

# AGENDA

## SPECIAL JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BUDGET & FINANCE AND EXECUTIVE COMMITTEES

**Budget & Finance Committee Chair: Robert Byrd**

**Thursday, March 14, 2019  
 1:30 PM**

**Meeting Location:**

First 5 LA  
 750 N. Alameda Street  
 Los Angeles, CA 90012



**ASPOSE**

Your File Format APIs

1. **ACTION**  
 Call to Order / Roll Call  
 - **Sheila Kuehl, Commission Chair**
2. **ACTION**  
**Consent**  
 - **John Wagner, Executive Vice President**
  - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, February 14, 2019 3
  - B. Approve the Monthly Financial Statements Months Ending December 31, 2018 and January 31, 2019 99
  - C. Approve One Amendment and Authorize Staff to Complete Final Execution of the Amendment Upon Approval from the Board 110
  - D. Approve Strategic Partnership with LA Care Health Plan for the Help Me Grow - Child Health Provider Pilot and Authorize First 5 LA staff to Execute New Agreement with L.A. Care Health Plan 112
  - E. Approve Mid-year Budget Adjustments for FY2018-19 117
  - F. Approve a Strategic Partnership with KPCC Southern California Public Radio (SCPR) to support KPCC's Community-Engaged Early Childhood Coverage for the period of two years and authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$100,000 from March 15, 2019 to March 15, 2021 140

**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
Brandon Nichols	Yvette Martinez	
<i>Vice Chair</i>		

**EX OFFICIO MEMBERS**

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

**EXECUTIVE DIRECTOR**

Karla Pleitéz Howell

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

**A PUBLIC ENTITY**

3. **INFORMATION**  
 Remarks by the Commission Chair of the Board  
 - **Sheila Kuehl, Commission Chair**
  
4. **INFORMATION** **145**  
 Executive Director's Report  
 - **Kim Belshe, Executive Director**
  
5. **INFORMATION** **170**  
 County Partnership Panel
  - A. High-Level County Partnership Bridging Multiple Systems: Prevention
    - **John Wagner, Executive Vice President**
    - **Carrie Miller, Assistant Executive, Director, Office for Child Protection**
    - **Susan Kaplan, Executive Director for Friends of the Family**
    - **Reid Meadows, Senior County Systems Strategist**
  
  - Break - 10 Minutes**
  
  - B. Digging Deep: Prevention Work Informing Local Practice, Influencing State Systems
    - **Christina Altmayer, Vice President of Programs**
    - **Kate Anderson, Director, Center for Strategic Public Private Partnerships**
    - **Jacquelyn McCroskey, John Milner Professor of Child Welfare and Co-Director of the Children's Data Network at the USC School of Social Work**
  
6. **INFORMATION** **184**  
 Strategic Plan Refinement (SPR4) Process Update: Directional Endorsement of Investment Guidelines  
 - **Christina Altmayer, VP of Programs**  
 - **Steven LaFrance, Founder and CEO, Learning for Action**
  
7. **INFORMATION**  
 Public Comment (for items not on the agenda)
  
8. **ACTION**  
 Adjournment

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, February 14, 2019

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

1 Thursday, February 14, 2019; Los Angeles, California

2 1:31 p.m.

3 -oOo-

4 COMMISSIONER ABDO: I'd like to start the meeting  
5 now. We have a quorum. Okay. Calling this to order and  
6 we will have a roll call now.

7 Roll call, please.

8 SECRETARY: Judy Abdo.

9 COMMISSIONER ABDO: Here.

10 SECRETARY: Bobby Cagle.

11 COMMISSIONER CAGLE: Here.

12 SECRETARY: Astrid Heger.

13 COMMISSIONER HEGER: Here.

14 SECRETARY: Yvette Martinez.

15 COMMISSIONER MARTINEZ: Here.

16 SECRETARY: Christopher Thompson.

17 COMMISSIONER THOMAS: Here.

18 SECRETARY: Romalis Taylor.

19 COMMISSIONER TAYLOR: Here.

20 SECRETARY: Kesha Woods.

21 Marlene Zepeda.

22 COMMISSIONER ZEPEDA: Here.

23 SECRETARY: Barbara Ferrer.

24 COMMISSIONER FERRER: Here.

25 SECRETARY: Carla Pleitez Howell.

1 COMMISSIONER HOWELL: Here.

2 SECRETARY: Wendy Smith.

3 COMMISSIONER SMITH: Here.

4 SECRETARY: Deanne Tilton.

5 COMMISSIONER TILTON: Here.

6 SECRETARY: Sheila Kuehl.

7 SUPERVISOR KUEHL: Here.

8 SECRETARY: Quorum is present.

9 COMMISSIONER ABDO: All right. We have a quorum  
10 and we will begin. I am chairing because the first thing  
11 that we need to do is elect a new chair. So this is the  
12 first order of business.

13 Is there -- are there any nominations.

14 COMMISSIONER TILTON: I nominate Sheila Kuehl.

15 COMMISSIONER ABDO: All right. Is there a  
16 second?

17 COMMISSIONER TAYLOR: Second.

18 COMMISSIONER ABDO: Let's have a roll call. Make  
19 it really official.

20 SECRETARY: Judy Abdo.

21 COMMISSIONER ABDO: Yes.

22 SECRETARY: Christopher Thompson.

23 COMMISSIONER THOMPSON: Yes.

24 SECRETARY: Astrid Heger.

25 COMMISSIONER HEGER: Yes.

1           SECRETARY: Bobby Cagle.  
2           COMMISSIONER CAGLE: Yes.  
3           SECRETARY: Yvette Martinez.  
4           COMMISSIONER MARTINEZ: Yes.  
5           SECRETARY: Romalis Taylor.  
6           COMMISSIONER TAYLOR: Yes.  
7           SECRETARY: Marlene Zepeda.  
8           COMMISSIONER ZEPEDA: Yes.  
9           SECRETARY: Passes.  
10          COMMISSIONER ABDO: All right. I'm going to pass  
11 the baton.  
12          (Applause).  
13          SUPERVISOR KUEHL: I'm stunned. So pleased to  
14 have been elected.  
15          You know, the funny thing is, of course, even  
16 when you know something is going to happen, it doesn't  
17 take away what it means. I just want to say, I have  
18 really loved chairing this board. And I'm honored to have  
19 been re-elected to do it for a fourth year. This is the  
20 first year we've had this kind of continuity. And I think  
21 it's very positive, but our limit is four years for  
22 chairing. So I just finished the pen ultimate years. I  
23 just learned what that word meant. It's that great?  
24 It's, like, not the ultimate. So now we're into the  
25 ultimate.

1           And the first job that I have as your new chair  
2 is to ask to elect a vice chair.

3           Do I have any nominations for vice chair?

4           COMMISSIONER MARTINEZ: I nominate Judy Abdo.

5           SUPERVISOR KUEHL: Is there a second?

6           COMMISSIONER ZEPEDA: I second.

7           SUPERVISOR KUEHL: It's good to be fought over I  
8 think.

9           Judy indicates she will not make a campaign  
10 speech. And I think let's give Judy courtesy of a roll  
11 call vote as well.

12          SECRETARY: Christopher Thompson.

13          COMMISSIONER THOMPSON: Yes.

14          SECRETARY: Astrid Heger.

15          COMMISSIONER HEGER: Yes.

16          SECRETARY: Bobby Cagle.

17          COMMISSIONER CAGLE: Yes.

18          SECRETARY: Yvette Martinez.

19          COMMISSIONER MARTINEZ: Yes.

20          SECRETARY: Romalis Taylor.

21          COMMISSIONER TAYLOR: Yes.

22          SECRETARY: Marlene Zepeda.

23          COMMISSIONER ZEPEDA: Yes.

24          SECRETARY: Sheila Kuehl.

25          SUPERVISOR KUEHL: Yes.

1           Congratulations, Judy. So for everybody  
2 watching, I'm sure it seems very pro forma. But, again, I  
3 really want to indicate, it's funny. You have no idea,  
4 people really struggle to be appointed to this board.  
5 They really want to do this. And I think that is  
6 testament to the wonderful staff and CEO, but also to the  
7 fact that this board every month makes interesting and  
8 meaningful contributions to the larger picture of what  
9 happens to this young population in California. And I'm  
10 really proud of us.

11           So let us go then to our consent agenda.

12           Mr. Wagner, over to you.

13           MR. WAGNER: Thank you. And congratulations,  
14 madam chair and madam vice chair.

15           We -- this month on consent, we do not have any  
16 contracts for your consideration and action. But one item  
17 to call your attention to is Subitem C. This would  
18 authorize First 5 LA to receive funds from the Center For  
19 the Study of Social Policy, CSSP, in the amount of  
20 \$100,000 per year for the next two years. This authority  
21 would expire at the end of October 2, 2020. And those  
22 funds will continue to fund our family engagement work  
23 with Project DULCE. And this is consistent with what was  
24 presented to the program and planning committee on January  
25 24th.

1 I'll turn it back over to you, madam chair.

2 SUPERVISOR KUEHL: Okay. Any questions or  
3 comments on the consent agenda? Seeing none.

4 Anyone wish to move the consent agenda?

5 COMMISSIONER CAGLE: So moved.

6 COMMISSIONER MARTINEZ: Second.

7 SUPERVISOR KUEHL: Moved and seconded. Any  
8 objection to a unanimous vote on the consent agenda items?  
9 Seeing none, that will be the action.

10 It is a new year for us. One of the things that  
11 happens in terms of the persons who represent county  
12 departments is that one kind of rotates on as a permanent  
13 voting member and one rotates off. And so this year, John  
14 Sherin from mental health and/or his designee rotates back  
15 onto the board as a voting member, and Dr. Ferrer becomes  
16 a nonvoting member. So all that means is we made just a  
17 few changes in terms of the committees that they're on  
18 that require a voting member. And, of course, as always,  
19 the website shows who the members are of the committee  
20 members.

21 So, Barbara, we're very happy that you're staying  
22 even as a nonvoting member. Your contribution is  
23 extremely valuable.

24 And, Kip, before we look forward to having you be  
25 so official this year. Nobody even knows I think whether

1 they're a voting or nonvoting member. They're just not  
2 counted or called on.

3 In terms of the next item, which generally are  
4 the chair's remarks, in addition to announcing that, I  
5 also want to say just because I know Wendy Smith is so  
6 modest that we are going to praise you later. I just want  
7 to you prepare yourself for that. After Tim's remarks, we  
8 want to say a few things about you because Wendy, who  
9 represents the Children's Commission on this board, will  
10 not be the representative anymore, but there are very,  
11 very good reasons. It was her choice. She's way too  
12 important and busy. She would not put it that way. But  
13 really it's impressive. Wait until you hear.

14 From my point of view, I want to say just very  
15 briefly, in addition to feeling honored about chairing the  
16 board, I also think that it's really exciting to be the  
17 chair this year when we're looking at this strategic plan  
18 refinement process. I think people think, what does that  
19 mean? Do they -- they make a plan. Do they stick to it?  
20 What does it really mean?

21 But this process, which is a continuing process  
22 not a starting over from scratch process, which we decided  
23 as a board was the better way to go. And I think,  
24 definitely is. As you'll see very shortly, it's going to  
25 be a really interesting, exciting, creative year for us

1 where we organize -- the organizing principles that we use  
2 to get us to our major goal, our north star as we've  
3 called it, I think are so well thought out and yet leave  
4 so much room for the creativity that staff and board bring  
5 to the process as we go along.

6 I know many people on the board have been  
7 interviewed about their thoughts about the strategic plan  
8 and the process. And I want to thank you all for doing  
9 that. It's extremely helpful. I always as a board member  
10 wonder, does it really make a difference. And in this  
11 case, I really think it does. It's been very seriously  
12 thought through. I thought the questions were very  
13 thoughtful. And I look forward to this upcoming year and  
14 what we're going to hear today and ongoing in terms of our  
15 new strategic plan refinement process.

16 So having said that, let me turn it over to Kim  
17 Belshe.

18 MS. BELSHE: Thank you very much. And  
19 congratulations, Supervisor, Judy, on your appointments.

20 I really want to echo our chair's comments and  
21 optimism for the year ahead broadly and specifically as it  
22 relates to the strategic plan refinement process we're  
23 going to embark upon together. I've been echoing this  
24 theme of optimism with the staff in recent months and  
25 calling out the considerable assets and resources we bring

1 to bear in the context of doing the important work we have  
2 an opportunity to do. And I really do begin this year  
3 with a lot of hope. And a big part of that excitement and  
4 optimism is the product of some important changes in  
5 Sacramento, not just for First 5 LA, but broadly for our  
6 state. But specific to the issues we care about, how  
7 terrific is it to a governor who acknowledges little kids,  
8 who gets it in terms of what it takes to support a child  
9 in the context of their family and community and systems  
10 and services and so forth; a governor and administration  
11 that understands First 5s, understands First 5s and sees  
12 the value of listening to and working with First 5s  
13 broadly and First 5 LA specifically. So that gives me a  
14 lot of optimism. Indeed, a number of us in First 5  
15 California, the association, and about a dozen of the  
16 First 5s had a meeting with Governor Newsom's chief of  
17 staff, Ann O'Leary, and his two senior advisors on early  
18 childhood, Giannina Perez and Kris Perry. Kris will be  
19 coming to PCC actually later this month. So let me put a  
20 plug in for that meeting.

21 But it was a really exciting opportunity for them  
22 to hear from the field, not just First 5 LA, but really  
23 the network of First 5s. And it's exciting to hear their  
24 interests in what we all have been doing, what we have  
25 been learning and the transferability of that work on the

1 ground to broader policy conversations in Sacramento.

2 So I'm optimistic that not only do we have a  
3 governor who gets it, but we have an administration that's  
4 listening. And 20 years into this journey called First 5,  
5 we all actually have something to say and something that  
6 people are paying attention to about programs that can  
7 work, what can we scaled, the connections we bring across  
8 diverse partners and stakeholders, including importantly  
9 the lived experience of parents, as well as connections in  
10 terms of our communications platforms to get the word out  
11 about the importance of the earlier years and the  
12 importance of prioritizing young kids in Sacramento.

13 So I think First 5 LA in particular has a  
14 contribution to make given our evolving work and growing  
15 profile as a leader of policy and systems change work in  
16 partnership with others. I'm optimistic that this SPR4  
17 process as we're kicking off formally this afternoon is  
18 going to give us together, along with staff and many of  
19 our partners in the community, a chance to wrestle with  
20 some really important issues that our experiences lifted  
21 up.

22 This policy and systems change work is hard.  
23 Here's a great opportunity to really sharpen our  
24 strategies, clarify our roles, think creatively about how  
25 we finance and support our work, and how we begin to look

1 at alternative revenues.

2 That fiscal context we're going to talk about  
3 today in terms of our long-term financial projections.  
4 And, yes, our revenues continue to decline. We've known  
5 that for even before First 5 LA began. And, yes, those  
6 lines and trajectories are sobering. But I'm optimistic  
7 because I have confidence in this board and our staff to  
8 use that long-term financial projection as a really  
9 powerful and important planning tool and one that will  
10 really provide a very important fiscal guardrail through  
11 fiscal context for our strategic plan refinement effort.

12 Again, this is the chance for us together to be  
13 lifting up some of those critical issue, not just about  
14 our strategies, but how we're going to sustain and finance  
15 and administer them, an opportunity to bring some  
16 creativity, an opportunity to identify both new public as  
17 well as private revenues to support this work, and to  
18 really think creatively about our ongoing role and where  
19 we have the highest and best use and value.

20 All in all, I'm quite optimistic, sobered by  
21 revenues but optimistic about our ability to use that  
22 learning well and eager to embark upon this journey with  
23 the board and staff alike. Today is a launch.

