowledgeable on the challenges that children and families experience in their community and the solutions that are likely to be successful. For the past five years, the RNGs have been at the forefront of this effort as they have been facilitating, coaching, and supporting the residents/parents to become involved in wider regional networks, elevating their voices and springing them to collective action in partnership with community and county partners. They have also learned the importance of compensating residents/parents for their time in working in networks and collaboratives, strengthening the capacity of local organizations to partner with parents/residents, provided interpretation and translation, and support for bringing diverse interests to a common agenda.

Key Highlights from Region 3 and Region 4

Based on the learnings above, we will highlight the work of two RNGs to illustrate the unique context, opportunities, and challenges to advance the goals of the FY 2024-2029 Strategic Plan Strategy #3 focused on partnering with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age 5 and their families. Below are a few of the key takeaways from each presentation.

Region 3, El Nido Family Centers— Community Engagement to Strengthen Parents/Residents as Leaders and Advocates

- El Nido is cultivating a leadership pipeline of parent leaders and amplifying community power to local elected officials and systems partners.
- El Nido's partnership with the City of Los Angeles' Peace and Healing Center program to launch the El Nido Farmers Market at the Pacoima FamilySource Center. This physical space serves as a community hub to host community events for young families and to engage residents for CalFresh enrollment. In progress, El Nido is engaging the Best Start community to co-design a play space for children.
- Expanding on the Promotora initiative to engage and train parents and residents and help connect them to critical services. El Nido trained promotoras have been hired with the Department of Mental Health and also serve as a liaison with the Department of Children and Family Services to reduce barriers to accessing services.

Region 4, The Nonprofit Partnership— Reflections on working together to change conditions for young children

- Region 4 partners is influencing systems using the State of the Child Report
- The Nonprofit Partnership is connecting community change efforts across sectors, issue areas and communities.
- Mayor's Fund for Long Beach is leading the development of the Long Beach Early Learning Hub based on a shared agenda focusing on the importance of early learning and bringing that to other partners like those in the business community.

Next Steps:

First 5 LA will incorporate Board feedback and discussion areas in the development of the next phase of community engagement work recognizing fiscal realities and grounded in the new 2024-2029 Strategic Plan. Also, First 5 LA and the Regional Network Grantees will work together to invite other funders and public systems partners to join us in achieving results through collaborative, parent centered systems change efforts.



Evolving First 5 LA's Commitment to Engage Communities

John Wagner, Executive Vice President, First 5 LA
Joaquin Calderon, Deputy Director of Communities, First 5 LA

Gloria Villagrana-Cruz, El Nido Family Centers, Region 3
Michelle Byerly, The Nonprofit Partnership, Region 4

May 9, 2024

Today's Objectives

Objectives

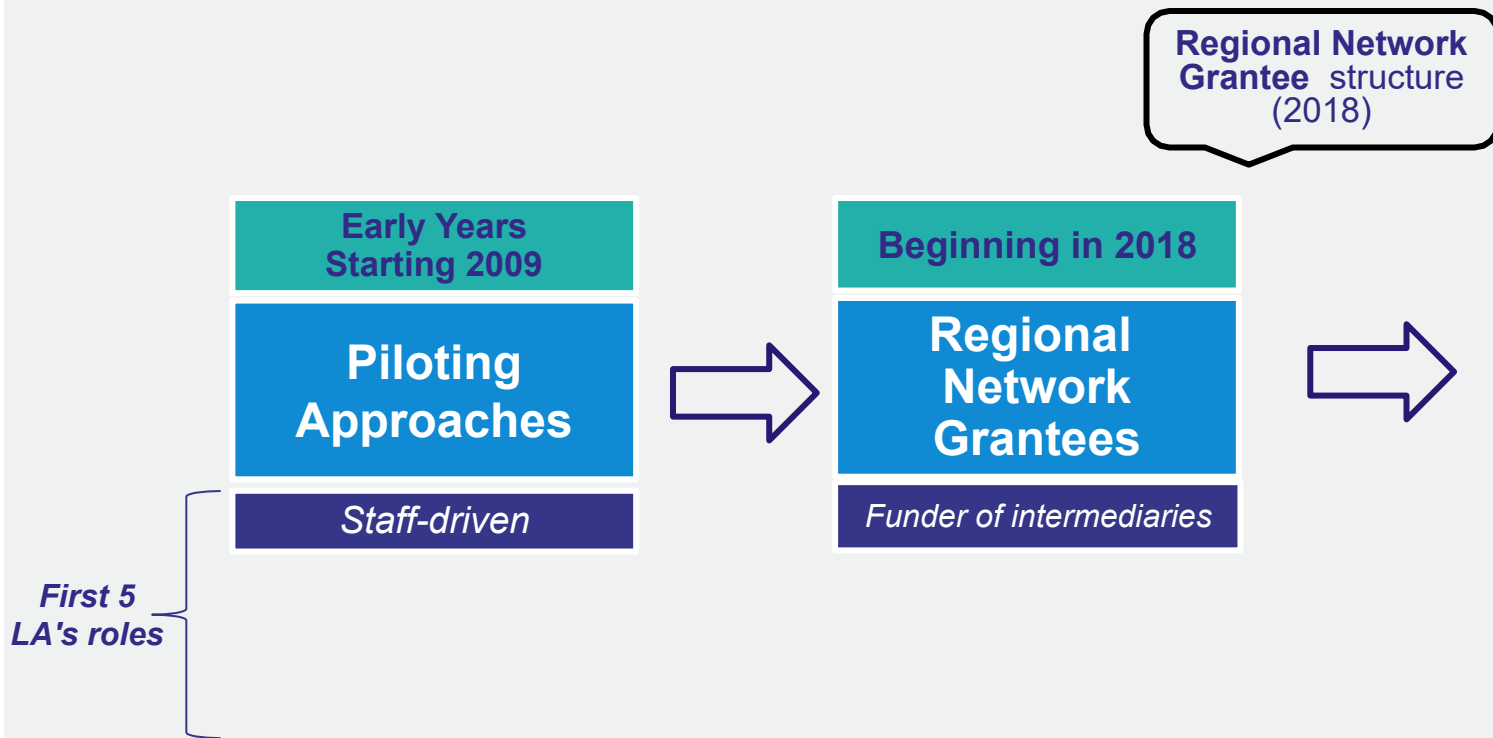
1. Deepen common understanding around partnership and engagement in the 2024-2029 Strategic Plan.
2. Gain shared understanding on First 5 LA's commitment to engage communities.
3. Review current engagement and partnership work focusing on Best Start.
4. Discuss next steps as First 5 LA develops Tactics with commitment to partnership, engagement and sustainability.

First 5 LA's values guide and direct how to engage with communities.

- *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.*

FIRST 5 LA | 2024-2029 Strategic Plan, p.12

Recap of First 5 LA's Evolving Approach through Best Start



Best Start Regional Network

RNG

Para Los Niños

Rising Communities
(formerly Community Health Councils)

El Nido Family Centers

The Nonprofit Partnership

Children's Bureau

REGION 1

East LA
Metro LA
Southeast LA
South El Monte/El Monte

REGION 2

Broadway-Manchester
Compton
Watts-Willowbrook
West Athens

REGION 3

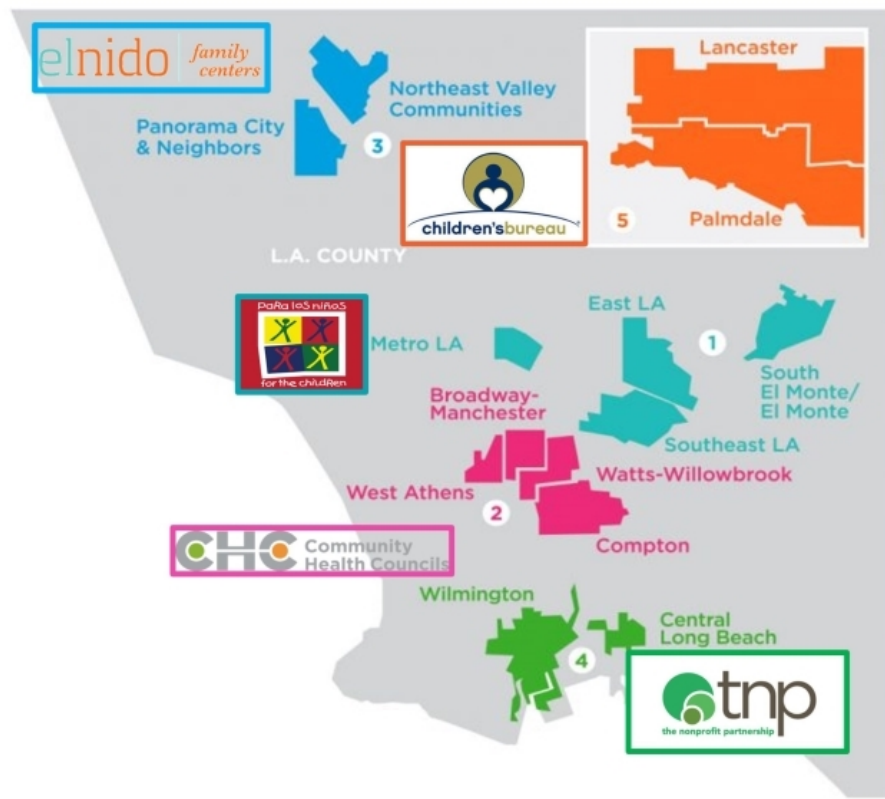
Northeast Valley Communities
Panorama City & Neighbors

REGION 4

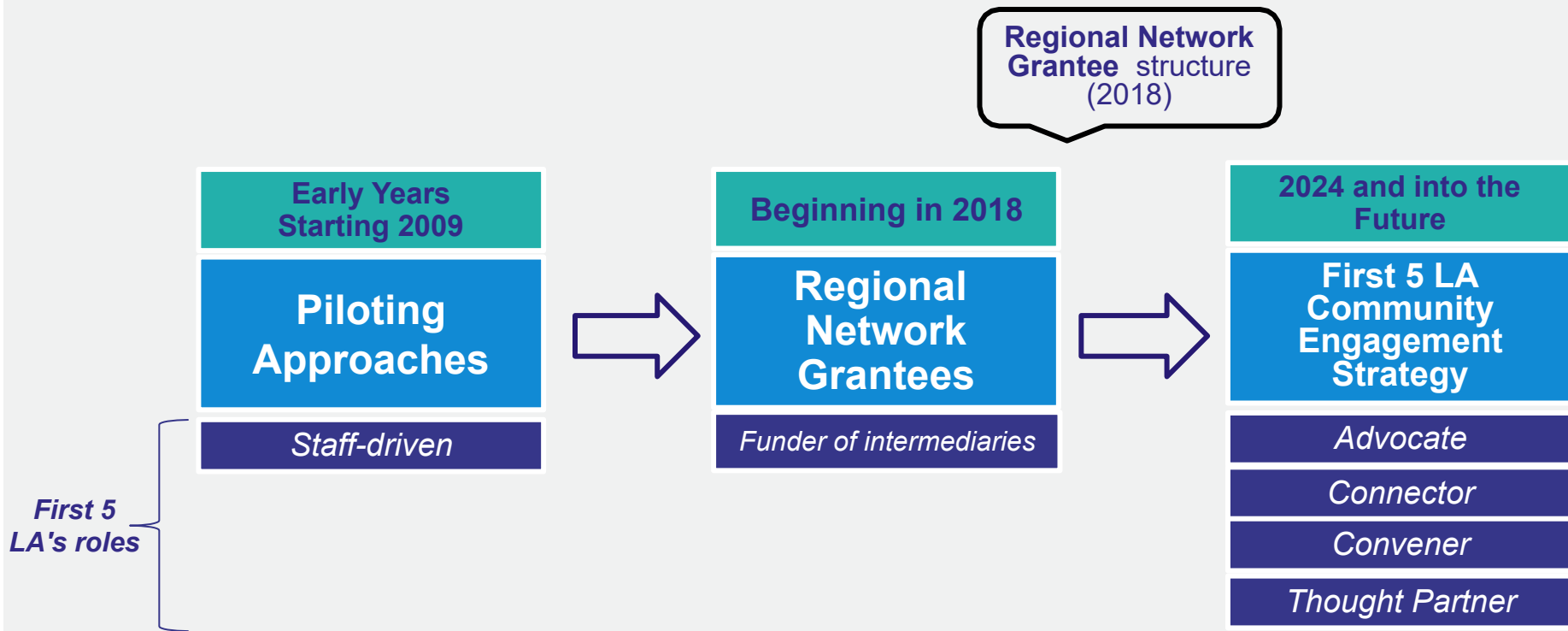
Central Long Beach
Wilmington

REGION 5

Lancaster
Palmdale



Recap of First 5 LA's Evolving Approach through Best Start



4 Key Themes and Challenges of Best Start Regional Work



1. Resident/Parent Power-Building and Elevating Community Voice

- Supporting a movement that champions resident/parent self-determination
- RNGs help educate residents/parents on issues impacting their communities and provide insights on how to navigate civic systems
- RNGs facilitating opportunities to involve residents in leadership structures, e.g., local Neighborhood Councils, other advisory bodies

2. Identification of Community Priorities

- Identify shared concerns and needs/priorities through data review, surveys/focus groups, and community meetings to vet and process information
- Example priorities identified by RNGs and resident/parents: housing insecurity, access to quality food, addressing job insecurity, and poverty.

3. Creating Conditions for Collective Action

- Strengthening the conditions for collective action: creating a common agenda, self-governing bodies, and working collectively on shared priorities
- Examples:
 - Long Beach Mayor's Fund (Region 4)
 - Antelope Valley Resource Infusion (Region 5)

4. Network Activation to Support P-5 Results

- Established networks to support and collaboration among families, residents, CBOs, advocates, funders and other partners
- Examples:
 - Southeast LA Collaborative (Region 1)
 - State of the Child Reports (Regions 4 and 5)

Challenges

- An initial lack of understanding of the staffing and administrative resources needed to support this work (e.g., funding something like a “backbone organization”) that led to the development of the RNG contracts. Though the RNGs have largely taken up this function, this is an unsustainable model in its current form given our declining revenues.
- The original identification of 14 communities dispersed across 5 regions in a very large and diverse County allowed for flexibility, and it often became difficult to land on similar community identified priorities in order to advance work and a common agenda around families and children prenatal to five.
- Bringing community voice into the conversation and centering it on parents often didn’t recognize the full scope and depth of barriers to achieving authentic engagement. Tables were often convened and not every voice had an equal weight or support at those tables.