24 And with that, I'll stop. I'm going to turn it  
25 back to our supervisor chair who's going to acknowledge

1 Wendy who's now had her praise preparation time. Just  
2 saying.

3 So back to --

4 SUPERVISOR KUEHL: I don't know if it's more  
5 torturous that way or more torturous not knowing.

6 So one of the reasons we want to acknowledge the  
7 people on our board is partly so that people who only know  
8 us in this context or see us in this context really  
9 understand what the board members bring to this. But also  
10 to acknowledge, you know, for the world the work that  
11 board members are doing. And we don't really talk about  
12 each other's work very much here until we're leaving or  
13 until we just joined the board. So I think that kind of  
14 ritual is a really important one.

15 Wendy was appointed by the Commission For  
16 Children and Families, which is a county commission. And  
17 its -- to which I appointed her. Third District rocks.  
18 What can I say? And then she was appointed by that  
19 commission to First 5 in 2017. She is a distinguished  
20 continuing scholar in child welfare at the USC, Suzanne  
21 Dworak-Peck School of Social Work where she was clinical  
22 associate professor and associate dean of curriculum  
23 planning and assessment. She is chair of the L.A. County  
24 Commission For Children and Families, founding member of  
25 the board of the National Foster Youth Institute, and a be

1 member of the Venice Family Clinic Foundation board where  
2 she chaired the behavioral health and child development  
3 committee for eight years. She's a volunteer advocate  
4 with human rights watch working on juvenile justice  
5 issues. She's the author of *Youth Leaving Foster Care: A*  
6 *Developmental Relationship-based Approach to Practice,*  
7 which integrates multidisciplinary research to provide a  
8 new approach to working with these young people who are  
9 exiting our foster care system.

10 So Wendy Smith is leaving us to research the  
11 early lives of juvenile offenders in order to gain insight  
12 into possible interventions that might help young people  
13 stay out of the juvenile and criminal justice system.  
14 So we certainly look forward to your next opus, the  
15 chapter, the next thing that we can buy and read.

16 So I'm going to turn it over to Kim to add to  
17 this praise and any other members who wish to, of course.

18 Kim.

19 MS. BELSHE: Thank you, Supervisor. And as is  
20 our custom, we like to honor and acknowledge our departing  
21 commissioners by providing them with their very own First  
22 5 LA word cloud. And I want to acknowledge Linda who is  
23 our board relations specialist, is our point person on all  
24 things commissioner -- commission related and does a  
25 terrific job in engaging the staff broadly in soliciting

1 feedback on what are the one or two words that really  
2 capture a particular board member.

3 COMMISSIONER SMITH: Always a little frightening.

4 MS. BELSHE: Always a little frightening, the big  
5 reveal. Generally positive. No, they're extraordinarily  
6 positive.

7 So among the words that I would call out, Wendy,  
8 that was lifted up through this word cloud, number one is  
9 inquisitive. You always have offered us really good  
10 comments and questions. And when I think about the  
11 contribution that our board members make to really help  
12 inform and drive our work, it's when you complicate our  
13 thinking. I'm a big believer in that. So your comments  
14 and questions often got to us kind of step back and  
15 reflect and rethink. We didn't always end up where you  
16 were suggesting, but you always gave us considerable  
17 pause. No, that's not -- well. But you always gave us  
18 good comment, good feedback, and gave us reason to be  
19 doubly sure we were on the right path. And it always  
20 complicated our thinking in a very positive way.

21 Another word is diligent. And I know this from  
22 PPC meetings because I would sit next to Wendy and I would  
23 hear firsthand about the volume of material. Wendy has  
24 taken her responsibility very, very seriously and went  
25 through all of the board materials and would comment about

1 the substance and the length. And it was clear that she  
2 did her homework and really made that a priority.

3 And then the final word I would call out is warm.  
4 You've just been a delight to work with. You've been so  
5 respectful of staff and responsive to staff and ready to  
6 step up and answer questions, participate in meetings  
7 offline, and help bring your expertise and knowledge to  
8 really strengthen our work.

9 So for those words and so many others, Wendy, we  
10 would like to offer you the honorary First 5 LA word  
11 cloud, which thanks you for your many contributions and  
12 dedication to advancing the mission of First 5 LA and  
13 improving outcomes for our county's children.

14 Thank you, Wendy.

15 (Applause).

16 SUPERVISOR KUEHL: Anybody else would like to  
17 speak to her. Anybody else?

18 Judy Abdo.

19 COMMISSIONER ABDO: It's great sitting next to  
20 Wendy.

21 SUPERVISOR KUEHL: That's it? Short and sweet.  
22 Marlene.

23 COMMISSIONER ZEPEDA: I'd like to say something.  
24 I know that Wendy hasn't been on the commission all that  
25 long, but I think that one of the important strengths and

1 perspective that she brought was her focus on qualitative  
2 and process methodology, which I think really fits well  
3 with the way the strategic plan is moving, and  
4 particularly challenging us to think about it in terms of  
5 systems as we move to systems theory. Because I think in  
6 a lot of ways we're in uncharted waters and the process of  
7 a more qualitative approach makes more sense when we're  
8 doing that.

9 I'm going to miss that on the board. And I hope  
10 that, as you go forward through your role as a chair of  
11 the Children's Commission, that you can provide some input  
12 to the some of the things we are going to be doing going  
13 forward because I think we could benefit from that. So we  
14 will miss your voice at the table.

15 SUPERVISOR KUEHL: Romalis.

16 COMMISSIONER TAYLOR: As a new member myself, I  
17 agree with all my colleagues. I found your comments and  
18 insightful support of what we're trying to do helpful for  
19 me to learn and develop my perspective on what we're  
20 trying to do. But your knowledge base is just off the  
21 charts. I'm truly going to miss you. I think all my  
22 colleagues are going to miss you. And you're part of our  
23 family, so don't think we want to you to just slowly go  
24 away in the night. Come back and see us, talk to us and  
25 keep us on our toes so that we can continue to do the good

1 work that we're trying to do.

2 Thank you so much.

3 SUPERVISOR KUEHL: Wendy, will you say a few  
4 words?

5 COMMISSIONER SMITH: Yes. First of all, thank  
6 you all. I -- it's been really an honor and a privilege  
7 to sit on this board. And I don't know that I've ever  
8 been in a context surrounded by so much thoughtful and  
9 careful devotion really to what we can do to improve the  
10 lives of young children.

11 I -- as I told Alex who was interviewing me for  
12 the strategic plan, I think that First 5 LA is just  
13 unbelievably rich in human resources on the board side and  
14 among the staff, and it's -- it's just been wonderful.  
15 It's been mind expanding and has complicated my thinking.

16 However, I -- I do feel, even though I'm excited  
17 about the project I'm engaged in, I do feel sad about  
18 leaving and I -- you know, I think about that saying that  
19 when, one door closes another one opens, but I'm kind of  
20 having the experience of, I've opened a door, now one  
21 slammed shut. So that's not the greatest.

22 But I -- in response to what you were saying  
23 about the Children's Commission, I do think one of the  
24 things I've failed to do while I've been on this board is  
25 to really make our commissions partners in some endeavor,

1 and I think that we should and can do. I think there are,  
2 you know, enterprises and issues where we could powerfully  
3 join forces. So I do look forward to that in the future.

4 And, again, thank you all. It's -- it's just  
5 been fantastic. And as an indication of that, we have two  
6 commissioners on the Children's Commission vying for this  
7 seat. All right.

8 (A brief break.)

9 MS. BELSHE: So as we all get seated and in  
10 honoring of all sorts of things, we also need to honor the  
11 fact that there was a natal day recently, also known as a  
12 birthday of our august chair. Yeah. Yeah. So let's give  
13 it up for Supervisor Kuehl.

14 (Sing.)

15 (Applause.)

16 SUPERVISOR KUEHL: Be sure and bring the first  
17 piece to Heather because Heather's birthday is also  
18 February 9th.

19 MS. BELSHE: Happy birthday, Heather.

20 With the festivities and frivolities behind us,  
21 let's turn to the finance.

22 SUPERVISOR KUEHL: I do not really think that  
23 it's so frivolous or festiviuous [sic] to lose Wendy Smith.  
24 I'm just saying.

25 Okay. So let us move then to Item 7. Look we're

1 on Item 7 already. And it says in my time chart, which  
2 they give only to the chair, that it has to start by 2:10.  
3 What are we? Right. Early.

4 So this is about finances. And it is of course a  
5 very serious thing because, as we've known since the very  
6 first minute any of us was on this board, there's very  
7 good news about people smoking in the state of California,  
8 which is they're doing far less of it, which,  
9 unfortunately, from the way our income has been structured  
10 is not good for First 5, but we -- so it's a little  
11 ambivalent about it all I guess.

12 So let us then get our finance update, our  
13 midyear budget adjustment, the long-term financial  
14 projections, and then looking ahead to the next months to  
15 come.

16 So thank you so much and over to you.

17 MR. ORTEGA: Thank you and good afternoon,  
18 commissioners.

19 So before you are two financial updates. The  
20 first one is the midyear budget adjustment, which  
21 represents a moment of time in which we as the  
22 organization, we review the activities that have been  
23 occurring between July through December and we adjust  
24 appropriately upward and downward to make sure that the  
25 budget reflects what we truly believe are going to be the

1 expenditures for fiscal year 2019 -- sorry -- for fiscal  
2 year 2018-2019.

3 The second financial update is the long-term  
4 financial projections that provides a look ahead. It is a  
5 forecast of our projected revenues and our expenditures  
6 and, of course, the impact of the overall fund balance.  
7 Its purpose, as Kim mentioned earlier today, it's to be  
8 used as a planning tool. This is to help guide our  
9 strategic imperative with our financial imperative and  
10 align our work to what our fiscal reality is. And, again,  
11 it is a planning tool and it is not a spending plan.

12 So what's new for this fiscal year's long-term  
13 financial projections? One of the things that I truly  
14 wanted to highlight was, we are taking a different  
15 approach to how we look at our revenue. For the first  
16 time we're going to be precautionous to our approach in  
17 forecasting our revenue. And, historically, we've always  
18 used the Department of Finance and Board of Equalization  
19 as our foundation of our projecting our revenue because  
20 our Prop 56 backfill, which, if you recall, Prop 56 was a  
21 proposition that was passed in 2016 and it increased the  
22 overall tobacco tax by \$2. In that provision there was a  
23 hold harmless, which pretty much means it will backfill to  
24 keep Prop 10 whole. The reality is, when we're looking at  
25 the 17-18 backfill, it came in significantly lower than

1 what we originally projected and what the Department of  
2 Finance and the Board of Equalization projected.

3 So, again, we want to take a precautionous approach  
4 to how we're projecting our revenue in our long term. And  
5 for the first time we're going to implement a two percent  
6 reduction in order to just really start thinking about how  
7 it looks long term. Because this is the first time Prop  
8 56 is at its full year, we just have to be extremely  
9 precautionous. We don't know if this is going to be the  
10 real reality or if it's a one-time fluke or if this is  
11 ongoing.

12 So that being said, I myself with several other  
13 commissioners have engaged with First 5 California and the  
14 association to really start thinking about engaging with  
15 the Board of Equalization and the California tax  
16 administration fees office. This is for us not only to  
17 get a better understanding of the methodology but to  
18 create a better partnership so that we can get data on  
19 realtime effort so that we can start adjusting our revenue  
20 as the real reality as we see it.

21 In addition to the addition of \$2 taxes, we're  
22 also seeing changes within the birthrate and consumption  
23 which also has implications to Prop 10 revenue. So all  
24 these things are happening at one time.

25 So, again, for the first time this organization

1 is taking a different approach to how we're looking at our  
2 revenue. And because of that, it has implications to how  
3 you see our fund balance in the outer years.

4 So that being said, I'm going to pass it on to  
5 Daisy Lopez who is our budget and finance analyst manager.  
6 She takes the lead on this project. This project is an  
7 organization-wide effort. I do want to really say thank  
8 you to all staff and management team. And I really  
9 appreciate the support that the budget and finance  
10 committee brought to the table a couple of weeks ago. And  
11 before I move on, I'm not sure if our chair would like to  
12 say some words before we go into the presentation.

13 COMMISSIONER MARTINEZ: I want to thank you and  
14 your team for doing such a fabulous job. We had a  
15 prebriefing at the budget and finance committee meeting a  
16 few weeks ago. And although it seems a little dire to see  
17 the dip go down faster than we -- or sort of, you know --  
18 I think we knew it was coming, but I feel good and  
19 confident about the team we have in place and you're doing  
20 your due diligence and being conservative with your  
21 estimates. I think, you know, it is great news that  
22 people are smoking less and that we had a really  
23 successful public education campaign that took years to  
24 get people to smoke less. So we should celebrate that.

25 At same time, we have a governor, as Kim

1 mentioned, who is deeply invested in early childhood  
2 education through his immediate actions after becoming  
3 governor and through his budget -- what he's saying about  
4 his future budgets. We should be very happy. Those two  
5 things colliding means that our revenue is dipping, but I  
6 think it requires us to be smarter and thoughtful and more  
7 long-term thinking with a great team. So I have complete  
8 confidence in your ability. And let's go through the  
9 numbers. Let's keep an eye on them and keep doing our due  
10 diligence. And just thank you so much for briefing us and  
11 answering all of our questions.

12 I know I'm not a budget and finance expert  
13 myself, but I've learned a lot and I look forward to  
14 continue learning with all of you.

15 MR. ORTEGA: Thank you very much. I appreciate  
16 those kind words. So now I'd like to pass it to Daisy.

17 MS. LOPEZ: Thank you, Raoul. And thank you,  
18 commissioner Martinez. Good afternoon, commissioners.

19 So today I will be walking you through our  
20 proposed midyear adjustments to the fiscal year 18-19  
21 budget at a high level as well as providing an overview of  
22 our long-term financial projections starting with the  
23 current fiscal year and forecasting out to fiscal year  
24 22-23 for a total five-year outlook.

25 Today's presentation will address the midyear

1 adjustment and the long-term financial projection  
2 timeline, highlights of some of the more notable changes  
3 and adjustments, the midyear budget adjustment, and  
4 long-term financial projection purpose and process, and  
5 overview of the fiscal year 18-19 budget revisions  
6 proposed at midyear, as well as an overview of what we  
7 have learned from this year's LTFP, followed by key take  
8 aways and the next steps.

9 So as Commissioner Martinez just noted, earlier  
10 this month we did meet with the members of the budget and  
11 finance committee to discuss the fiscal year 18-19  
12 proposed midyear adjustments and the long-term financial  
13 projections, also known as the LTFP. There was good  
14 discussion and great feedback which informed today's  
15 presentation and will inform our longer term thinking.

16 Today we are presenting the 18-19 proposed  
17 midyear adjustments to the board as an informational item  
18 for future action proposed in March as an item on consent.  
19 The long-term financial projections are presented as an  
20 informational item for informational purposes only. So as  
21 Raoul did mention, it is meant to guide board decision  
22 making and it's not a vehicle for board action.

23 I would like to begin by sharing some brief  
24 high-level highlights beginning with the midyear budget  
25 revisions. The 18-19 midyear adjustment process resulted

1 in a \$2.3 million upward adjustment to program estimates.  
2 Operating estimates were cost neutral. Roughly 73 percent  
3 of the total proposed budget adjustment stem from the  
4 adjustment to one program, kindergarten readiness  
5 assessment, and we will be discussing these adjustments in  
6 more detail a little later in the presentation.