Highlights from Regional Network Grantees

Speakers:

- **Gloria Villagrana-Cruz, El Nido Family Centers, Region 3 (San Fernando Valley)**
- **Michelle Byerly, The Nonprofit Partnership, Region 4 (Long Beach and Wilmington)**

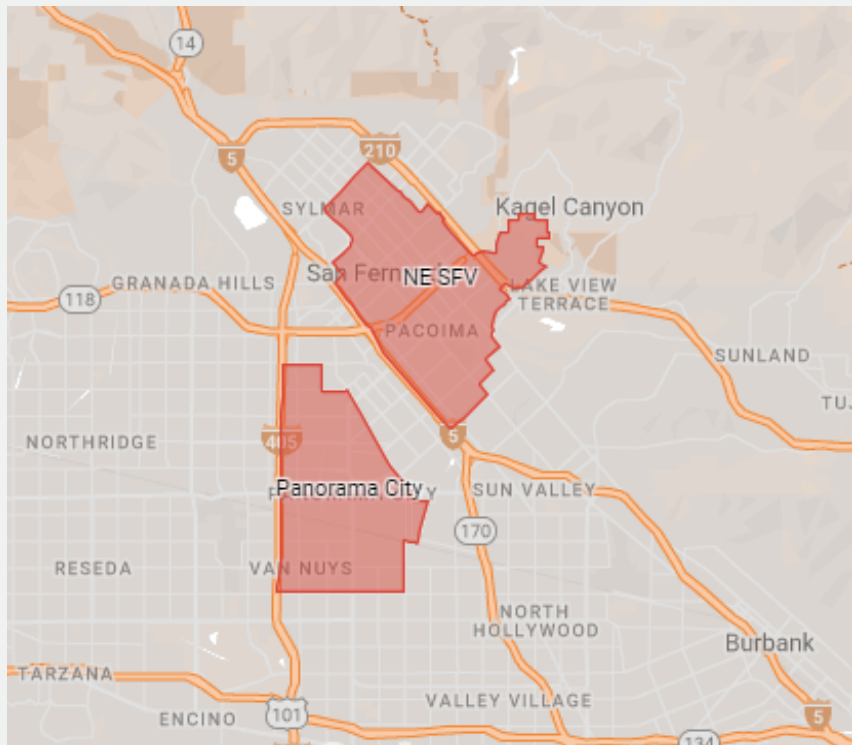
Questions:

- Describe the communities you have engaged and how have you ensured that families and communities whose voices are not usually heard are engaged and empowered.
- Address examples of connections to larger county level public systems change including poverty and racial justice with a focus on p-5 year-old children and their families.
- What do you see in the current First 5 LA strategic plan that will change your work?
- Share examples of sustainability approaches.



*Community Engagement to Strengthen
Parents/Residents as Leaders and Advocates*

San Fernando Valley Best Start Community Engagement



San Fernando Valley Best Start Community Engagement



Building resident/parent power to improve systems: The Promotora Initiative

- County partnerships:
 - Department of Mental Health
 - DCFS Family Enhanced navigation pilot project
- Exploring partnership with LADPH Community Public Health team

Sustaining the Best Start Momentum

- San Fernando Valley Best Start Regional Strategic Plan
- Partnerships with local elected officials and seeking funding for specific initiatives
- Community of Practice with fellow RNGs





Region 3

Questions?



1ST  LA

best start

— PORT CITIES —

CENTRAL LONG BEACH &
WILMINGTON

Best Start Region 4 Community Engagement

**Leadership & Power
Building**

**Funding and
Resources**

Stakeholders

Organizations

**Best Start Spaces for
Collective Action**



Reflections on Working Together to Change Conditions for Young Children and Families

- Influencing systems using the State of the Child Report
- Strengthening community change efforts across sectors, issue areas and communities.
- Mayor's Fund for Long Beach leading the development of Long Beach Early Learning Hub
- Holding collective space for sustainability and strong relationships creating conditions for collective action



Region 4

Questions?



Discussion

First 5 LA will incorporate Board feedback in the development of the next phase of the organization-wide Community Engagement strategy that takes lessons learned and recognizes First 5 LA declining revenue.

Considerations for the board:

- Given examples you've heard regarding the work across all 5 RNGs, what lessons learned should we be thinking about as we look at community engagement in the new Strategic Plan, and;
- Focused on F5LA, how does the Board see alignment to roles spelled out in our SP (connector, convener, thought partner, advocate)?
- Where are the strongest opportunities to apply community engagement to county systems change work, and;
- Given some of the examples shared, what elements of the RNG work would the Board want to continue to see in our Community Engagement strategy?



Thank you!

Questions?



Evolución del compromiso de First 5 para involucrar a las comunidades

John Wagner, Vicepresidente Ejecutivo, First 5 LA
Joaquin Calderon, Subdirector de Comunidades, First 5 LA

Gloria Villagrana-Cruz, El Nido Family Centers, Región 3
Michelle Byerly, The Nonprofit Partnership, Región 4

9 de mayo de 2024

Objetivos de hoy

Objetivos

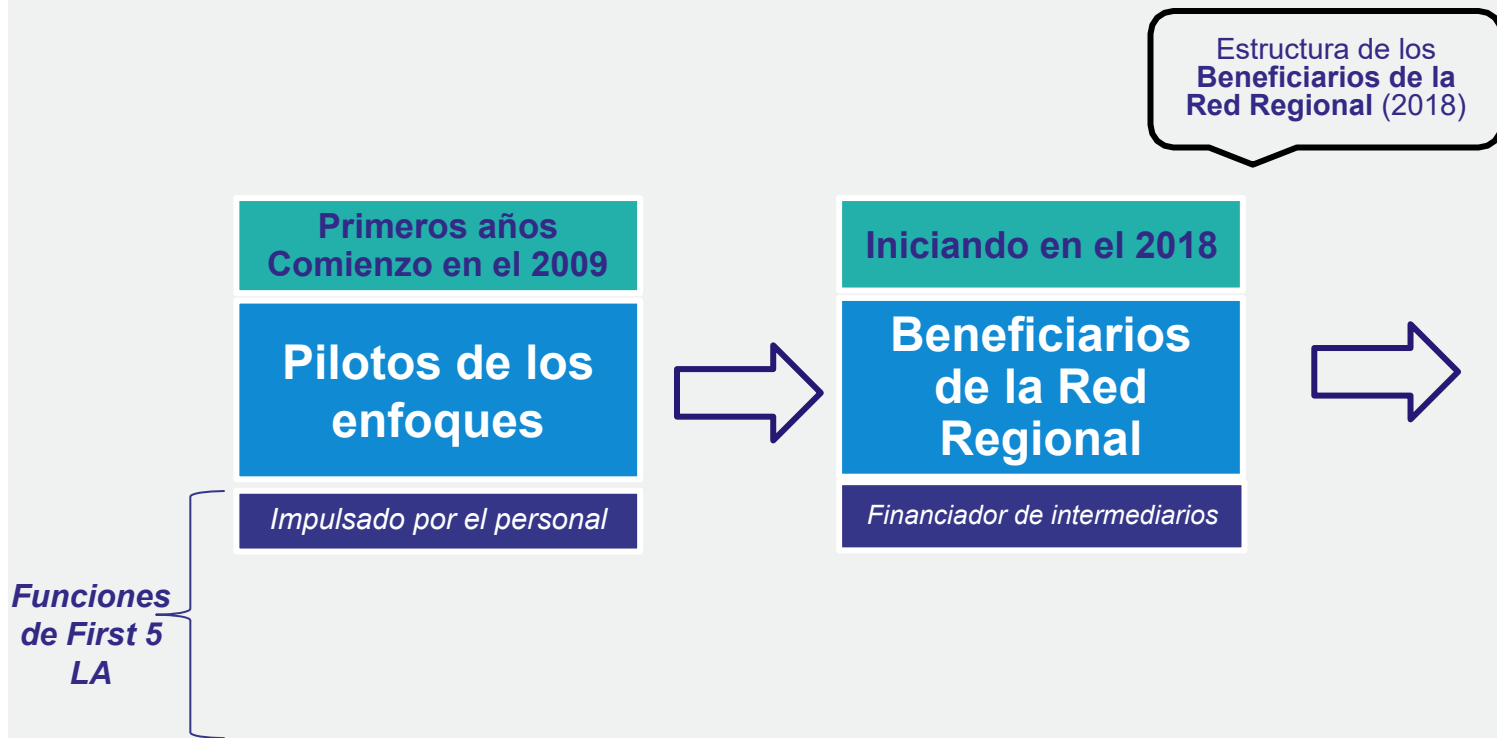
1. Profundizar el entendimiento común en cuanto a las colaboraciones y la participación en el Plan estratégico del 2024-2029.
2. Conseguir el entendimiento compartido sobre el compromiso de First 5 LA para involucrar a las comunidades.
3. Repasar la participación actual y trabajo de asociación enfocándose en Best Start.
4. Hablar de los próximos pasos conforme First 5 LA desarrolla Tácticas con un compromiso a la asociación, la participación y la sustentabilidad.

El guía de valores de First 5 LA y dirección de cómo participar con las comunidades.

- *Equidad: Honramos la sabiduría de nuestras comunidades, reconocemos que sus valores son la clave para dismantelar barreras sistémicas y forjar un camino hacia la justicia racial, conforme luchamos por la oportunidad para todos.*
- *Colaboración: Inspiramos la acción colectiva basada en relaciones de confianza, diversas perspectivas, humildad y respeto mutuo.*

FIRST 5 LA | Plan estratégico de 2024-2029, pág.12

Resumen de la evolución del método de First 5 a través de Best Start



Red Regional de Best Start

RNG

Para Los Niños

Rising Communities
(anteriormente Community Health Councils)

El Nido Family Centers

The Nonprofit Partnership

Children's Bureau

REGION 1

East LA
Metro LA
Southeast LA
South El Monte/El Monte

REGION 2

Broadway-Manchester
Compton
Watts-Willowbrook
West Athens

REGION 3

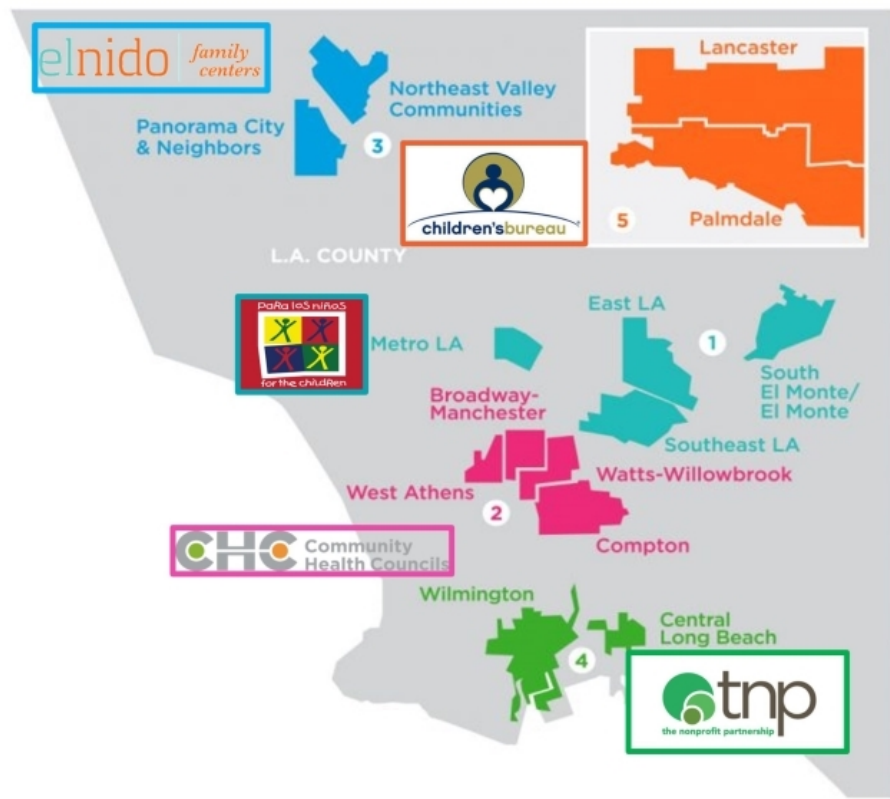
Northeast Valley Communities
Panorama City & Neighbors