7 Turning to the LTFP. Based on actual receivable  
8 trends, the Proposition 56 backfill revenue is coming in  
9 lower than projected by the State Department of Finance  
10 and State Board of Equalization, which Raoul did just call  
11 out. Consequently, for the purposes of this year's  
12 analysis, we are modifying our approach to the Proposition  
13 10 revenue forecasting, pivoting away from the current  
14 practice of anchoring our revenues on the Department of  
15 Finance revenue projections to internally adjusting the  
16 Proposition 10 and Proposition 56 combined revenue  
17 downward by an additional two percent to account for the  
18 estimated shortfall. We will be addressing all of this in  
19 greater detail momentarily, but first we will spend a  
20 couple of minutes reviewing the purpose and process  
21 associated with the midyear revisions and the long-term  
22 financial projections.

23 The purpose of the midyear adjustments is to  
24 provide staff an opportunity to adjust their budgets  
25 upward and downward based on additional analysis, actual

1 spending rates, and updated assessments of the need for  
2 the fiscal year. The LTFP is a multiyear analytical  
3 planning tool that is updated annually whose primary goal  
4 is to provide a framework and fiscal context that  
5 illustrates the long-term results of past and current  
6 funding decisions made by the commission. It helps to  
7 identify and establish spending guardrails for future  
8 budgeting and funding and helps to inform the commission  
9 of important long-term strategic financial plans. And it  
10 also establishes the timing for future action.

11 The process for the midyear adjustments is  
12 consistent with prior years wherein we consolidate the  
13 adjustments into a single midyear process. Pursuant to  
14 our internal policy, any need for additional funds above  
15 the original board approved budget must be included as  
16 part of this process. However, decreases need only be  
17 reflected for programs that are anticipated to have  
18 significant cost savings which we identify as ten percent  
19 or more of the original project budget and the fiscal year  
20 due to changing circumstances and updated information.

21 We do ask that every attempt should be made to  
22 keep the budget adjustments cost neutral overall. And in  
23 doing so, as is our practice, we try to repurpose  
24 identified cost savings from other line items and  
25 projects.

1           The -- there are many factors that can influence  
2 and shift the course of expenditures in the LTFP and in  
3 our long term-planning and projections, which is why the  
4 LTFP is updated annually to reflect and capture these  
5 changing circumstances. The LTFP projections assume  
6 fidelity to allocations and other funding decisions made  
7 by the commission unless they are otherwise noted. These  
8 projections span a five-year outlook. The current fiscal  
9 year 2018-2019 through 2023 forecast period extends three  
10 years beyond the current strategic plan period.

11           So moving on to a deeper dive of this year's  
12 midyear adjustment process. As mentioned earlier, all  
13 identify needs for additional funds above the original  
14 approved fiscal year 18-19 program budget must be  
15 submitted as part of the midyear adjustment process.  
16 We do, however, ask that the decreases only be included  
17 when reducing by ten percent or more of the approved  
18 budget. So based on these parameters, the fiscal year  
19 18-19 midyear adjusted budget is being brought before the  
20 board for information and approval.

21           The outcome of the midyear process is an overall  
22 net increase of approximately \$2.3 million in anticipated  
23 expenditures for fiscal year 18-19. Adjustments to the  
24 operating budget represent movements of funds between line  
25 items and cost categories based on updated assessments of

1 need for the remainder of the fiscal year. The net result  
2 which is cost neutral with no net change to the operating  
3 budget.

4 We will review the shifts in operating estimates  
5 a little more closely in a few minutes.

6 The overrule adjustment to the 18-19 budget is  
7 driven by shifts in spending and across various program  
8 initiatives primarily due to the timeline and execution of  
9 activities, as well as a \$1.6 million upward adjustment to  
10 kindergarten readiness assessment, or KRA project. The  
11 overall adjustment to the program budget is 1.9 percent  
12 higher than the original approved budget. And with cost  
13 neutral adjustments to operating, the net effect  
14 translates to an approximately 1.6 percent net change to  
15 the overall fiscal year 18-19 budget.

16 As a proposed adjustments within the 2015-2020  
17 strategic plan activities represent the majority of the  
18 total midyear adjustments, we will highlight some of these  
19 adjustments to key activities within the strategic plan.

20 This table illustrates the adjustments of the  
21 strategic plan priority outcome level and also includes  
22 the strategic plan policy and strategy support costs, as  
23 well as the integration and learning activities. An  
24 additional year of actual spending data and implementation  
25 resulted in revised resource estimate projections for the

1 four outcome areas that reflect a slightly higher than  
2 anticipated level of spending through June 30, 2019.

3 Families is requesting a 526,000 or 1.3 percent  
4 upward adjustment to their fiscal year 18-19 budget. The  
5 net result of some increased participation in Welcome  
6 Baby, some timeline delays with some activities such as  
7 Project DULCE and alignment to final contracted amounts  
8 and actual expenditure rates.

9 Communities is requesting an approximately  
10 494,000 or 2.4 percent downward adjustment to align to the  
11 lower than an anticipated expenditures across multiple  
12 programs for fiscal year 18-19.

13 ECE is requesting a 2.5 million or 10.9 percent  
14 increase or upward adjustment. As I previously mentioned,  
15 this change to ECE is primarily driven by the \$1.6 million  
16 increase to the kindergarten readiness assessment. This  
17 increased to KRA is the result of the opportunity that  
18 arose midyear to expand KRA in the Los Angeles Unified  
19 School District. During the development of the original  
20 18-19 budget, staff were in conversations with LAUSD and  
21 were, therefore, not in a position to include resources  
22 for this partnership in the budget approved in June 2018.

23 The resources to support this partnership and  
24 midyear adjustment are within the increase approved by the  
25 board of commissions on November 8th, 2018, when the

1 increase to LAUSD contract was presented to the board for  
2 approval. Reductions in areas -- in other areas are due  
3 to timeline shifts and updated adjustments based on actual  
4 expenditure rates in the current year.

5 Health is not proposing any adjustments to their  
6 fiscal year 18 budget. Originally approved resources are  
7 still projected to align with the anticipated costs for  
8 this year.

9 Policy and strategy strategic plan support costs  
10 are reflecting a 255,000 or 2.4 percent downward  
11 adjustment. The result of upward and downward adjustments  
12 within this area due to timeline shifts, repurposing of  
13 funds, and alignment to revise projected expenditures for  
14 the remainder of the fiscal year.

15 Integration and learning is requesting cost  
16 neutral adjustments to align funds in the area where they  
17 expect to be fully exhausted in fiscal year 18-19.  
18 Additional budget detail can be found in attachments 1A  
19 and 1B included in your materials today.

20 Turning to our operating estimates, the operating  
21 budget represents the personnel, supplies, and services  
22 required to support and advance the work for the  
23 organization. As mentioned earlier, the adjustments to  
24 operating side are cost neutral representing resource  
25 movements between line items and departments with no net

1 increase to the overall budget. Projected savings in  
2 personnel and professional development were repurposed to  
3 offset additional needs identified in operating expenses,  
4 consultant services, professional services, and travel  
5 expenses.

6 The biggest adjustment to operating costs is in  
7 consultant services. The upward adjustment to this line  
8 item is related to the strategic plan refinement process,  
9 or SPR4, which launched last month. Unfortunately, during  
10 the budget development period, there was insufficient  
11 information to estimate the cost needed to support the  
12 review, reflection, and refinement process of the current  
13 strategic plan with the focus on results, as such  
14 resources are being included during midyear for fiscal  
15 year 18-19 needs.

16 Consistent with past practice, budget projections  
17 and any necessary adjustments are prepared at the  
18 departmental level, which roll up into the agency-wide  
19 adjustments presented in attachment 2, which is also  
20 included your materials.

21 And I would just like to note for any of you  
22 wondering, the administrative cost limit does remain the  
23 same and it adheres to the dollar limit that was approved  
24 by the board in June 2018 of 13.8 million.

25 Now we are going to transition to a discussion of

1 our long-term financial projections or LTFP for short.  
2 Some of the key findings here include that the projected  
3 cost to fund activities over the course of the 2015-2020  
4 strategic plan period have increased by about 9.8 million,  
5 or just over two percent from prior years projected  
6 estimates for the same four-year period that overlaps. So  
7 this includes fiscal year 18-19 through fiscal year 21-22.  
8 These strategic plan estimates include funds for the four  
9 priority outcome areas as well as funds for the cost  
10 cutting investments, and that includes the policy and  
11 strategy division and the integration and learning  
12 projected costs.

13 Based on the projection data used to inform this  
14 analysis, the strategic plan activity expenditures are  
15 anticipated to peak in fiscal year 19-20, which is  
16 consistent with the prior LTFP projections. Additionally,  
17 based on actual receivable trends, Proposition 56 backfill  
18 revenue is anticipated to come in lower than originally  
19 projected. Due to this trend, First 5 LA has adjusted the  
20 Proposition 10 and Proposition 56 combined revenue  
21 downward by an additional two percent to account for the  
22 estimated shortfall.

23 This graph reflects our current revenue and  
24 expenditure projections through the duration of the  
25 2015-2020 strategic plan and into the first three years of

1 the next strategic plan period. The green line represents  
2 the revenue and the red line represents expenditures. The  
3 graph helps illustrate the effect of revenue and  
4 expenditure decisions, and it specifically highlights the  
5 buildup of the fund balance in the early years when  
6 incoming revenue outpaced the spending, that our  
7 expenditures continued to far exceed our revenue. Our  
8 primary source of revenue, Proposition 10 tobacco tax  
9 revenue, continues a gradual rate of decline that has  
10 increased from low three percent per year to high three  
11 percent per year. And this consequently direct affects  
12 our fund balance as spending in excess of revenue is  
13 offset by fund balance resources.

14 Again, based on the projected data gathered  
15 during the fall and winter months, expenditures are  
16 anticipated to peak in 19-20, the final year of the  
17 current strategic plan period before beginning a descent  
18 through fiscal year 22-23.

19 The revenue on this graph and in our analysis is  
20 grounded on projections received from the Department of  
21 Finance and Board of Equalization, along with other  
22 revenue which represents a small percentage of the overall  
23 total. And, again, just as a reminder, we did internally  
24 adjust the tobacco tax revenue downward by two percent to  
25 account for the recent trend in shortfall that we have

1 been noticing. The expenditures are based on the latest  
2 information available, historical spending, and the best  
3 thinking of finance and staff.

4 This graph extrapolates the data reflected in the  
5 last slide to demonstrate the level of decline in future  
6 years and to identify the year in which revenue and  
7 expenditures may align. The data assumes the standard  
8 rate of decline for revenue and a fairly steep rate of  
9 decline in spending beyond fiscal year 22-23. We  
10 anticipate that the alignment of revenues and expenditures  
11 will occur near fiscal year 27-28 based on the applied  
12 projected expenditure method, which backs into the  
13 expenditures as a proportion of the incoming revenue and  
14 beginning fund balance and whose rate of decline might be  
15 a little more aggressive than we would like. But, again,  
16 this is based on current year data and current day cost  
17 projection scenarios.

18 The finance department and the executive team are  
19 looking at alternative expenditure guide paths to see us  
20 through fiscal year 27-28 and beyond in a manner that best  
21 aligns with our long-term strategic goals.

22 The purpose of this graph is to visually convey  
23 the effect of continued spending in excess of revenue  
24 through the end of the term covered by the current LTFP.  
25 So, again, that's fiscal year 2018-19 through fiscal year

1 22-23. Thus far every year we spent between 40 and 50  
2 million in excess of revenues. Based on this trajectory,  
3 the projected fund balance by fiscal year 22-23 is  
4 anticipated to be 114.3 million -- .1 million. I'm sorry.

5 This graph serves to illustrate the refinement of  
6 projected resource estimates between this year and last  
7 year. Historically, we have seen decreased expenditures,  
8 and as a result an increase beginning fund balance.  
9 However, this year we are beginning to see that  
10 expenditures are increasing and aligning more closely to  
11 our projections.

12 Here are some of the key take aways as we have  
13 identified them. There is an overall projected increase  
14 in cost across all four priority outcome areas compared to  
15 prior years projects for a same period. Again, this is  
16 based on the data and the assessments and the projections  
17 that were conducted and gathered during the October to  
18 early January period. Expenditures do continue to exceed  
19 revenues. Proposition 10 tobacco tax revenues continue to  
20 decline. And as such, we need to continue to be smart and  
21 strategic about how we utilize and leverage our resources  
22 beyond the current fiscal year so that we may continue to  
23 work toward ensuring that all children in L.A. county  
24 enter kindergarten ready to succeed in school and life.

25 And, finally, the fund balance is declining and

1 revenue -- revenue and expenditures grounded on the base  
2 cost and revenue analysis utilize in this year's long-term  
3 financial projections are anticipated to intersect in  
4 fiscal year 27-28. So we are in a very fortunate  
5 position. Because of our fund balance, we are not  
6 financially fragile at this time.

7           However, this is our opportunity to be proactive.  
8 It is imperative that we assess our long-term strategic  
9 goals and ensure that they are aligned with our fiscal  
10 realities of declining resources and a declining fund  
11 balance. Every year we take a step toward an exhausted  
12 fund balance. This has been ongoing since fiscal year  
13 08-09 when our expenditures began to exceed our incoming  
14 revenue. However, the number of steps or years that it  
15 will take us to get to a point of where we are having to  
16 live within our means depends on us and the long-term rate  
17 of spending. Any small change can and does have a  
18 significant impact to the long-term outlook.

19           Again, the finance department in conjunction with  
20 the executive team is looking at alternative expenditure  
21 guide paths to see us through fiscal year 27-28 and  
22 beyond. This financial analysis will be further developed  
23 during the strategic plan refinement process which is  
24 currently underway.

25           Our next step in this process is to bring the

1 18-19 midyear adjusted budget to the board for action as  
2 an item on consent on March 14th. Additionally, we will  
3 be leveraging the work in the SPR4 process to align the  
4 direction of our work to the fiscal realities. And the  
5 process will take into consideration the assessment of  
6 various long-term cost scenarios, sensitivity analyses to  
7 project the availability of sufficient resources through  
8 2028 and beyond, and we will also be looking at  
9 alternative sustainability strategies.

10 And following the break you will hear more about  
11 the great work that is already underway with the strategic  
12 plan refinement process.

13 And with that, I leave you with this four-year  
14 old little guy who's forward -- who appears to be really  
15 looking forward to completing his civic duties in the  
16 future. His name is Ethan Paul Guerrero, and he's the  
17 nephew Jessica Guerrero, one of our colleagues in the  
18 contracts department.

19 SUPERVISOR KUEHL: Thank you very much. Okay,  
20 board.

21 Barbara.

22 COMMISSIONER FERRER: Thanks so much. I really  
23 appreciated the information.

24 I have a couple questions, some are general and  
25 some are specific to what was actually in the board book

1 just because I'm not sure I really understand. But on the  
2 revenue projections, is this just based on the revenue  
3 coming in from tobacco or are you including other  
4 opportunities? I know we're working with you right now on  
5 drawing down on a match, so I'm -- I was just trying to  
6 figure out was this just really more globally focused on  
7 what's happening with 10 and 56 or --

8 MS. LOPEZ: So the tobacco tax revenue does  
9 represent a majority of our revenue. There is -- there  
10 are small contributions and additional revenue from  
11 outside sources, but we didn't list them out just because  
12 the total aggregate is very minor compared to our tobacco  
13 tax revenue.

14 Additionally, with regard to our projections, our  
15 methodology requires us to align to actual board action to  
16 -- or to approve board action so we maintain fidelity to  
17 anything that has already been acted upon. So we are  
18 taking other cost scenarios, other revenue scenarios into  
19 consideration, but that's really going to be part of the  
20 SPR4 process where we're looking at any partnerships that  
21 are in the pipeline and any alternative revenue sources  
22 that we could potentially tap into in the future.

23 COMMISSIONER FERRER: And then another sort of  
24 general question on the projections is -- is -- is the  
25 line on total revenue based on the tobacco funds from your

1 perspective always declining or is there a point at which  
2 these don't -- this doesn't decline anymore? Like, do we  
3 hit a saturation point at which time we -- you know, we're  
4 not really going to see steep declines in tobacco? I'm  
5 just wondering how you got to this projection about how  
6 much smoking people are actually going to do and what's  
7 the rate of decline in smoking and how does that also  
8 compare to the opportunity to sort of increase the cost of  
9 tobacco products.

10 MS. BELSHE: Right. So our tobacco tax  
11 projections are actually received from the State  
12 Department of Finance and the State Board of Equalization.  
13 They generally provide a five-year outlook for all of the  
14 counties. And that's where our estimates are grounded.

15 So, again, we did for the first time include a  
16 small two percent downward adjustment this year just  
17 because of what we have been seeing between last year and  
18 the current year. We're hoping this is not going to be an  
19 ongoing change. But we are trying to be proactive in  
20 terms of identifying the potential resources that will be  
21 available to us in future years.

22 COMMISSIONER FERRER: And then one specific  
23 questions that I just didn't understand throughout sort of  
24 the memo on this was, there were places where it looks  
25 like contracts -- I can't really tell. It looks like

1     there were either anticipated contracts or there are  
2     contracts that are being reduced. I was just trying to  
3     figure out, are we actually reducing the contracts to  
4     particular vendors or is this just an adjustment because  
5     at the time we looked at the budget initially we didn't  
6     have the exact amounts?

7             MS. LOPEZ: Yes. So I would say 99 percent is  
8     due to a timing issue, timing of activities. They weren't  
9     able to roll out in the current year. That was one  
10    reduction, and that was to PCIT. And the reason for that  
11    is that I believe this is the final year for PCIT, and so  
12    that would be considered a reduction.

13            COMMISSIONER FERRER: Thank you. That's really  
14    helpful. Thanks a lot.

15            SUPERVISOR KUEHL: Marlene.

16            COMMISSIONER ZEPEDA: Daisy, thank you for that  
17    presentation.

18            I have a more specific question about the KRA  
19    because that's the one that increased the early childhood  
20    category the largest, 13 percent. Is that because we  
21    don't have any commitment from LAUSD relative to the KRA?  
22    Was LAUSD going to pitch in on the KRA and we don't know  
23    what that's -- what that is? Could you explain that?

24            MS. LOPEZ: I believe I will defer this question  
25    to Christina.

1 MS. ALTMAYER: It's an increase in the proposed  
2 budget -- thank you for that question. It's an increase  
3 in the proposed budget. Remember, this was an item you  
4 may recall that went before the PPC back in October. So  
5 when we develop the budget for 18-19 last year, we did not  
6 anticipate at that time that we would have the level of  
7 interest that we have from LAUSD for their contribution --  
8 for their participation. Excuse me. So we're requesting  
9 a budget amendment to align with board action to enter  
10 into that agreement with LAUSD.

11 At this moment, we only have a one-year  
12 agreement, which is the current fiscal year, and that's  
13 what's reflected in that contract. So going forward, we  
14 are continuing to have conversations about LAUSD's  
15 participation.

16 COMMISSIONER ZEPEDA: So that 13 percent  
17 represents one year of commitment?

18 MS. ALTMAYER: That's the current year's  
19 commitment.

20 COMMISSIONER ZEPEDA: LAUSD is not, like, a match  
21 or they're not putting in any funds for this initiative?

22 MS. ALTMAYER: They -- they are not contributing  
23 -- that is our contribution to LAUSD to support this. We  
24 are currently looking at year two and potentially year  
25 three in developing those financial scenarios with them.

1           The other piece I would say is that this was the  
2 projected expenditure plan based -- that we developed with  
3 LAUSD back in October. There may be some under  
4 expenditure of that amount as well because they were  
5 delayed with the startup due to the teachers strike that  
6 occurred. But this is our contribution to LAUSD.

7           COMMISSIONER ZEPEDA: And going forward there may  
8 -- my concern is that it went up so much. And I was under  
9 the impression -- and you're correcting me -- that there  
10 was some kind of a match or they -- I'm sure in-kind --  
11 they're doing quite a bit from the in-kind perspective.  
12 But going forward -- because this is a multiyear  
13 proposition, going forward are we going to see additional  
14 increases? That just stood out to me as a big jump. So  
15 that's why I'm bring it up.

16           MS. ALTMAYER: So we have not -- as I said, we  
17 don't have an agreement right now to go into 19-20 or  
18 20-21. We're continuing to be in conversations with LAUSD  
19 about that and what would be their participation rate. We  
20 are -- we're working with them about the data collection  
21 costs and also there's the implementation costs around,  
22 what do you do with that data. And that's certainly where  
23 we see LAUSD contributing, how they act on that data.

24           COMMISSIONER ZEPEDA: Right, right, right. Thank  
25 you.

1 SUPERVISOR KUEHL: Anybody else?

2 Romalis.

3 COMMISSIONER TAYLOR: I'm going to make sure  
4 that, as we go forward, that as we look at strategic plan,  
5 we come up with the strategic sustainability strategy  
6 consistent with that plan because one of the other things  
7 we look at is the opportunities to move forward. I kind  
8 of support the strategy that we have to model concepts as  
9 an innovation approach because organizations don't always  
10 see the possibilities. Just like we did for home  
11 visitation and now everybody sees the value in that and  
12 the thing. So the strength of what we do as a strategy is  
13 that maybe they're not willing to invest, but we invest to  
14 show them of the possibilities of what it can do for  
15 children and families and then come up with strategies of  
16 how we can sustain that as part of an ongoing strategy.

17 Partnering with -- LAUSD is the biggest school  
18 district in the state. So the idea of, if we can take it  
19 work there, we can make it work anywhere kind of thing.  
20 So I'm hope that consistent with your SPR4 plan that you  
21 come up with a strategic sustainability revenue plan that  
22 goes with it. And I look at some things like where we  
23 model home visitation, some of that could go down and  
24 other things could go up. And that's all part of whatever  
25 you guys are going to come up with a strategy of how we

1 sustain.

2 I understand the strategic plan has to go forward  
3 as a concept and that it looks at us doing business as we  
4 are currently doing. And we know that the strategic plan  
5 is going to change that. So I'm hopefully we'll get an  
6 update based on the new strategy consistent with the  
7 sustainability plan that goes with it so that they can  
8 project more accurately what we're going to look like  
9 because I go for a gradual reduction versus a boom kind of  
10 drop. It makes month sense. So hopefully you're going to  
11 come up with a plan at that makes sense.

12 I'm not trying to define that. I'm saying you  
13 guys look at it. There are many ways to fund some of the  
14 things we're doing, but I understand our goal is to model  
15 concepts that others aren't willing to fund so we can  
16 prove that what you wonderful people are recommending  
17 works for the benefit of children and families.

18 So I'm waiting to see what that is going to look  
19 like. We've had that discussion in the budget meeting.  
20 And the staff is consistent with the program people. The  
21 finance staff is going to work with them based on what  
22 they come up with as a strategy.

23 This is just a guide for now, but we really will  
24 know once they come up with this strategic plan what we're  
25 going to do and how we're going to do it on both levels,

1 not only on program, but also on revenue sustainability  
2 and what's the gradual change that's going to happen, that  
3 they need to bring back to this board. So -- and that's  
4 what they committed to do, so I'm look forward to hearing  
5 what innovative things you guys are going to do.

6 SUPERVISOR KUEHL: Along the lines of what  
7 Romalis said, I think it's been a philosophical shift not  
8 only to working on policy change and systems change, but  
9 also acting more like a funder and less like a bank roll.  
10 And I think that one of the aspects of that is a very  
11 painful one, which is we are only going to do this for a  
12 couple years and then you have to do it yourself. And  
13 it's been painful to get out of the of that business where  
14 we were to begin with. And I think we have to  
15 continuously pay attention to that. That is the notion of  
16 the pilot project, but it's often a difficult one for  
17 organizations that are funded for a pilot project and  
18 that's all the funding they had. And they don't know how  
19 to sort of gear up for that.

20 So thinking about adding or utilizing technical  
21 assistance -- I mean, when we talk about sustainability,  
22 we mean for them. And I think that's a good going forward  
23 concept.

24 The other thing is, I know we're talking ten  
25 years out in terms of 2028 before this kind of

1 intersection, but I'm concerned about what we have left in  
2 the bank at that point because I think that it's important  
3 for us to pay attention in our budgeting process to the  
4 prudent reserve. And we have. But that also requires us  
5 to make that one of the priorities for funding. It's kind  
6 of like, put your own oxygen mask on before helping the  
7 person in the next seat. And I think that's part of what  
8 it is. Often people think that's seems selfish or, you  
9 know, why are you doing that, shouldn't be putting that  
10 away. But in a way it's a protection of the entire  
11 structure of our First 5 entity here in LA, and I think it  
12 is an important one.

13 I had a question about the chart about revenue  
14 and expenditure projection. It looks like -- it looks  
15 like there's an uptick in expected revenue. Is that in  
16 the year to come?

17 MS. LOPEZ: Yeah. That's --

18 SUPERVISOR KUEHL: Can you explain that again?  
19 I'm sorry. I missed that.

20 MS. LOPEZ: No, no, no. That's quite all right.

21 So in fiscal year 16-17 and 17-18, you do see the  
22 decline. The solid green line represents actual revenue.  
23 So there's a decline before there's an uptick. And that  
24 is actually the cause of the Proposition 56  
25 implementation. So that's what we saw and it was

1 projected by the State and we were aware of it, that we  
2 would see a decline in our revenue temporarily and then we  
3 would see the backfill come in and it would make us whole  
4 and hold us hold harmless, so to speak. And it would make  
5 us whole and bring us back to the point where we were in  
6 fiscal year 16-17 prior to implementation.

7 Unfortunately, one of the things that we've been  
8 calling out is the anticipated backfill has fallen short  
9 of what was originally projected. So it doesn't make us  
10 whole. It doesn't bring us back to that starting point.  
11 It's actually a little lower. And that is actually why  
12 finance is in conversations with First 5 California, the  
13 association, with the Board of Equalization, is to try to  
14 figure out why, whether or not that's a temporary  
15 shortfall and they anticipate to fill in that gap in  
16 subsequent years, when we can anticipate those additional  
17 dollars, if we should anticipate those additional dollars.  
18 And we're still working on trying to get a response.

19 SUPERVISOR KUEHL: So do we have a way to show in  
20 the -- or is it appropriate in the midyear budget  
21 adjustment to show other sources of income for the current  
22 year so that we get more of a sense about -- some of it is  
23 obviously special, "must be used for something else" kind  
24 of thing where we get grants, et cetera. But I think it  
25 would be useful to see all together. Sometimes I have to

1 dig a little bit and, you know, I don't mind, but I don't  
2 always do it. So I think that would be helpful for us to  
3 get kind of the total picture for that as well.

4 MS. LOPEZ: So I one thing I would like to just  
5 quickly call out is that the revenue is actually all  
6 encompassing. So this reflects all of the revenue that we  
7 have, the majority being tobacco tax, but we also have  
8 revenue from LaPetit and some of those restricted grants  
9 that you mentioned from First 5 California, from CSSP to  
10 support one of our projects, but those are a small  
11 percentage overall, but they are included in this  
12 analysis.

13 MS. BELSHE: And I think as we move forward in  
14 the context of SPR4 and project out five, ten years, we'll  
15 be building in some assumptions around alternative  
16 revenues and building in some assumptions regarding  
17 greater leveraging of some of the federal funds that  
18 Barbara touched on and how we present that in our budget  
19 to the board and staff I think will be important because  
20 right now it is -- it's not readily apparent that we  
21 receive X million dollars from First 5 California without  
22 really getting into the details. But we do have other  
23 revenue streams, but we need to have a more purposeful  
24 strategy instead of targets that we're going to be aiming  
25 towards. We may -- how we present them and how we

1 recommend deploying those dollars is part of the SPR4  
2 conversation.

3 SUPERVISOR KUEHL: We often talk about the  
4 difference between ongoing funding and one-time funding.  
5 And I think that's also going to be important for us to  
6 see because some of the federal and state revenue may not  
7 be reliable year to year. Indeed, probably won't be but  
8 -- so that's a different kind of planning for use. And  
9 sometimes a portion of that can be used to build something  
10 for the future that would be more ongoing. And we may  
11 hear more about that in terms of hearing our federal and  
12 state legislative strategies.

13 COMMISSIONER FERRER: I was going to say, I mean,  
14 what might be really helpful is -- I know that there's  
15 smaller amounts than the millions that are coming through  
16 the tobacco funds, but it still would be good to see  
17 over time what your projections are, where those are going  
18 to increase or decrease so that we do have a sense of  
19 where the opportunities might be on the other revenue  
20 sources. I think unless you just aggregate this for us  
21 we're just going to think about the tobacco dollars.

22 SUPERVISOR KUEHL: Deanne.

23 COMMISSIONER TILTON: Could we briefly have sort  
24 of the story behind this trend? I'm very interested in  
25 what it was that we cut back on and defunded in '16 and

1 '17 so dramatically. I mean, we climbed up and -- this is  
2 a fiscal chart, but what were the programs that we  
3 suddenly cut in I think it's 17-18, and then are some of  
4 those coming -- I just don't think see -- I'd like to see  
5 the human side of this.

6 MS. LOPEZ: So actually that sharp decline in the  
7 red in expenditures is actually the result of expiring  
8 legacy initiatives. So the legacy initiatives rolled over  
9 from prior strategic plan periods we continue to invest  
10 in. They were anticipated to expire based on their  
11 natural expiration dates. A majority of them have. And  
12 that's when we saw the most significant decline in legacy  
13 investments that have phased out. They've sunsetted  
14 naturally. They've completed their activities. And  
15 actually this upcoming year we only anticipate to carry  
16 over one final legacy investment.

17 COMMISSIONER TILTON: And is the increase in 2013  
18 the legacies and then the 2016-17 decline is legacies? Is  
19 it all legacies?

20 MS. LOPEZ: The decline is legacy. In terms of  
21 the increase in prior year, I think I will have to defer  
22 to Raoul who was here at that time.

23 MR. ORTEGA: It would be both ramp up of some of  
24 the legacies that were slow start and the implementation  
25 of the strategic plan starting in 2009 as we started

1 ramping up some of the work under the four outcome areas.

2 COMMISSIONER TILTON: Okay. So it's mostly the  
3 legacy program. That's what you're saying. We  
4 discontinued them, we funded them, and then we defunded  
5 them, and that accounts for the --

6 MS. BELSHE: The contracts came to an end.

7 COMMISSIONER TAYLOR: The contracts came to an  
8 end consistent with board policy.

9 SUPERVISOR KUEHL: And we look at each one of  
10 them as that happens. And some we've given more time to  
11 spend the money that was allocated to them, but not adding  
12 to it.

13 All right. I see no more questions or comments.  
14 I thank you very, very much for the report and the  
15 presentation.

16 Let us take a ten-minute break from 2:50 to 3:00  
17 o'clock. And I'll see you back at 3:00 o'clock for the  
18 final presentation.

19 (A brief break.)

20 SUPERVISOR KUEHL: We're back in the meeting.

21 The last slide that was to have been presented is  
22 next steps, and we've been asked if they can walk us  
23 through those next steps in terms of this process, and I  
24 said no. So the slide is on your screen. The slide is in  
25 your materials. The slide is in all of your notes. And

1 it is essentially belt and suspenders on where we go next  
2 in terms of the dates, which I think everybody has in mind  
3 anyway. So not to be rude, but we're going to move on to  
4 the next item so that it has sufficient time, which is  
5 item 9, the strategic plan refinement process launch and  
6 impact framework.