REGION 4

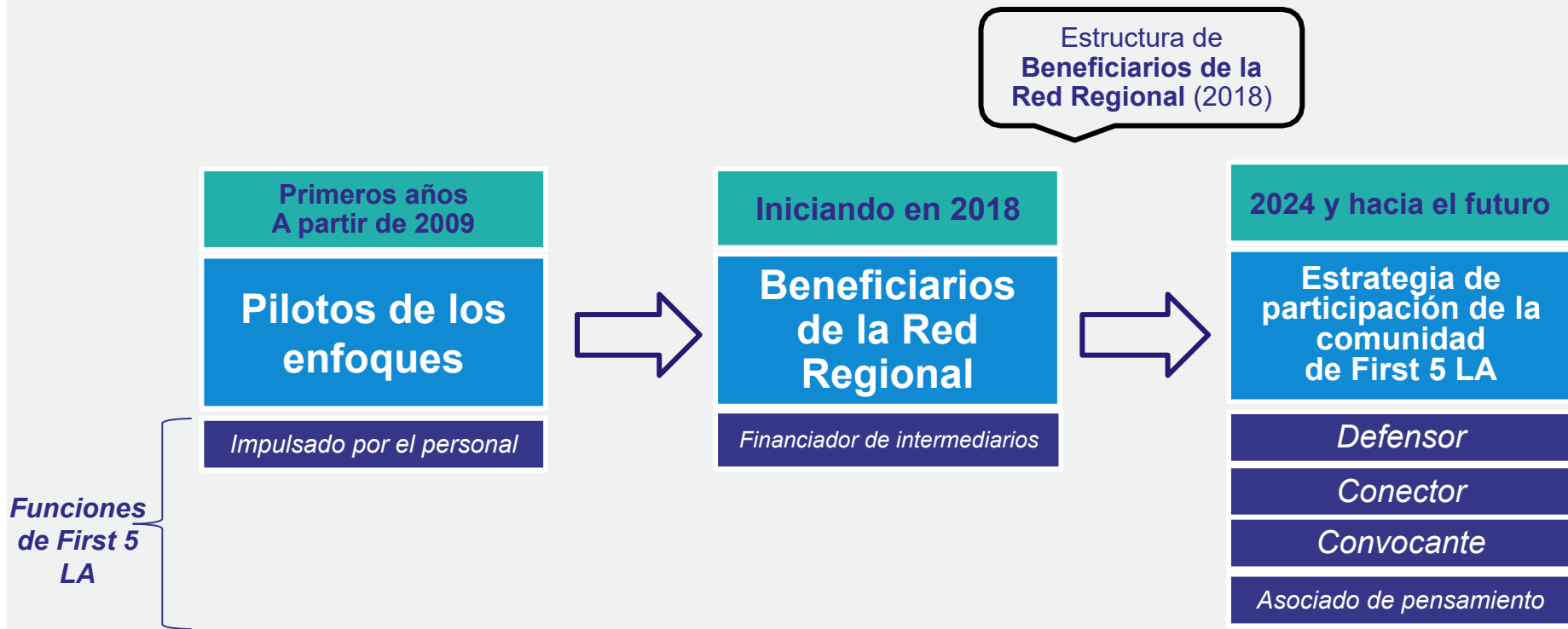
Central Long Beach
Wilmington

REGION 5

Lancaster
Palmdale



Resumen del enfoque en evolución de First 5 LA a través de Best Start



**4 temas clave y
desafíos del trabajo
regional de Best
Start**



1. Residentes/padres construyendo poder y elevando la voz de la comunidad

- Apoyar un movimiento que defienda la autodeterminación de los residentes/padres
- Las RNG ayudan a educar a los residentes/padres sobre los problemas que afectan a sus comunidades y proporcionan información sobre cómo navegar por los sistemas cívicos
- Las RNG facilitan oportunidades para involucrar a residentes en estructuras de liderazgo, por ejemplo, Consejos de Vecindarios locales, otros organismos asesores

2. Identificación de las prioridades de la comunidad

- Identificar las preocupaciones y necesidades/prioridades compartidas a través de la revisión de datos, encuestas/grupos de enfoque y reuniones comunitarias para aprobar y procesar la información
- Ejemplo de prioridades identificadas por las RNG y residentes/padres: inseguridad de vivienda, acceso a alimentos de calidad, abordar la inseguridad laboral y la pobreza

3. Creación de condiciones para la acción colectiva

- Fortalecimiento de las condiciones para la acción colectiva: crear una agenda común, organismos auto gobernantes y trabajar colectivamente en prioridades compartidas
- Ejemplos:
 - Long Beach Mayor's Fund (Fondo del alcalde de Long Beach, Región 4)
 - Antelope Valley Resource Infusion (Infusión de recursos de Antelope Valley, Región 5)

4. Activación de la red para apoyar los resultados P-5

- Redes establecidas para apoyar y colaborar entre familias, residentes, organizaciones comunitarias (CBO, por sus siglas en inglés), defensores, financiadores y otros asociados
- Ejemplos
 - Colaboración del sureste de LA (Región 1)
 - Informes de estado del menor (Regiones 4 y 5)

Desafíos

- Una falta de comprensión inicial de la dotación de personal y los recursos administrativos necesarios para apoyar este labor (por ej., financiar algo como una “organización principal” lo cual dio resultado al desarrollo de los contratos con las RNG. A pesar de que las RNG en gran parte han tomado esta función, en su estado actual es un modelo insostenible, debido a que nuestros ingresos están disminuyendo.
- La identificación original de 14 comunidades dispersas en 5 regiones en un condado muy grande y diverso permitió flexibilidad y, a menudo, resultó difícil estar de acuerdo en prioridades similares identificadas por comunidades para avanzar el trabajo y una agenda común en base a las familias y los niños desde la etapa prenatal hasta los cinco años.
- Al incorporar la voz de la comunidad a la conversación y centrarla en los padres, muchas veces no se reconocía el alcance total y la profundidad de las barreras para lograr una participación auténtica. A menudo se convocaban reuniones y no todas las voces tenían el mismo peso y apoyo en esas mesas.



Aspectos destacados de los beneficiarios de la red regional

Presentadores:

- **Gloria Villagrana-Cruz, El Nido Family Centers**, Región 3 (Valle de San Fernando)
- **Michelle Byerly, The Nonprofit Partnership**, Región 4 (Long Beach y Wilmington)

Preguntas:

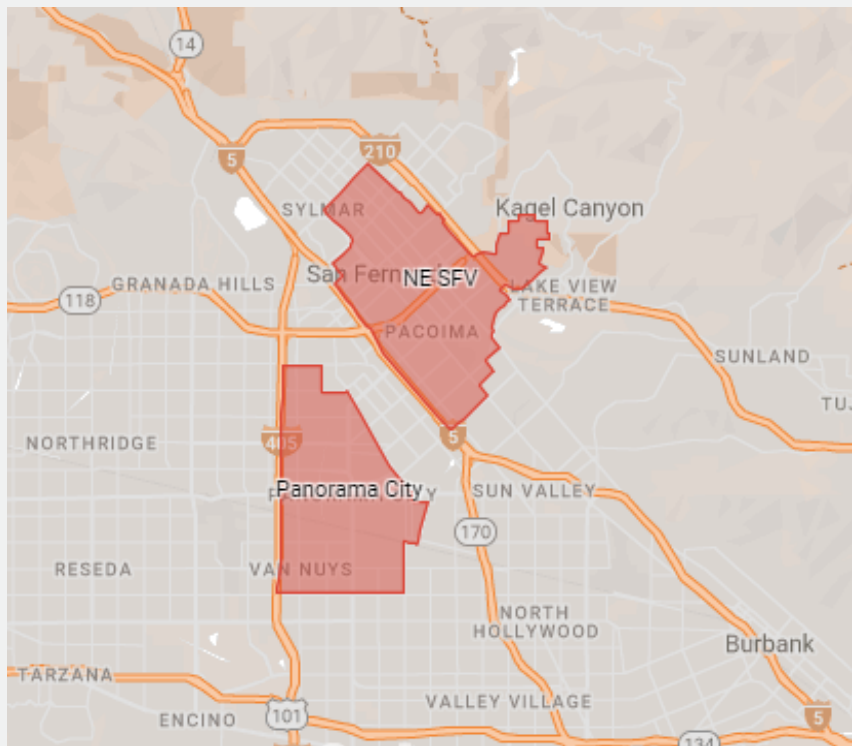
- Describa a las comunidades que ha involucrado y como es que se ha asegurado de que las familias y las comunidades cuyas voces normalmente no se escuchan, participen y se empoderen.
- Considere ejemplos de conexiones a cambios mayores en los sistemas públicos a nivel del condado, incluida la pobreza y la justicia racial con un enfoque en los niños menores de 5 años y sus familias.
- ¿Que ve en el plan estratégico actual de First 5 LA que cambiará su trabajo?
- Comparta ejemplos de enfoques de sustentabilidad