7 So I think without any ado, let us move into that  
8 presentation.

9 MS. ALTMAYER: Good afternoon. Thank you.

10 SUPERVISOR KUEHL: Good afternoon again and thank  
11 you.

12 MS. ALTMAYER: Very timely to have this  
13 conversation on the heels of the fiscal conversation. So  
14 we're excited to talk with you and give you an update on  
15 the process and really formally engage in sort of the  
16 building of this strategic plan refinement.

17 So we're going to start with Daniela recapping us  
18 -- bringing us back to the time and space of November  
19 where we looked at the impact framework and the starting  
20 place there. We're going to do a little bit of process  
21 work to orient you to where we are in the strategic plan  
22 refinement process. And then we are very excited to have  
23 Steven LaFrance here from LFA who will talk further at the  
24 end of this presentation but really engage you in a  
25 discussion on one of the cornerstone pieces of the

1 strategic plan refinement process, and those are  
2 investment guidelines.

3 So we absolutely hope this to be a conversation  
4 and look forward to hearing your comments.

5 So with that, I'll turn it over to Daniela.

6 MS. PINEDA: It's great to be the opener here.  
7 Thank you, Christina. And I feel like the sun just kind  
8 of came out. Perfect timing.

9 So good afternoon, board, staff, everybody. It's  
10 a pleasure to be here. Thank you, Christina.

11 So I'm going to start off this conversation on  
12 the strategic plan refinement process SPR4 as you've heard  
13 about today by really starting to focus on a set of  
14 analysis for data we collected for the impact framework.  
15 I'm going to tell you what those findings are. I'm going  
16 to tell you how we got them. And I'm going to tell you  
17 how we're using that information. This is all feeding  
18 into the refinement process.

19 So of course, right, as you know, the impact  
20 framework is a work that we started last year. And it's  
21 really culminated in the first phase in the set of results  
22 that you see before you. So four results for children and  
23 families are how First 5 LA will contribute to our north  
24 star. I know Daisy, as well as Kim and madam chair today  
25 mentioned our north star. So this is what we're working

1 towards.

2 A couple of things to note is, you know,  
3 Christina and I have a partner, and we're working so that  
4 the impact framework work and the refinement process are  
5 really working hand and glove but really what we need to  
6 remember about why we care about this work is because this  
7 is how we have the best opportunity to have this  
8 organization be as impactful as possible. It is in the  
9 context of our fiscal reality. And it's also in the  
10 context of the work we want to do going forward.

11 So for the findings, right. So I'm going to tell  
12 you what did we do. So the first phase of the impact  
13 framework work is really a huge data collection effort.  
14 This is where we work with staff to look at collecting  
15 qualitative data in terms of our working hypothesis, our  
16 assumptions but about how basically implementing the  
17 strategic plan. While the majority of the data is  
18 qualitative, we also took the time to quantify some of  
19 this to be able to look across for trends and patterns  
20 across how we're implementing the strategic plan across  
21 the strategies. And so what the other thing I want to  
22 call out is that this was a broad engagement for staff,  
23 but it's also a lot of you had a hand in that in giving  
24 input as we brought the work forward as it developed and  
25 also the board approved the results, which is one piece of

1 the impact framework puzzle. So that's what we did.

2 In terms of how we're using this information, I  
3 want to call out three different ways that are very much  
4 present. So the first one is really simply to talk about  
5 the refining process, to really think about how this  
6 picture of what it is now is giving us information about  
7 how we can move forward. So we're looking at shaping and  
8 informing the strategic conversations we're engaging in  
9 that and all the creativity that we had to look forward  
10 ahead of us. So that's the first important use of this  
11 information.

12 The second is really to hone in our measurement  
13 strategy. So as some of you have heard me say before, our  
14 point is not to boil the ocean with the strategy in  
15 measurement. We have to be laser focus. So part of what  
16 we're doing with this information is really focusing in on  
17 the key systems, the partners that we work with, and how  
18 we do that so that we can be very, very specific and that  
19 those measures can be meaningful.

20 And the third piece that's also really important  
21 that you've heard me talk about and my colleagues as well  
22 is that the impact framework work tells a story that is  
23 beyond any one specific strategy. So it is about how this  
24 organization is working to improve systems on behalf of  
25 children and families. So those are the ways in which

1 we're using this information.

2 So to the findings, right, so the juicy part  
3 here. So as you recall, the investment of the strategic  
4 plan has a set of six investment areas. So back when the  
5 strategic plan was approved in 2015, we said, roughly,  
6 this is how we're going to spend, this is how we're going  
7 to get to those strategies. So the first question in the  
8 analysis today really is, how have we done that. What  
9 have been our core system change approaches in  
10 implementing the strategic plan?

11 So what I'm going to do is I'm going to share six  
12 unique approaches. I'll give you the wording, but I'm  
13 also going to give you a concrete example of how they  
14 actually play on the ground. So please bear with me. I  
15 know there's a lot of words on the slide. I'm not going  
16 to read them, but they're there for your reference as  
17 well.

18 So the first one is policy and advocacy change.  
19 So this includes promoting policies as well as working to  
20 mobilize public and private funding for early childhood  
21 systems and direct services that we believe promote  
22 policies and point of views that benefit kids. We do this  
23 at the federal, state, and local levels.

24 So to give you a concrete example. In our work  
25 in early identification in 2018, we introduced bill AB-11

1 in partnership with others as a policy vehicle to increase  
2 access to developmental screening consistent with the  
3 American Academy of Pediatrics recommended guidelines,  
4 and, furthermore, we continued to advocate to increase  
5 access to developmental screening and working with our  
6 governor's office and others. So that's an example how  
7 this system change approach is working on the ground.

8 The second unique approach to call out is the  
9 capacity building. So this really speaks to providing  
10 technical assistance and works for providers,  
11 organizations, communities so that they can determine the  
12 best way to support children and families in sustainable  
13 ways and also in ways that make sense in their context.  
14 Right? So that is a type of capacity building we're  
15 committed to.

16 So, for example, again, in our work in early  
17 identification, at the February PPC meeting coming soon,  
18 you will hear more about how we're working with our  
19 healthcare partners such as LA Care to strengthen the  
20 capacity of primary care providers to do developmental  
21 screening. So that's an example of a type of capacity  
22 building in the context of one strategy.

23 The third unique change systems change approach  
24 is communications and dissemination. Now I we've talked a  
25 lot about the importance of communications and raising

1 awareness. So this is really highlighting how we as an  
2 organization share information to parents, to the general  
3 public, and to key stakeholders such as policymakers in  
4 the way of public education campaigns as well as social  
5 marketing and other tactics so that we can increase their  
6 understanding of our work as well as increase support for  
7 these priorities on behalf of kids.

8 So for example, if you think back to a few weeks  
9 at the program and planning committee meeting in January,  
10 you heard about the ECE advocacy work that we did as part  
11 of the gubernatorial engagement work. That was really to  
12 educate gubernatorial candidates about opportunities to do  
13 more for kids. And we're still hearing about those  
14 different opportunities. What Kim's remarks today talked  
15 about the new administration and how we can continue to do  
16 so.

17 The fourth systems change approach is connecting  
18 and coordinating. So this work really entails  
19 facilitating connections and partnerships to promote  
20 better alignment across organizations, sectors, and  
21 systems. So if we think about to concrete example of  
22 early identification, we know that at the heart of, for  
23 instance, the Help Me Grow work is better coordination of  
24 services for parents. Help Me Grow is not a program.  
25 Help Me Grow is a framework and how to that approach that

1 systems improvement. And this includes increasing primary  
2 care providers' understanding of regional centers and  
3 other community resources. So at it's core, it's really  
4 about coordinating and alignment and connecting.

5 The fifth and one of my favorite systems change  
6 approach strategies -- should be no surprise -- is data  
7 development collection and sharing. And so this is  
8 separate from research and evaluation, per se, because it  
9 really focuses on the promotion of the use of data and  
10 also in connecting different data systems. So to be  
11 clear, this is not something that just happens in the  
12 context of an evaluation, but is really part of the  
13 kindergarten readiness work that we do, the work that we  
14 do with communities. There is so much -- there's so much  
15 that this organization does to promotes the use of data to  
16 really inform how do we get a picture of how to best  
17 support children.

18 So, for example, back to early identification, we  
19 -- we are working to ensure that data of developmental  
20 screening is embedded within health records so they're  
21 transparency for the results statewide. So that's a very  
22 concrete example of how we do that as an approach to a  
23 systems change.

24 And, finally, research and evaluation. So this  
25 refers to instances when we use research and evaluation as

1 strategies to either build the evidence base or to give us  
2 a better sense of what it takes to take programs to scale  
3 in the best possible way; so what does that take to do it  
4 efficiently, in a work that works within the context. So  
5 I'm going back to early identification. Our concrete  
6 example is both that we have conducted -- and you've heard  
7 about this research before -- research to understand  
8 screening practices within ECE context. And we're also  
9 part of the national evaluation for Help Me Grow. So  
10 those are two concrete examples in which we do that.

11 So I just gave you six approaches. And I know I  
12 said a lot. So I have a table for you. And the table I  
13 just want to -- I ask you to look at this. And what I  
14 like about this table is to me this gives you just a cheat  
15 sheet road map of how we've been implementing the  
16 strategic plan. If you look at the left-hand column that  
17 list our ten strategies, right. So outcome area and our  
18 strategy. And then the columns across speak to the  
19 portions I just talked about, so policy and advocacy  
20 change, capacity building, communications and  
21 dissemination, et cetera, et cetera.

22 So let's take one of the rows. For instance, if  
23 you go to the sixth row, which is the early identification  
24 example. If you look across the row, the checkmarks  
25 indicate when we're implementing that approach within that

1 strategy. So you heard me talk about the work we did with  
2 AB-11, so there's a check there, right. So just an  
3 example. Capacity building and some of the work that  
4 we're doing with health care plans. You also see some of  
5 the connection in coordinating work with Help Me Grow,  
6 some of the work that I spoke to about data and  
7 developmental screening within health records is under  
8 data development and collection. And last but certainly  
9 not least, some of the research and evaluation projects  
10 supporting that.

11 So I like to think of those as a little cheat  
12 sheet for each of the strategies and saying, how do we  
13 understand what is the combination of work that we're  
14 doing to implement the strategy.

15 The other thing I want to call out, there's  
16 dashes that you see there. And what that really  
17 represents at this point is simply that we're not  
18 implementing that approach within the context of that  
19 strategy. Of course, that is not to say that we couldn't  
20 do that later. And this is part of what the opportunity  
21 that I see in this table and the opportunity for us in the  
22 SPR4 process where we can take a look at what is, what  
23 have we implemented, and kind of how does that make sense  
24 forward going as we continue to refine.

25 So the next big research question in the analysis

1 is, so within that context, what have been the roles that  
2 First 5 LA has played. So there's five unique roles that  
3 I hope they're not a surprise to anyone, but, you know,  
4 really as a researcher interesting to see the data bare  
5 out in terms of some of the anecdotal sense that you have  
6 for what we've been doing. So they're not in any  
7 particular order of importance.

8 So the catalyst role really speaks to the work  
9 that we're doing to spur issues, to fund innovation, to  
10 ignite urgency around the work that we do.

11 The connector role speaks to what we do on  
12 connecting partners and also considered the intersections  
13 of systems. First 5 LA does a lot of looking at the  
14 intersections across systems.

15 I also want to call out that this is not just  
16 about bringing people to the table, but it's also very  
17 concerted effort to have people look at those  
18 intersections and to engage them in taking concrete action  
19 to align and to support the work. So it's a very active  
20 connector role that we play in the data that we saw.

21 The third, capacity builder role. And I think  
22 that, you know, this speaks to the workforce development  
23 and also a lot of the work that we do with communities to  
24 help them self determine, right, what is the best way for  
25 them to support the change and their context and for the

1 kids in the community because we know that kids are not a  
2 silo. They exist within families, within communities. So  
3 that's really important for us to acknowledge and to  
4 support.

5 The fourth role is the collaborator. And this  
6 unique flavor speaks to us being at the table in different  
7 efforts, so one of many partners working on specific  
8 issues to align and to move forward on behalf of kids.

9 And the last and certainly not least and one that  
10 we are known for when we -- sorry -- evolution we've known  
11 is that we fund -- you know, we're a traditional funder in  
12 the sense that we commit financial resources. But as I  
13 said, you know, these are the most commonly used. This is  
14 the picture of what it is now.

15 A couple points I want to make about these roles:  
16 One is that they're certainly not mutually exclusive. So  
17 in any one strategy we can be playing a catalyst role and  
18 a collaborator role. So it's about teasing out kind of  
19 what is the specific role and what purpose does this serve  
20 in the implementation.

21 And then the second piece is that this is another  
22 opportunity with the strategy plan refinement process --  
23 this is why we're having this conversation now -- to look  
24 at these roles, to say, is this the best and highest use  
25 of what we can do, how do we look forward to refine. This

1 is exactly the data that we're using to understand and  
2 shape those conversations.

3           Okay. So the last big question that we had in  
4 this analysis was really about the systems. You might  
5 recall I presented a few times, talk about, you know, what  
6 systems are we working with in partnership with others to  
7 improve, to align, to change. And so I have before you a  
8 list of 17 macro systems. So I will say what I mean by  
9 macro system here is, if you take a look at any one of  
10 these bullet points, there's a subset of things underneath  
11 each one. So for instance, let's just take home visiting,  
12 right. We know that there's different agencies,  
13 providers, clients, so on and so forth. Or Best Start --  
14 Best Start local geographic areas. We know that there's  
15 communities and within each of those communities there's  
16 parents, there's community-based organizations, agencies,  
17 advocates that have systems within.

18           So this is a snapshot of 17 unique different  
19 systems in which we are working with. So this is  
20 important in my mind for at least two different reasons:  
21 One is that we're certainly not doing this work by  
22 ourselves, right? This speaks to the diversity of the  
23 types and breath and depth of our partnerships across.  
24 We're talking government entities, consultants. We're  
25 talking about being part of collaborative efforts. We're

1 talking about other county commissions, the First 5  
2 association, First 5 California that are engaged  
3 systematically in looking at how to align systems and how  
4 to improve, where there's a micro subsystem or where this  
5 really large home visiting, for instance.

6 And then the other piece that I think is  
7 important as a takeaway from this is that we have this,  
8 what is now. We have this specificity. And I also see  
9 here an opportunity for us going forward to sharpen and to  
10 focus and prioritize.

11 Quite frankly, 17 macro systems is a whole lot.  
12 We are a big, mighty organization. We have lots of  
13 partners to be sure, but that is something that we have an  
14 opportunity to really focus in and hone in as we go  
15 through the refinement process.

16 So that's all in the way of the findings. I will  
17 say that I will be back and my partners will be back in  
18 terms of impact framework in conjunction with SPR4. I  
19 will just say in March we're looking forward to bringing  
20 you more details about the measurement plan in terms of  
21 how we're going to go about doing the data collection,  
22 what concepts we're crossing, et cetera.

23 In April and May, we're looking to come back with  
24 more detail in terms of what are the partnerships that we  
25 need to develop to do that collection. Also to give you a

1 sense of systems outcomes. So there's a layer of results,  
2 right, and those are population level at the county. But  
3 then there's the changes along the way and the systems  
4 that we're talking about that we would expect to see as we  
5 move forward. So that's what we mean by systems outcomes.