*Participación de la comunidad para fortalecer a los
padres/residentes como líderes y defensores*

Best Start del Valle de San Fernando

Participación de la comunidad



Participación de la comunidad de Best Start del valle de San Fernando



Creando poder en los residentes/padres para mejorar sistemas:

La Iniciativa de Las Promotoras

- Asociaciones con el condado:
 - Departamento de Salud Mental
 - Proyecto piloto de navegación mejorada de la familia DCFS (DCFS Family Enhanced Pilot Project)
- Explorando asociaciones con el equipo de Salud Pública en la Comunidad de LADPH (LADPH Community Public Health team)

Manteniendo el impulso de Best Start

- Plan estratégico Regional de Best Start San Fernando Valley
- Colaboraciones con funcionarios electos locales y búsqueda de fondos para iniciativas específicas
- Comunidades de práctica con compañeros de las RNG





Región 3

¿Preguntas?



1ST  LA

best start

— PORT CITIES —

CENTRAL LONG BEACH &
WILMINGTON

Best Start Región 4

Participación de la comunidad

Liderazgo y generación
de poder

Financiamiento y
recursos

Partes interesadas

Organizaciones

Espacios de Best Start para
acción colectiva



Reflexiones sobre cómo trabajar juntos para cambiar las condiciones de los niños pequeños y las familias

- Influir en los sistemas que utilizan el Informe de estado del menor
- Fortalecer los esfuerzos de cambio comunitario en todos los sectores, áreas problemáticas y comunidades.
- Mayor's Fund for Long Beach (Fondo del alcalde de Long Beach) liderando el desarrollo del Long Beach Early Learning Hub (centro de aprendizaje temprano de Long Beach)
- Mantener espacio colectivo para la sostenibilidad y las relaciones sólidas creando condiciones para la acción colectiva



Región 4

¿Preguntas?



Diálogo

First 5 LA incorporará los comentarios de la Junta en el desarrollo de la siguiente fase de la estrategia de participación comunitaria en toda la organización que toma las lecciones aprendidas y reconoce la disminución de los ingresos de First 5 LA.

Consideraciones para la Junta:

- Dados los ejemplos que ha escuchado sobre el trabajo en las 5 RNG, ¿en qué lecciones aprendidas deberíamos pensar al analizar la participación de la comunidad en el nuevo Plan Estratégico?, y;
- Enfocándonos en F5LA, ¿cómo ve la Junta la alineación con los roles detallados en nuestro SP (conector, convocante, asociado de pensamiento, defensor)?
- ¿Dónde están las oportunidades más sólidas para aplicar la participación comunitaria al trabajo de cambio de sistemas del condado?, y;
- Dados algunos de los ejemplos compartidos, ¿qué elementos del trabajo de la RNG le gustaría a la Junta seguir viendo en nuestra estrategia de participación comunitaria?



¡Muchas gracias!

¿Preguntas?

FIRST 5 LA

SUBJECT:

Amend Strategic Partnership with Catalyst California (formerly Advancement Project California) in the Amount of \$200,000 for a Total of \$1,350,000 Through June 30, 2025 to support First 5 LA's work towards the 2024-2029 Strategic Plan Goals by providing data at the Regional and County-Wide Levels.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the May 9, 2024, Board of Commissioners meeting. First 5 LA staff recommends that at the June 13, 2024, Board of Commissioners meeting, the Board approve an amendment to the Strategic Partnership with Catalyst California in the amount of \$200,000 for a total project cost of \$1,350,000 through June 30, 2025. Funds for FY 24-25 are included within the proposed First 5 LA Programmatic Budget under Expand Regional Influence and Impact with Data. The proposed First 5 LA Programmatic Budget is subject to the approval of the Board of Commissioners and will be brought before the Board at the June 13, 2024, Meeting of the Board of Commissioners for approval.

EXECUTIVE SUMMARY:

The Strategic Partnership with Catalyst California supports First 5 LA's systems change work at the Regional and County-level work by providing products, tools and technical assistance related to data to First 5 LA staff and partners and helps strengthen community engagement by amplifying and affirming community identified priorities. External partners include Regional Network Grantees (RNGs) across LA County and the Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education for Long Beach ("Mayor's Fund"). Catalyst California's data products have directly supported the Mayor's Fund work to advocate on behalf of young children in the City of Long Beach. Additionally, the Mayor's Fund is a key informant about ongoing data needs and trends about young children's issues, which informs First 5 LA and Catalyst California. Catalyst California supports First 5 LA staff through various data products, tools and technical assistance as outlined below.

BACKGROUND:

In April 2019, the Board of Commissioners approved a Strategic Partnership with Catalyst California to strengthen the data infrastructure needed to support the ongoing systems change work of the Best Start Regional and Local Networks while also providing support to First 5 LA staff. In June 2020, the Board of Commissioners approved an amendment to extend the Strategic Partnership through June 2023. In June 2023, the Board approved an amendment to extend the partnership through June 30, 2024 to continue to support the ongoing data needs of First 5 LA and Best Start Regional and Local Networks and help with ongoing planning, implementation and learning of our collective policy and systems change efforts.

The partnership with Catalyst California continues to support First 5 LA staff and Best Start Regional and Local partners' ongoing learning, reflection, decision-making, and strategic action by facilitating discussions about the state of Best Start geographies' local community priorities and our collective policy and systems change efforts. Additionally, data from Catalyst California continues to play a pivotal role in the planning and implementation of First 5 LA's 2024-2029 Strategic Plan, Best Start Learning Agenda and Impact Framework by providing insights and data on current conditions children in LA County experience, identify trends, and anticipate future challenges and opportunities to advance equitable outcomes for children and families. The partnership has produced several successes from the past contract years including:

- 1) Provided data analysis, data infrastructure, and strategic support to First 5 LA staff and community partners to gain deeper understanding of community priorities and issues affecting children prenatal to age 5 and their families; examined where inequities and disparities exist and identified who is most impacted to help inform our collective systems change work

- 2) Developed retrospective analysis of Best Start geographies (Data Analysis) that incorporated additional community perspectives
- 3) Updated data narrative with local community priorities through engagements with First 5 LA staff and regional network grantees, convened an African American workgroup to identify specific priorities for Black Angelenos, updated data indicators from the Census, American Community Survey, and other state and local datasets including through partnerships with Public Health Foundation Enterprise WIC, the LA Food Policy Council, and the United Ways of California
- 4) Facilitated conversations with First 5 LA staff and community partners on data related to local priorities to influence and impact systems change with data (e.g., Housing Dialogue, Guaranteed-Basic Income Dialogue and Landscape Analysis on Conditions of Children and Families in L.A. County)
- 5) Provided First 5 LA staff with data to create a landscape analysis on the conditions of children under five and their families, which would also be used to inform the development of new Objectives under the 2024-2029 Strategic Plan's Goals
- 6) Provided responsive research support to First 5 LA staff to facilitate First 5 LA strategic plan implementation and monitoring.