6 And in the summer in conjunction with SPR4, we'll  
7 come back to give you more of a sense once we have a sense  
8 of the data of not only what is the cadence of reporting  
9 them make sense, but also how are we thinking about  
10 setting specific targets for the results, right. We have  
11 to be specific, kind of what does progress look like. So  
12 we're very much excited to be doing this with SPR4.

13 I want to stop here and ask for any questions or  
14 comments that we happy to --

15 SUPERVISOR KUEHL: We do.

16 Wendy.

17 COMMISSIONER SMITH: So I was surprised not to  
18 see on the list of the roles we play something in the  
19 leadership area. Are we not sometimes leading?

20 MS. PINEDA: Yes. Absolutely we are leading. So  
21 you can see -- first of all, there are pieces where we're  
22 leading an effort but it's often -- more often than not in  
23 a collaborative context. So we call that out. So that  
24 would be -- so if I were looking at the data, for  
25 instance, where we coded in to collaborator effort there

1 would be parts where we are leading an effort or where  
2 we're serving as, for instance, a backbone to an effort  
3 where there's multiple partners, or we spur some of that.  
4 So the leader -- like the role that we take leading from  
5 the front, from the side, from behind is really  
6 interspersed around within the categories.

7 COMMISSIONER SMITH: And I would agree with you.  
8 I just think that sometimes First 5 LA in fact leads  
9 bringing the attention to certain matters or, you know, is  
10 a leader within a collaboration. And that seems important  
11 because I think sometimes people join an effort because  
12 we're there.

13 MR. LaFRANCE: Commissioner Smith, I'll just add,  
14 our teams have been working together to do this analysis,  
15 and I would say that, as we were looking at all of the  
16 data, this point of about leadership, in fact, it really  
17 cut across all of these other roles. So I think you're  
18 just calling our attention to how we convey that because  
19 it certainly was there as you were saying.

20 SUPERVISOR KUEHL: I think it's a very important  
21 point when we were early on having discussions in the  
22 women's movement. One of the things we noticed was that  
23 women shied away from two words: Power and leadership.  
24 Because we were so collaborative and, you know, how  
25 important that really is. And we know it's really

1 important. But what we also know is important that we  
2 need to acknowledge that this is an important role; that  
3 you can have a whole lot of people gathering together to  
4 collaborate, but unless there is leadership, it goes  
5 virtually nowhere. So I think it's important to add that.  
6 And if it is an overarching concept or simply one of the  
7 six, that it's important to show and develop the story,  
8 similar to what you said about the other roles, that show  
9 where taking the reigns on something, taking an idea and  
10 saying, you know, even if you are the convener, you are  
11 leading because no one else got these people together. So  
12 good point.

13 Other comments?

14 Romalis.

15 COMMISSIONER TAYLOR: Several. One thing is your  
16 chart where you tried to lay out what we do and how we do  
17 it. I think there's one -- I notice that two don't have  
18 any measurements at all. It just is interesting.  
19 Communities and what they call built environment and  
20 quality rating improvement systems. You know, this goes  
21 back to my question, we have to come up with a way to  
22 identify how that effects -- how the impact framework  
23 effects change in those areas where we don't use data or  
24 something. So it might be qualitative. It might be  
25 something that you have to come up to indicate that we are

1 making a difference. Right? Those are the two things  
2 that -- on that one.

3 the second thing is, consistent with your list  
4 of what roles we play, I think I'd like to add modeling  
5 effective processes. And then I kind of jumped on in my  
6 mind, innovation partner. We are partners to innovation  
7 to model those concepts and to show that they work so that  
8 they can be scaled up to change like we did in visitation  
9 and Welcome Baby and others.

10 And the other thing I would like to do is talk  
11 about -- and the last thing -- is your list of all the  
12 systems we effect. A key one -- and I've been reading a  
13 lot of successful things that the executive director and  
14 our vice president working with legislators and -- both at  
15 the state and federal level. We need to add that to the  
16 list of things -- systems we're dealing with to make  
17 change happen so that we don't forget that that's another  
18 major system that can eventually fund things or include  
19 things such as we've been talking about with TCM. We've  
20 been working with the State to make that possible, along  
21 with our collaborative partners at the State level. So  
22 that might be something that we can do at the federal  
23 level to allow more flexibility so we can do a real good  
24 program to change the rules and regulations that they have  
25 so that, once we demonstrate something can work, they get

1 to see it and they say, oh, yeah, we can make the changes,  
2 we'll just change the rules so that you can include those  
3 areas of services in what we're doing under the TCM.

4 Those are the kinds of things we're doing. We're  
5 doing them very effectively. I'm very happy with what  
6 I've seen both the executive director and the vice  
7 president of strategic change in the sense of legislation  
8 and things of that nature. So it's important that we put  
9 that down on the list as a part of some of the things we  
10 do. There may be other things, but I noticed those are  
11 the two things that I thought we were missing.

12 SUPERVISOR KUEHL: Thank you.

13 Marlene.

14 COMMISSIONER ZEPEDA: Yes. Thank you for the  
15 presentation, Daniela. I think what this demonstrates to  
16 me is a real evolution of the impact framework because I  
17 think that this -- we've been struggling with this for  
18 quite a while, And I think through progressive iterations,  
19 we're getting better at it, or I think it's been refining  
20 like -- Kim like to talk about the R word.

21 But I think -- but looking forward -- and you  
22 probably can't answer this. But looking forward, I'm  
23 thinking about, how do we tell our story using this  
24 information because it goes back to process. It goes back  
25 to qualitative. We can't talk about all of this and -- so

1 I was just putting my research evaluation hat on thinking,  
2 okay, if it were me in your shoes, I would maybe do a case  
3 study of one of our initiatives and how that evolved over  
4 time. That might be a way to begin to think about our  
5 relationships with others.

6 I think the issue of what roles we play will vary  
7 and I think it is kind of -- it's kind of idiosyncratic to  
8 each of us in terms of -- because when I was looking at  
9 this, the word that came to my head was, facilitation.  
10 And that's not on this list.

11 So it's just really depends on the particular set  
12 of relationships that First 5 is having with whatever  
13 partner it is. But I would think it would be helpful --  
14 because we're not doing a pretest-posttest kind of deal.  
15 It would be helpful to think about maybe what would be a  
16 good case study that we could then track and talk to your  
17 R and D people about how you could do that, because I  
18 think at the end of day, that's the story that we want to  
19 be able to tell going forward.

20 So that's my two cents.

21 SUPERVISOR KUEHL: Okay. Thank you very much.

22 Let us then move on to the next section and take  
23 it forward.

24 MS. ALTMAYER: Great. So now, as we think about  
25 that -- and these are the exactly the kinds of

1 conversations that we'll be engaging in from now through  
2 November as we think about what did we learn in the  
3 current strategic plan and how do we refine it moving  
4 forward.

5 So, fundamentally, what this is really about is  
6 which of those aspects of our current strategic plan do we  
7 want to hold title to. And when we think about the chart  
8 that Daniela previously showed with our north star and  
9 with our four results to children, that is what we're  
10 holding really tight to. That's what we think will be  
11 firm as we move into this refinement process. And then as  
12 we think about the strategies and the roles and the  
13 systems that we work with, that's really the focus of our  
14 refinement effort. To think about, given the current  
15 landscape that we're in today that is significantly  
16 different from the landscape back in 2015, what do we need  
17 to adapt and learn. And we've also had our own learnings  
18 through the experience of the current strategic plan  
19 implementation.

20 So we're very excited to officially launch these  
21 discussions with the board this afternoon as we move into  
22 our SPR4 process. So these are the four Rs: Review,  
23 reflect, refine, results. There will be a test at various  
24 future board meetings to see if we can all get it in the  
25 right order.

1           We're really heavily in the review stage right  
2 now. And thank you. We know many of the board members  
3 have already participated in interviews with LFA, Steven  
4 LaFrance and his team, and that is a key component of the  
5 review phase, as well as looking at the landscape, looking  
6 up and looking around what's changed different in the  
7 landscape, reviewing reports, and also have extensive  
8 conversations with staff.

9           So as we go into this review phase, we've had a  
10 number of different themes that begin to emerge. This is  
11 just a preview of these themes. We'll be engaging the  
12 board later this spring, this early spring and March,  
13 April, to discuss and dive deep into these themes based on  
14 the phase one and the first deliverable that LFA is  
15 developing. But we want to just preview with you some of  
16 the themes that we're hearing about.

17           So I'm not going to go through all of these. I  
18 do want to highlight five of these themes that are ones  
19 that are consistently coming up. And I think there's a  
20 strong affirmation of our role as a policy and systems  
21 change effort. But one of the key things we've heard  
22 about, and it's really been discussed at this board  
23 meeting as well, is this question of equity. We know we  
24 are focused on children and we have had a long history of  
25 focusing on children that are most at risk for poor

1 outcomes, but we have an opportunity what we've heard from  
2 many of the board members as well as other stakeholders,  
3 there's an opportunity to more explicitly incorporate  
4 equity within the lens of our work.

5 The second theme that I'd really highlight is  
6 partnership. And as we think about our investment  
7 guidelines and our mission statement, partnership is  
8 central to our work, but it's also what we're hearing and  
9 what we've learned is that it is a consistent element of  
10 how we approach our work at all stages. And we saw that  
11 as we talked about the roles that Daniela highlighted,  
12 this role of collaborator, partnership being the key  
13 component. We've also heard the importance of really  
14 simplifying communications and language. Systems change  
15 work can be kind of heady and complicated, and to engage  
16 others in this work we have to figure out a way to make  
17 that case and describe what we're doing a bit more  
18 succinctly and clearly.

19 The other opportunity or the other preliminary  
20 theme that I'd highlight is this concept of our fiscal  
21 constraints. Very much in line with the presentation that  
22 you heard earlier this afternoon, that we have to  
23 recognize that, while our resources are critical and  
24 important, but they're also declining. And that opens up  
25 an opportunity both for a discussion of alternative

1 revenues, how we should be thinking about those, as well  
2 as really fostering a much more intentional effort on  
3 prioritization which you also heard from Daniela as we  
4 think about that list of strategies.

5 The last two elements that I would say are some  
6 preliminary themes that I would highlight. One is  
7 continuing to elevate the voices of parents and direct  
8 service providers that First 5 LA provides a really  
9 critical channel to elevate the voices of parents with  
10 policymakers at the state, at the federal level, at the  
11 local county level, and that's a valued role that we are  
12 playing.

13 And then the last element that I would highlight  
14 is really thinking about our own organizational capacity  
15 and what do we need in order to do this work effectively.  
16 And you will see as we think -- as we talk about this  
17 strategic planning process that we really have an  
18 intentional effort and line of inquiry and thinking around  
19 what are the capacities that we as First 5 LA need to be  
20 successful in doing this work.

21 So those are some of our early preliminary themes  
22 which led to us develop seven what we're calling critical  
23 success factors for the strategic plan refinement process.  
24 These are those things that we're holding ourselves  
25 accountable to that have been informed by the board and by

1 our own staff that are essential for making this process  
2 successful. So when we think back in November of 2019  
3 about this process, we want to make sure that we can  
4 answer and demonstrate that we've addressed each of these  
5 critical success factors. First and foremost, this  
6 question of equity is how is our strategic plan really  
7 more specifically and explicitly addressing the issue of  
8 equity.

9 Secondly that we really identified our intended  
10 impact and how we're going to measure our progress.  
11 That's why Daniela and I are kind of locked in arms  
12 really trying to have our strategic plan and our impact  
13 framework as one cohesive document that lays out both what  
14 we seek to achieve and how we can measure our progress.

15 The third critical success factor is this issue  
16 of integration that we know that families do not  
17 experience things in buckets and we need to have that  
18 whole child perspective throughout all of our work. And  
19 there's opportunities for us internally to work in a more  
20 integrated fashion and also to work with our partners.

21 Fiscal stewardship is very much in line with the  
22 conversation that we had earlier this afternoon. This  
23 issue of plain speak and being clear in our language and  
24 approach. That we need to do prioritization; that we are,  
25 have, and will continue to have an ambitious agenda, but

1 we also have to recognize we may have too much on our  
2 plate and it's important for us to identify what are our  
3 most critical priorities.

4 And then, finally, as I referenced earlier, that  
5 we really intend this process to not just speak to our  
6 programmatic work, but also what is it that First 5 LA  
7 needs to have the capacities and competencies to do  
8 effectively so that we can achieve the desired result.

9 So that's what we're holding ourselves  
10 accountable for to make sure that this process addresses.

11 This is a very colorful chart that I will not go  
12 through, but one that we continue to really think about.  
13 And I would say the take away for this chart is really --  
14 is, as you see the board inputs, this will be a  
15 collaborative process that we want to ensure that we're  
16 having ample and sufficient and regular opportunities for  
17 the board to provide leadership on these issues and  
18 directions to staff. So this is a road map that gets us  
19 from here to November. And we are working on simplifying  
20 this so that you can see where we are in the process at  
21 all times, and that will be transparent to you.

22 So with that, I want to turn it over to my  
23 colleague, Steven LaFrance, from LFA. You may recall the  
24 board took action in November to engage LFA as support for  
25 the strategic planning process. So we're very excited.

1 And Steven will lead us through a discussion on the  
2 investment guidelines.

3 MR. LaFRANCE: Good afternoon, commissioners,  
4 staff, members of the public. I'm Steven LaFrance with  
5 Learning For Action as Christina mentioned.

6 First and foremost, I want to start by saying how  
7 grateful I am to all of you have given your time and  
8 thoughtful input already into the strategic plan  
9 refinement work through our interview conversations. So  
10 it's really through your leadership and initial ideas and  
11 input that we're springboarding this process into the rest  
12 of the phases that will follow.

13 I have the distinct pleasure of getting us into  
14 discussion of the investment guidelines, which have been  
15 serving as the means by which the board has been making  
16 strategic decisions since -- defined how to make strategic  
17 decisions in the last strategic plan. And this is the  
18 first major piece of policy guidance that we're asking for  
19 the board's input to continue to help thinking about  
20 strategic decisions in this current refinement process.

21 To take a quick step back though and orient us  
22 towards what the investment guidelines are, as we were  
23 coming into the 2014 planning process, we had a question  
24 before us which was, what did First 5 LA want to define as  
25 its kind of consistent, cohesive identity; how did it want

1 to define its in role in creating impact in the context of  
2 others doing this work, others investing in this work.  
3 And I use the analogy when we discuss this in the previous  
4 PPC meeting of sort of a developmental process that, in  
5 2014, the organization was perhaps an adolescent, had been  
6 exploring identity, but not had not landed on, this is who  
7 I am. I think in 2014 those determinations of the  
8 investment guidelines was very much a statement of this  
9 organization's identity in creating change. And now we  
10 are as we all ought to be forever becoming, you know, the  
11 next iteration of our best selves. This state -- this  
12 refinement process offers another chance to take a look at  
13 that identity. What do we see in the mirror. What of  
14 what we saw and defined as true when we took a look in  
15 2014 do we want to carry forward. Where can we even more  
16 beautifully express our butterfly, our inner butterfly.  
17 They were derived based on best practices in the  
18 literature regarding strategic grant making, et cetera,  
19 essentially.

20 So a big point about these investment guidelines  
21 was to define where First 5 LA's -- what we refer to as  
22 home positions would be on a set of continua regarding how  
23 to create change with sort of, you know, resources,  
24 talent, time and influence as First 5 LA does.

25 So the whole point here was to say -- again, you

1 may remember some of my metaphors. We talked about on  
2 each of these continua, where do we want to put a thumb  
3 print, where do we have a pinky print, or, you know,  
4 where's the 80-20 rule: you know, more often than not we  
5 will X or Y, not to the exclusion of, because this is not  
6 an either/or world we live in, but to have a set of  
7 conditions or -- sorry -- a set of guidance for generally  
8 making policy and then understanding when we were  
9 deviating from that general policy, why was that the case  
10 and just being an intentional as we did so.

11 So let me make this more specific and concrete.  
12 So here are two sample investment guidelines that were put  
13 in place in the '14 plan planning process that for -- on  
14 this continuum of where you may invest your time and  
15 efforts. You know, you can go upstream towards prevention  
16 or downstream where you're doing intervention work. And  
17 First 5 LA made the decision to say that, you know, more  
18 often than not, we will make policy implementation  
19 decisions that are more upstream, that have the  
20 opportunity to prevent bad outcomes and reach a broader  
21 set of children and families in the county.

22 Similarly, there's a continuum of whether you're  
23 funding direct services or policy and systems change. As  
24 we all know, where First 5 landed was to more often than  
25 not invest in policy and systems change, but not to the

1 exclusion of direct services. There are lots of example  
2 of where First 5 LA still today does invest in direct  
3 services.

4 So here are the six investment guidelines as they  
5 were defined for the 2015 strategic plan. You can see in  
6 bold type face where the more often than not statement was  
7 placed, but this gives you a sense of the continuum for  
8 each of the guidelines that was considered. I won't go  
9 through each of them here. But, essentially, this lays  
10 out what each of them is and the continuum that was  
11 considered.

12 As I mentioned, this is the opportunity for us to  
13 consider some revisions to those guidelines taking into  
14 account what we have learned about the value of the  
15 guidelines, whether they have in fact provided the clear  
16 decision making guidance for the board and implementation  
17 guidance for staff, ultimately leading us to thinking  
18 about some potential refinement.

19 On the first question about what have we learned  
20 about them, well, we've learned that they have provided  
21 effective parameters and guidance for the board in staff  
22 decision making. They've helped inform organizational  
23 policies internally and have informed how First 5 LA has  
24 approached partnerships, and they have driven a specific  
25 set of decisions and actions that have gotten closer to

1 living within our financial constraints. And as we saw,  
2 there's more distance to go on that.

3 But one of the other learnings, as Christina has  
4 already pointed out, is that you all have said very  
5 directly, staff have also conveyed to us, and we also know  
6 from our initial review of the literature and data that  
7 are available on what's going on in the county, state, and  
8 country really is that equity is more pressing perhaps now  
9 than ever as an issue to be considered by board and staff.  
10 And how do we bring this into the guidelines is one of the  
11 propositions that we have to share with you today.

12 So based on those learnings, we have to share  
13 with you here today a set of preliminary concepts for how  
14 these investment guidelines might be -- might be revised  
15 in this refinement process. So what you have here to  
16 orient you initially is on the far left of this is the  
17 investment guideline as it's currently written in the  
18 existing strategic plan. In the middle column we have the  
19 points about kind of what we've heard from -- from  
20 commissioners, from staff and in our review of the -- of  
21 the work to date. And then on the far right, we have some  
22 preliminary concepts for -- for your consideration and  
23 discussion today. So this far right column is where I'll  
24 be engaging you in discussion.

25 But to quickly run through the preliminary

1 concepts on the far right-hand, so this notion on focusing  
2 on prevention, we've heard an interest in considering  
3 targeted prevention. And we are proposing that the -- you  
4 know, the wording in this guideline not changed yet at  
5 this time, but it will be under further discussion and  
6 consideration. And this notion of where do some targeted  
7 efforts come into play, perhaps will also be -- will be  
8 integrated into a principle on equity.

9 In terms of policy and systems change, we are  
10 proposing a concept for your consideration that we combine  
11 that with the third guideline that is about having a broad  
12 impact because really that is the point of systems and  
13 policy change. So a preliminary concept here might be to  
14 consider a guideline that is articulated as a focus on  
15 systems and policy change to have a broad and equitable  
16 impact affecting large numbers of children and families.

17 The fourth is on prioritizing the identification  
18 and scaling up of evidence-based practices. We heard from  
19 you all the importance of also considering promising  
20 practices and including space for innovation. So perhaps  
21 a concept to consider is to prioritize the scaling up of  
22 evidence-based practices balanced with the need for  
23 promising practices to address community needs.

24 The fifth is to engage -- had been engaging  
25 partners at the earliest stage of activity and investment.

1 And really, based on what we've learned, it needs to be  
2 engaging partners throughout the planning, development,  
3 and execution of our work which is both with external  
4 partners and internally.

5 And then the -- the sixth prioritizing  
6 investments that strengthen families and whenever possible  
7 improve community capacity, we don't have a proposed  
8 change to that. It continues to resonate.

9 We do have for your consideration some additional  
10 potential guidelines based on the interest in defining  
11 equity and what it means for First 5 LA and utilizing  
12 strength-based language. A concept to consider is perhaps  
13 a focus on children that have or are at the greatest risk  
14 due to disparities and outcomes.

15 And then last but not least is a concept to  
16 consider regarding sustainability which would be to be  
17 consistent with current and long-term financial resources  
18 and constraints. I also -- we've also heard, of course,  
19 this ongoing message about the consideration of  
20 opportunities for kind of alternative revenue generation.

21 So you've been very diligent in hearing us out in  
22 laying this before you. I -- the question for you to  
23 engage in discussion is about, how does this preliminary  
24 concepts resonate, what additional changes or revisions  
25 would you propose. But I'm going to flip back to this

1 prior slide, which has the substance of what we're asking  
2 for you input on today.

3 MS. ALTMAYER: Just one point of clarification.  
4 What we hope to do today is engage you in discussion.  
5 We're not looking to necessarily reach resolution. We  
6 will come back based on the feedback that we received  
7 today with a proposed set of investment guidelines.

8 SUPERVISOR KUEHL: Marlene.

9 COMMISSIONER ZEPEDA: Can I start?

10 SUPERVISOR KUEHL: Yes, please.

11 COMMISSIONER ZEPEDA: Thank you.

12 SUPERVISOR KUEHL: That's good. You saved me  
13 from starting.

14 COMMISSIONER ZEPEDA: I'm very happy about  
15 including promising practices because I think that, when  
16 we use the term "evidence-based practice," it really has  
17 been detrimental to certain communities of color in this  
18 country because it depends on whose evidence are we using  
19 to substantiate a particular orientation or perspective.  
20 So that -- that ties in with the equity issue. So that's  
21 very important.

22 And I also think -- and I brought this up before,  
23 and this is being discussed now more widely in early  
24 childhood, which is a notion of targeted universalism.  
25 The blue ribbon commission is talking about it. The

1 report should be out. It'll be interesting to see if they  
2 mention it. Where you're talking about what is good for  
3 all children and -- but what might be particularly  
4 important for certain segments of the population.

5 So, Steven, we wouldn't talk about it in terms of  
6 who has the greatest risk, but who would benefit from  
7 these particular accommodations or interventions or  
8 whatever. So it's just a different way of talking about  
9 it that doesn't necessarily have a deficit orientation.

10 MR. LaFRANCE: Those who would benefit most.

11 COMMISSIONER ZEPEDA: I think that's worth  
12 looking at. And like I say, it's starting to permeate  
13 into the early childhood field. I've been participating  
14 in it in terms of higher education. But that -- that's  
15 some of the points I'd like to make here.

16 MR. LaFRANCE: Thank you.

17 SUPERVISOR KUEHL: Other points?

18 Romalis.

19 COMMISSIONER TAYLOR: I second what my colleague  
20 just said. I totally agree with her. But I want to add  
21 something.

22 We are innovators. And part of that innovation  
23 gets cut off by just sustaining what we're doing now.  
24 What I'm looking for is innovation in how we fund new  
25 concepts and ideas to partnerships with other funders. So

1 I don't want to cut off your creative energy. I want to  
2 let it elevate so that, if we come up with a new idea,  
3 we're looking for how can we partner, how can we fund that  
4 concept other than us funding it if we don't have the  
5 funds to fund it. And there's always partners out there  
6 that are looking for innovative partners who know how to  
7 implement change, and you -- we have demonstrated that.

8 So I'd like to add that to the last one about  
9 sustainability, make it more about alternative funding to  
10 implement innovative concepts, right, for the benefit of  
11 children and families so that we can do it and not say,  
12 well, we don't have the money for it. No, we look for the  
13 money and then do it. You know, we have the concept, we  
14 go find the money to do it, even if we have to fund half  
15 it have and they fund another half of it. So I want you  
16 to be -- I want to allow the staff to be more creative and  
17 innovative about those things. I don't want to cut off  
18 your creative energy either. Okay?

19 MR. LaFRANCE: Thank you.

20 SUPERVISOR KUEHL: Well, I have a few things to  
21 add as well. One of them, when we're talking about the  
22 various roles that we play, several additions were  
23 suggested. And I don't know whether that confuses the way  
24 that we approach our work or goes with the hold loosely  
25 to, you know, possibilities. Because I think in each

1 thing that we approach -- and I don't know the answer, but  
2 I want to make certain that whatever seems the right role  
3 for to us take in particular thing the board has  
4 emphasized that we leave, you know, that open because  
5 where we already had five different ways that we were  
6 approaching things -- you know, and Romalis added modeling  
7 effective processes, which I think is one of the things  
8 that we do. Although, when you model something, you  
9 sometimes have to say, this is a model. You might want to  
10 look at it. So, hopefully, that won't confuse the way  
11 that we approach it, but be part of the flexibility.

12 The second thing is really sort of a number of  
13 things that are related and I think a difficult  
14 conversation -- not that we don't all agree, but what the  
15 -- we often agree that we want it all. If our target is  
16 to prepare all children for kindergarten as well as  
17 prepare schools for children, which I've seen in our  
18 goals, I would say it's important not to loose track of  
19 all children. And in this discussion of the general,  
20 there are things that First 5 has led on and articulated  
21 that are generally a good thing no matter where you grow  
22 up and no matter what your family is like. Some --  
23 everybody always takes for granted that in my district  
24 everybody has got a lot of books and they're all reading  
25 to their children in utero. It's just not the case. They

1 have to be really educated as to what is a good thing.  
2 Some of them have deep, you know, issues and haven't  
3 really focused.

4           It is the case, however, that it is totally  
5 appropriate for to us focus on equity. And I love the  
6 fact that in the last five, six, seven years we've moved  
7 from the word equality to the word equity. And we've  
8 talked about this every time. Treating everyone the same  
9 is not how you get to similar results. The image that we  
10 all saw and I think that we're using now is the three  
11 people would who want to peak over the baseball fence to  
12 see the game. One of them is a child. One of them is a  
13 short teenager. One of them is an adult. And there are  
14 three boxes to stand on. The adult can already see over  
15 the fence. So what do you do with those three boxes? You  
16 give the middle height person one and you give the child  
17 two. Then they are all the same height and they see over  
18 the fence. But we didn't treat them the same. That is  
19 the concept of equity. Taking differences into account.  
20 I'm not telling us anything we don't know. But this is a  
21 great way for us to look at it.

22           But when we look at things like targeted  
23 prevention or we look at wanting to fold a broad impact,  
24 for instance, into systems and policy change, sometimes  
25 these things need a really thoughtful approach.

1           My sister is the presiding judge of the juvenile  
2 court in Sacramento. In Sacramento they have a very deep  
3 robust project about African-American children. It is a  
4 different population, a population where the population  
5 has defined more of what it needs, and it is different  
6 from the Latino population there. Race is only one of  
7 those issues that is not the same for everybody because  
8 often we find communities where there are primarily Black  
9 or primarily Latin X or primarily Asian or API.

10           With girls, it's not the same. Girls are  
11 everywhere. But they also have a different experience, as  
12 do LGBTQ people in all of their communities.

13           So looking at how we can focus our investment  
14 strategies, I like the idea Romalis has articulated, which  
15 is we often do not need to go it alone. I don't mean even  
16 just in concept. As he said, it also in funding.

17           The county is very interested as just one fairly  
18 large funder in some of these issues and maybe doing  
19 something good or may want to partner because we're  
20 thinking well about that.

21           To identify children and greatest risk, we often  
22 mean I think, and rightly so, those most impoverished in  
23 so many different ways. And I agree these are the  
24 children that should have a greater focus from us. They  
25 need more boxes to stand on. And we do want to be

1 cognizant of that. So how we balance preparing every  
2 child to go to school and better preparing those children  
3 who aren't getting those boxes to stand on is I think a  
4 real challenge for us, one that I think we met fairly well  
5 as we've gone along. One that I want to us continue to  
6 look at and not get confused because the truth is, I do  
7 not see them in conflict. We don't see them in conflict  
8 at DCFS or at public health or at mental health. We don't  
9 see them in conflict. We see them as people to whom we  
10 need to pay some attention.

11 But it is hard for us on that continuum of broad  
12 impact or policy change. Was kind of like trying to make  
13 a law in Sacramento and see how you can do the most good  
14 without leaving out a population because they need  
15 something different. It's almost like we used to look at  
16 the orphan drug issue. There might only be 325 people who  
17 have a particular childhood disease, and so no investment  
18 goes into helping them and, yet, it's something you know  
19 that we want to do.

20 So I think it's a challenge for us as we go  
21 along. We don't need to muddy the waters, but trying to  
22 figure out, I like us being on the policy change part of  
23 the spectrum, but it doesn't mean that we can't also do  
24 policy change in an equitable way, paying attention to who  
25 needs those boxes to stand on.

1 COMMISSIONER TAYLOR: Can I add one thing?

2 SUPERVISOR KUEHL: Please, Romalis.

3 COMMISSIONER TAYLOR: On this critical success  
4 factor for our strategic plan, we need to add advocacy.  
5 We've done -- we've done an outstanding job, and  
6 consistent with the supervisor's point, of advocating for  
7 these communities and these individuals. So we cannot  
8 drop that out of that chart of what is success.  
9 Advocating at the state and federal level, I just  
10 mentioned before. So advocacy is very key. And that's a  
11 key point of one of our efforts that we've been doing.  
12 And all of you have been doing a good job of that. So I  
13 want to highlight that. Okay? Thank you.

14 SUPERVISOR KUEHL: Thank you.

15 Judy.

16 COMMISSIONER ABDO: Well, I think one of the  
17 differences -- and I agree with what all -- everything  
18 that's been said so far in this discussion. But one of  
19 the differences is when children actually enter school.  
20 And when we talk about kindergarten readiness, we're  
21 talking about a specific relative age around five. And we  
22 want kindergarten to be ready for children. Many children  
23 are entering school at TK or earlier as two-year olds or  
24 shortly after birth where they're going into programs that  
25 are school based. And we need to look at what we're

1 advocating for so that we're including all different ages  
2 entering that -- that system, whether it's public or  
3 private.

4 SUPERVISOR KUEHL: Anybody else?

5 Okay. Thank you very much. You wanted to talk  
6 about next steps?

7 MS. ALTMAYER: Yes.

8 SUPERVISOR KUEHL: How did I guess. I have good  
9 notes.

10 MR. LaFRANCE: Consistent, if nothing else.

11 MS. ALTMAYER: Thank you all. I'm trying to jot  
12 down all those notes. Thank you all for that very robust  
13 conversation and discussion. And we will come back at the  
14 March meeting with a revised set of investment guidelines.  
15 We will continue to be doing our informative interviews  
16 and beginning to develop working closely with LFA on that  
17 phase one review report which we will be sharing and  
18 coming back to board on and just really continuing our  
19 data review progress on the current strategic plan.

20 In terms of timeline, we will have an update on  
21 the PPC. That is the work that we're doing right now in  
22 February and really thinking about a very detailed  
23 sequencing project management plan to get us through to  
24 November. And then you see the milestones that we have  
25 outlined for February and March.

1           So happy to take any other process questions and  
2 we just thank you all for you engagement in that  
3 conversation and really looking forward to continuing it.