RATIONALE FOR AMENDMENT:

Under the proposed amendment to the Strategic Partnership, Catalyst California will continue to provide access to pertinent community and systems-level data and data analysis to support, guide and measure the impact of First 5 LA and Best Start Regional and Local Networks' policy and systems change efforts and continue to inform aspects of First 5 LA's strategic plan implementation, Impact Framework and Best Start Learning Agenda.

Catalyst California's expertise and data infrastructure will streamline the data management and analysis of identified indicators, allowing them to implement this project in a more cost-effective manner than through a competitive solicitation. Catalyst California played a key role in the selection of the original 14 Best Start Communities by combining technical data with community engagement. Their methodology, emphasizing multi-racial equity and input from community members, prioritized policy and systems change through a racial equity lens. Their work with First 5 LA included a groundbreaking policy report and web tool examining early care and education in Los Angeles County. Catalyst California excels identifying key prenatal-5 health indicators to support First 5 LA's goals of identifying policy opportunities for the five (5) Best Start Regions and community partnerships.

Catalyst California is a multiracial civil rights organization working on systems change. Their staff works on expanding opportunities in education, creating healthy communities, fostering inclusive democracy, and promoting equity in public investments. Given its experience in rigorous quantitative analysis and community engagement, and their role in the selection of Best Start communities, Catalyst California is uniquely positioned to support First 5 LA in developing a data infrastructure to support the evolving policy and systems change work within the Best Start communities and across Los Angeles County, with an equity and racial justice focus.

Catalyst California's work in 2009 and 2010 laid the groundwork for the selection of the Best Start geographies, development of the Best Start Learning Agenda and supporting Communities Team's ongoing reflection, learning, strategy development and assessment efforts. They guided staff as they fulfilled the roles of connectors, conveners, and catalysts to advance First 5 LA's policy and systems change goals within the 14 Best Start geographic areas. However, this work extends beyond the Communities Team, as First 5 LA aims to achieve equitable outcomes for all children and families within Best Start communities and across Los Angeles County. They also supported First 5 LA's Office of Data for Action to gather and analyze data to create a Landscape Analysis to better understand the current conditions of children under 5 and their families. The data provided by Catalyst California would be used again to inform the development Objectives under the 2024-2029 Strategic Plan Goals. Recently, Catalyst California has supported First 5 LA's data needs to also help inform the implementation of the Strategic Plan. Catalyst California's ability to support First 5 LA in making sense of families' conditions related to the Strategic Plan allows them to provide First 5 LA and Best Start regional and local networks real-time and updated data to support planning, implementation, measurement of impact and learning from

strategies to improve results for children, families and communities that align with First 5 LA's evolving priorities.

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

Pursuant to the Procurement Policy, Strategic Partnerships of \$150,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to amend the Strategic Partnership for an amount not to exceed \$200,000 for a total project cost of \$1,350,000 through June 2025 to comply with this policy.

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

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

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

NEXT STEPS

Staff anticipates returning to the Board for action at the June 13, 2024, Board meeting to amend this Strategic Partnership in the amount of \$200,000 for a total project cost of \$1,350,000 through June 30, 2025, and seek authority to execute a contract renewal.

FIRST 5 LA

SUBJECT:

Amend the Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Long Beach (formerly known as The Long Beach Mayor's Fund for Education), in the Amount of \$100,000 for a total of \$400,000 through June 2025 to continue engagement of local stakeholder groups like the business community, newly elected officials, policymakers, community leaders, in strengthening the early childhood and education (ECE) ecosystem in Long Beach and to continue and expand the Long Beach Early Learning Hub.

RECOMMENDATION (PROVIDED FOR INFORMATION):

This memo is provided as information for the Board's consideration at the May 9, 2024, Board of Commissioners meeting. First 5 LA staff recommends that at the June 13, 2024, Board of Commissioners meeting the Board approve an amendment to the Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education (Mayor's Fund), in the amount of \$100,000 for a total project cost of \$400,000 through June 2025. This project will be jointly led by the Communities Team and the Office of Government Affairs & Public Policy. Funds for FY 2024-25 are included within the First 5 LA Programmatic Budget under both Building P-5 Movement - Activating Network Partners and Public Policy and Early Education – Universal Prekindergarten. The proposed First 5 LA Programmatic Budget is subject to the approval of the Board of Commissioners and will be brought before the Board at the June 13, 2024, Meeting of the Board of Commissioners for approval.

EXECUTIVE SUMMARY:

The Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Long Beach, supports First 5 LA's efforts to improve conditions for young children in LA County by championing early childhood issues in the City of Long Beach and being a connector between community, government and the business community. Additionally, the Mayor's Fund is leading and implementing a pilot Early Learning Hub that will inform First 5 LA and Los Angeles County about how to strengthen early childhood infrastructure. The Mayor's Fund complements the work of Best Start Region 4 Regional Network Grantee (RNG), The Nonprofit Partnership, by amplifying community identified priorities, and being an ally in connecting community with local government and the business community, and supporting First 5 LA's broader community engagement work. Additionally, the Strategic Partnership with Catalyst California has produced data products that have directly supported the Mayor's Fund work to advocate on behalf of young children in the City of Long Beach. The Mayor's Fund is a key informant about ongoing data needs and trends about young children's issues, which continues to inform the work of First 5 LA and Catalyst California.

BACKGROUND:

This is a request to update the Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Long Beach (the Mayor's Fund), to utilize its unique position as an intermediary between civic, education, and community-based partners to develop a more resilient and cohesive Long Beach early care and education (ECE) ecosystem.

The Mayor's Fund will continue to leverage relationships with the local business community, stakeholders, and policymakers to facilitate discourse and network building to strengthen crucial ECE infrastructure, ensure incorporation of early care and education in local economic growth plans, amplify early childhood policies in Long Beach, and thus, directly support F5LA priorities to strengthen public and community systems. The Mayor's Fund's work complements the Long Beach Best Start Regional Network by being a crucial connector to government and business in Long Beach. There are also emerging opportunities to support First 5 LA's broader systems-building work in ECE as, the Mayor's Fund continues to build out the Early Learning Hub. The Early Learning Hub is an innovative online portal that families can use to find and enroll in childcare. This project is innovative because it gives families the ability to use just one application

to apply for multiple childcare options and then enroll in the option that works best for them. Funding for FY24-25 will allow the Mayor's Fund to continue to build out this pilot program. The Mayor's Fund will also use additional funding to share their learnings and expertise with county stakeholders to support developing similar enrollment tools at a broader scale.

The Mayor's Fund achieved significant work from 2020 to today. This work began in the fall of 2020 and resulted in strong relationships with the business community in Long Beach, a growing pool of early childcare and education champions and advocates, connecting conversations between early childcare and education in the local economy and its importance to sustaining economic vitality.

During the pandemic, the Mayor's Fund expanded their role by responding to the needs of local families through the distribution of essential infant care and personal protective equipment (PPE) supplies, as well as establishing a robust network of communications channels for disseminating and soliciting information within the local community. Additionally, they have become a central figure in advancing early childhood policy and practice, working alongside other champion organizations for young children, including First 5 LA funded partners The Nonprofit Partnership (Best Start Region 4 Regional Network Grantee), Long Beach Forward (Best Start Region 4 Local Network Grantee subcontractor), and Long Beach Health Department (Help Me Grow).

The Mayor's Funds' achievements to date include:

- 1) Cultivated relationships with targeted business leaders and small businesses through regular meetings, key events, and presentations at business chamber meetings.
- 2) Continued to facilitate and connect the Long Beach business community amongst various early childhood advocates, including the City of Long Beach, First 5 LA, Long Beach Early Childhood Education Committee, Childcare Alliance of Los Angeles, Long Beach Best Start Community, Unite-LA, and ReadyNation CA.
- 3) Implemented Business Ladder of Engagement methodologies through the activation of selected business leader recruits to advocate for early childhood development policies, and/or participate in community-wide ECE initiatives.
- 4) Continued to refine and develop local business ECE engagement case studies to capture scalable solutions and model.
- 5) Continued to facilitate the inclusion of ECE in the City of Long Beach and broader regional COVID-19 Economic Recovery efforts as a specialized small business industry.
- 6) Launched the first phase of the Long Beach Early Learning Hub, an innovative platform to enroll families in childcare more efficiently and with more access to their choices for care.
- 7) Leveraged First 5 LA funding to secure a grant from the Los Angeles County Food Equity Fund to strengthen public benefits enrollment through the Early Learning Hub.
- 8) Began critical conversations with key Business leaders to integrate the Early Learning Hub into employer benefits packages.

Lessons learned include the importance of tailoring messaging to the Business Community in terms that align with their interests such as highlighting the economic impact and benefits to workplace productivity when parents' needs are met. Additionally, the Mayor's Fund elevated success of businesses supporting early care and education and leveraged new-found appreciation for the economic impacts of access to childcare elevated as a consequence of the pandemic. Key collaborators include:

- Office of Mayor Rex Richardson
- Long Beach Early Childhood Education Committee
- Long Beach Department of Health and Human Services (Long Beach Health Department)
- Long Beach Unified School District
- Long Beach Chamber of Commerce
- Long Beach Economic Partnership
- Long Beach Economic Development Commission
- Long Beach Department of Economic Development
- Pacific Gateway Workforce Innovation Network

RATIONALE FOR AMENDMENT:

Under the proposed amendment to the Strategic Partnership with the Mayor's Fund, adding additional funds reflects the central role that Mayor's Fund has to advance young children's issues in Long Beach, with a focus on growing the Early Learning Hub.

The Mayor's Fund's Early Learning Hub pilot presents an opportunity to expand innovation and learning to support countywide initiatives. The Early Learning Hub is a user-friendly website that families can use to find and enroll in childcare. The Early Learning Hub links families to all of their childcare options in one place and requires only one, universal application for families to complete, regardless of the childcare setting they pick or the type of financial assistance they may qualify for. The next phase of the Early Learning Hub is to build out features that support integrating access to enrollment in other critical public systems that provide poverty alleviation and support with meeting basic needs such as public food benefits.

This innovative platform is aligned to the direction several county stakeholders are exploring. For example, the Department of Public Health's Office for the Advancement of Early Care and Education included a recommendation to launch a centralized website and universal enrollment application in their [Blueprint Identifying Immediate and Long-Term Efforts to Fortify the Infant and Toddler Care System](#). Developing centralized access and enrollment hubs for families was also a recommendation of [the Landscape Analysis of Home-Based Child Care supported by First 5 LA and Child Care Alliance of Los Angeles](#). The analysis found that early learning hubs are an important tool to sustain a mixed delivery system and to ensure home-based childcare providers remain a viable and accessible option for families, particularly in the new landscape that includes Universal Prekindergarten. Expanding the Early Learning Hub and sharing the expertise developed by the Mayor's Fund is an opportunity to move this work forward in the county at a critical time in the early learning landscape. This effort to improve access to a variety of care options is also aligned to First 5 LA's 2024-2029 Strategic Plan Objective to 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. The Early Learning Hub pilot will present a model that can be replicated in other communities within LA County, the state and across the country.

The additional \$100,000 will be used to support the following objectives:

- Expand the Early Learning Hub in Long Beach and advise Los Angeles County stakeholders seeking to scale this model.
- Continue to facilitate the inclusion of ECE in the City of Long Beach and broader regional COVID-19 economic recovery efforts and support more cohesive alignment of response efforts (projected through the end of 2024).
- Continue engaging with the business community and grow engagement with other local stakeholder groups as well – including newly elected officials, policy makers, and community leaders.
- Leverage relationships with targeted policy makers, stakeholders, business leaders, and influential decision makers to facilitate their greater engagement and support of early care and education issues.
- Facilitate expanded support of ECE providers as small businesses and as crucial components to regional economic vitality.
- Continue to support the development of a comprehensive and cohesive Long Beach early care and education network.
- Integrate enrollment access to other family supporting systems such as food benefits public food benefits enrollment.

Additionally, this amendment will allow First 5 LA to continue to partner with the Mayor's Fund to advance early childhood issues and work with First 5 LA's other funded partners, The Nonprofit Partnership, Long Beach Forward, Long Beach Health and Human Services, and home visiting providers.

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting an amendment of a Strategic Partnership in the Amount of \$100,000 for a Total Project Cost of \$400,000 to comply with this policy.

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

First 5 LA's support since 2020 has reinforced the Mayor's Fund's central position within the Long Beach ECE ecosystem. This strategic position, and continued focus on connection and collaboration between nonprofit, business and government, has helped the Mayor's Fund to secure additional investment toward its coordination role in the early childhood ecosystem. The purpose of First 5 LA's dollars is interrelated with the Mayor's Fund purpose and evolution: all funding is complementary to First 5 LA's overarching vision of a future where every child is born healthy and thrives in a nurturing, safe and loving community. In addition to First 5 LA's funding, current sources of funding include:

- Miller Foundation
- Munzer Foundation
- Long Beach Recovery Act
- Los Angeles County Food Equity Roundtable

Additionally, given the momentum and incredible potential of the work, the Mayor's Fund has begun discussions with or plans to approach the following funding organizations:

- Department of Children and Family Services (DCFS)
- LA Partnership for Early Childhood Investment
- Hilton Foundation
- Balmer Group

NEXT STEPS

Staff anticipates returning to the Board for action at the June 13, 2024, Board meeting to approve this amendment to the Strategic Partnership in the amount of \$100,000 for a total project cost of \$400,000 through June 2025 and seek authority to execute a contract renewal.