4           SUPERVISOR KUEHL: Thank you very much. Thank  
5 you very much to our consultant. Thank you very much to  
6 our senior staff and all the people who are working with  
7 you about this. I think this is -- it's been very  
8 focused. It's been very clear and I think gives us a  
9 really good opportunity to think about how we move  
10 forward. The principles are solid.

11           Did anyone sign up for public comment on this  
12 item?

13           SECRETARY: No public comment.

14           SUPERVISOR KUEHL: All right. Well, I thank you  
15 on this item.

16           Did anyone sign up for public comment generally?

17           SECRETARY: No general public comment.

18           SUPERVISOR KUEHL: All right. Then any second or  
19 third or fourth thoughts from any of our commissioners?  
20 The hallmark of the Kuehl administration, start on time  
21 and end early and have chocolate cake.

22           All right. Thank you all for this. And this  
23 meeting is adjourned.

24           (At 4:03 PM the proceedings were adjourned.)

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C E R T I F I C A T E

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

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

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

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

Attested to on this 27th day of February 2019.

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CERTIFIED SHORTHAND REPORTER  
FOR THE STATE OF CALIFORNIA

**FIRST 5 LA**

**SUBJECT:**

**Monthly Financial Reports**

**RECOMMENDATION:**

**Approval of the monthly financial statements for the months ending December 31, 2018 and January 31, 2019.**

**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:**

**December 31, 2018**

First 5 LA began the month of December 2018 with a cash balance of \$389.6 million. We received \$8.1 million in revenues which included a backfill of tobacco taxes from Proposition 56 totaling \$7.5 million. There were \$8 million in program expenditures, and \$1.9 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$387.7 million.

**January 31, 2019**

First 5 LA began the month of January 2019 with a cash balance of \$387.7 million. We received \$7.1 million in revenues. There were \$9.5 million in program expenditures, and \$1.7 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$383.6 million.

This report includes detailed financial information for the months ending December 31, 2018 and January 31, 2019. 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 December 31, 2018 and January 31, 2019.
- **Detailed operating and program expenditures:** Shows expenses against the FY 2018-19 Budget approved on June 14, 2018, 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  
December 31, 2018, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of November 30, 2018</b>	<b>\$ 389,591,696</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ 7,482,310	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	601,267	
Investment Income - Other	-	
Rental Revenue - La Petite	9,741	
ECE-LA County IMPACT	-	
<b>Total Revenue</b>	<b>\$ 8,093,318</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2015-2020 Strategic Plan: Focusing For The Future	\$ 7,302,104	
Legacy Investments	733,445	
<b>Total Initiative/Program Expenses</b>	<b>\$ 8,035,549</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,617,642	
General Operating	135,701	
Consultant Services	74,943	
Professional Services	28,656	
Travel Expenses	27,262	
Professional Development	17,350	
Capital Improvements	6,881	
<b>Total Operation and Administration</b>	<b>\$ 1,908,435</b>	
<b>Total Expenses</b>	<b>\$ 9,943,984</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (1,850,666)</b>	
<b>Cash Balance as of December 31, 2018</b>	<b>\$ 387,741,030</b>	(2)

**NOTE:**

- 1) Proposition 56 Revenue
- 2) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
PROGRAM EXPENDITURES BY FY 2018-19 BUDGET  
DECEMBER 31, 2018, UNAUDITED**

INITIATIVE/PROGRAM	FY 2018-19 BUDGET	DECEMBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>				
Strategic Plan Priority Outcome Areas				
Families	40,857,000	3,329,395	12,461,326	28,395,674
Communities	20,976,000	1,998,851	3,558,993	17,417,007
Early Care & Education Systems	23,261,000	1,194,735	6,119,557	17,141,443
Health-Related Systems	3,687,000	52,589	556,713	3,130,287
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	3,015,000	125,000	669,933	2,345,067
Communications & Marketing	6,121,000	496,109	2,018,064	4,102,936
Communications - Conference Funding	250,000	105,425	179,275	70,725
Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	57,500	687,500
Strategic Partnership-Grantmaking Memberships	41,000	-	24,470	16,530
Strategic Partnership-Partnership Development	160,000	-	-	160,000
Community Engagement and Advocacy	256,000	-	-	256,000
Policy & Strategy - Emerging Opportunities	75,000	-	17,500	57,500
County Partnerships	50,000	-	-	50,000
Integration & Learning				
Communities of Practice	35,000	-	-	35,000
Data Development and Integration	975,000	-	186,093	788,907
Data Partnership with Funders	850,000	-	-	850,000
Grantee Assessment	75,000	-	-	75,000
Impact Framework	112,000	-	29,654	82,346
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	200,000	-	28,782	171,218
Organizational-Wide Investment	96,000	-	-	96,000
Program Evaluation	3,320,000	-	-	3,320,000
Integration & Learning - Emerging Opportunities	100,000	-	-	100,000
<b>Subtotal 2015-2020 Strategic Plan</b>	<b>105,435,000</b>	<b>7,302,104</b>	<b>25,907,860</b>	<b>79,527,140</b>
<b>LEGACY INVESTMENTS</b>				
At-Risk Fathers Investment	295,000	50,330	88,909	206,091
Baby Friendly Hospitals	150,000	17,106	55,640	94,360
Black Infant Health	1,863,000	67,686	151,639	1,711,361
Children's Dental Care	372,000	-	63,334	308,666
Information Resource and Referral	620,000	-	404,552	215,448
Little by Little/One Step Ahead	3,925,000	345,288	1,177,567	2,747,433
Parent Child Interaction Therapy	4,428,000	253,035	373,336	4,054,664
Policy Advocacy Fund	55,000	-	-	55,000
<b>Subtotal Legacy Investments</b>	<b>11,708,000</b>	<b>733,445</b>	<b>2,314,977</b>	<b>9,393,023</b>
<b>TOTAL</b>	<b>117,143,000</b>	<b>8,035,549</b>	<b>28,222,837</b>	<b>88,920,163</b>

The FY 2018-19 Program Budget was approved by the Board of Commissioners on June 14, 2018.

**NOTES -PROGRAM EXPENDITURES BY FY 2018-19 BUDGET:**

Journal entries for FY 2017-18 accrued expenses were reversed in July 2018. The amounts reported are the actual program expenditures for December 2018.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
 EXPENDITURES - PASS-THROUGH  
 December 31, 2018, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
December 31, 2018, UNAUDITED**

<b>OPERATION AND ADMINISTRATION EXPENSE</b>	<b>DECEMBER ACTUAL</b>	<b>FISCAL YTD ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FISCAL YTD VARIANCE</b>
<b>Personnel Services</b>				
Salaries & Wages	1,292,196	6,425,384	14,062,486	7,637,102
Fringe Benefits	325,446	1,690,860	3,961,920	2,271,060
<b>Total Personnel Services</b>	<b>1,617,642</b>	<b>8,116,244</b>	<b>18,024,406</b>	<b>9,908,162</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	928	15,150	38,000	22,850
Workers Compensation Insurance	-	63,139	85,000	21,861
Utilities	12,976	76,851	165,000	88,149
Corporate Insurance	-	30,677	75,000	44,323
Mileage, Parking and Other Transportation	9,305	20,335	71,250	50,915
Telephones	586	25,308	67,000	41,692
Cell Phones & Mobile Devices	2,014	12,847	55,800	42,953
Outside Printing & Publishing	42,763	45,938	23,000	(22,938)
Other Supplies	2,000	4,690	20,250	15,560
Postage & Delivery	999	6,499	13,200	6,701
Educational Supplies	59	849	7,100	6,251
Office Supplies	4,271	29,299	88,000	58,701
Subscriptions & Publication	3,146	4,902	21,500	16,598
Equipment-Rents & Leases	1,827	18,694	119,000	100,306
Building Repair & Maintenance	18,868	112,948	192,000	79,052
Equipment Repair & Maintenance	500	3,000	24,000	21,000
Offsite Storage	657	14,756	34,400	19,644
Hardware & Software Maintenance	23,643	50,770	255,300	204,530
Miscellaneous/Contingency	-	-	75,000	75,000
Internal Meeting	11,159	38,857	133,100	94,243
Divisional Capacity Building	-	-	100,000	100,000
<b>Total General Operating Expenses</b>	<b>135,701</b>	<b>575,509</b>	<b>1,662,900</b>	<b>1,087,391</b>
<b>Consultant Services</b>				
Consultant Fees	48,291	199,978	1,214,800	1,014,822
Other Professional Fees	26,652	179,526	315,000	135,474
External Reviewers	-	450	2,500	2,050
<b>Total Consultant Services</b>	<b>74,943</b>	<b>379,954</b>	<b>1,532,300</b>	<b>1,152,346</b>
<b>Professional Services</b>				
Audit	-	51,595	80,000	28,405
Legal Fees	14,692	40,823	175,000	134,177
Professional Dues	8,843	17,940	123,552	105,612
Staff Recruitment	-	2,177	25,000	22,823
Commission Stipends	450	7,050	30,000	22,950
Web-Based Services	4,671	10,173	75,000	64,827
Bank & Other Service Charges	-	20,797	12,000	(8,797)
<b>Total Professional Services</b>	<b>28,656</b>	<b>150,555</b>	<b>520,552</b>	<b>369,997</b>
<b>Travel Expenses</b>				
Airfare	5,915	56,556	161,380	104,824
Lodging	14,250	53,216	162,200	108,984
Per Diem	3,939	24,205	76,200	51,995
Other Travel Expense	3,158	10,396	22,850	12,454
<b>Total Travel Expenses</b>	<b>27,262</b>	<b>144,373</b>	<b>422,630</b>	<b>278,257</b>
<b>Professional Development</b>				
Training Material & Supplies	-	1,397	12,500	11,103
Internal Training	-	-	94,400	94,400
Leadership Programs	-	(245)	102,000	102,245
Conference Registrations	11,926	54,132	210,000	155,868
External Education/Training	5,424	18,799	142,000	123,201
<b>Total Professional Development</b>	<b>17,350</b>	<b>74,083</b>	<b>560,900</b>	<b>486,817</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	6,881	90,145	126,000	35,855
<b>Total Capital Improvements</b>	<b>6,881</b>	<b>90,145</b>	<b>126,000</b>	<b>35,855</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,908,435</b>	<b>9,530,863</b>	<b>22,849,688</b>	<b>13,318,825</b>

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

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

The FY 2018-19 Operating Budget was approved by the Board of Commissioners on June 14, 2018.

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
December 31, 2018 Unaudited**

<b>Current Assets:</b>	
Cash	\$ 2,865,500
Cash- Morlin Mgmt Corp	27,100
Investment:	
Operating and Allocated funds	379,102,747
Advance - LAUP	3,002,187
Advance - Regional Network (RN)	696,099
Other Receivables	272,432
<b>Total Current Assets</b>	<b><u>\$ 385,966,065</u></b>
<b>Fixed Assets:</b>	
Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	1,855,305
Office Equipment	331,033
Accumulated Depreciation	(5,883,227)
<b>Total Fixed Assets</b>	<b><u>\$ 11,046,294</u></b>
<b>Total Assets</b>	<b><u><u>\$ 397,012,359</u></u></b>
<b>Liabilities and Net Assets</b>	
<b>Current liabilities:</b>	
Other Liabilities	\$ 417,430 (1)
<b>Total Current Liabilities</b>	<b><u>\$ 417,430</u></b>
<b>Net Assets:</b>	
Investment in capital assets	\$ 11,046,294
Restricted	385,548,635
<b>Total Net Assets</b>	<b><u>\$ 396,594,929</u></b>
<b>Total Liabilities and Net Assets</b>	<b><u><u>\$ 397,012,359</u></u></b>

**NOTES:**

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Revenue and Expense Statement  
January 31, 2019, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of December 31, 2018</b>	<b>\$ 387,741,030</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ 6,352,581	(1)
Medi-Cal Administrative Activities (MAA)	92,520	
State Commission - Other Program Funds	2,027	
Interest Income - Unreserved	632,664	
Investment Income - Other	-	
Rental Revenue - La Petite	9,741	
ECE-LA County IMPACT	-	
<b>Total Revenue</b>	<b>\$ 7,089,533</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2015-2020 Strategic Plan: Focusing For The Future	\$ 9,122,591	
Legacy Investments	405,419	
<b>Total Initiative/Program Expenses</b>	<b>\$ 9,528,010</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,465,944	
General Operating	84,085	
Consultant Services	44,484	
Professional Services	12,814	
Travel Expenses	21,384	
Professional Development	24,466	
Capital Improvements	8,303	
<b>Total Operation and Administration</b>	<b>\$ 1,661,480</b>	
<b>Total Expenses</b>	<b>\$ 11,189,490</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (4,099,957)</b>	
<b>Cash Balance as of January 31, 2019</b>	<b>\$ 383,641,073</b>	(2)

**NOTE:**

- 1) Tobacco Tax Revenue for October 2018.
- 2) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
PROGRAM EXPENDITURES BY FY 2018-19 BUDGET  
JANUARY 31, 2019, UNAUDITED**

<b>INITIATIVE/PROGRAM</b>	<b>FY 2018-19 BUDGET</b>	<b>JANUARY EXPENDITURES</b>	<b>FISCAL YTD EXPENDITURES</b>	<b>BALANCE REMAINING</b>
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>				
Strategic Plan Priority Outcome Areas				
Families	40,857,000	4,103,398	16,564,724	24,292,276
Communities	20,976,000	580,073	4,139,066	16,836,934
Early Care & Education Systems	23,261,000	3,444,494	9,564,051	13,696,949
Health-Related Systems	3,687,000	173,632	730,345	2,956,655
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	3,015,000	166,349	836,282	2,178,718
Communications & Marketing	6,121,000	445,063	2,463,127	3,657,873
Communications - Conference Funding	250,000	-	179,275	70,725
Strategic Partnership-Cross-Cutting Funder Partnership	745,000	18,825	76,325	668,675
Strategic Partnership-Grantmaking Memberships	41,000	-	24,470	16,530
Strategic Partnership-Partnership Development	160,000	-	-	160,000
Community Engagement and Advocacy	256,000	-	-	256,000
Policy & Strategy - Emerging Opportunities	75,000	-	17,500	57,500
County Partnerships	50,000	-	-	50,000
Integration & Learning				
Communities of Practice	35,000	-	-	35,000
Data Development and Integration	975,000	12,490	198,583	776,417
Data Partnership with Funders	850,000	-	-	850,000
Grantee Assessment	75,000	-	-	75,000
Impact Framework	112,000	10,478	40,132	71,868
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	200,000	12,402	41,184	158,816
Organizational-Wide Investment	96,000	-	-	96,000
Program Evaluation	3,320,000	155,387	155,387	3,164,613
Integration & Learning - Emerging Opportunities	100,000	-	-	100,000
<b>Subtotal 2015-2020 Strategic Plan</b>	<b>105,435,000</b>	<b>9,122,591</b>	<b>35,030,451</b>	<b>70,404,549</b>
<b>LEGACY INVESTMENTS</b>				
At-Risk Fathers Investment	295,000	4,963	93,872	201,128
Baby Friendly Hospitals	150,000	8,997	64,637	85,363
Black Infant Health	1,863,000	19,868	171,507	1,691,493
Children's Dental Care	372,000	-	63,334	308,666
Information Resource and Referral	620,000	95,253	499,805	120,195
Little by Little/One Step Ahead	3,925,000	170,454	1,348,021	2,576,979
Parent Child Interaction Therapy	4,428,000	105,884	479,220	3,948,780
Policy Advocacy Fund	55,000	-	-	55,000
<b>Subtotal Legacy Investments</b>	<b>11,708,000</b>	<b>405,419</b>	<b>2,720,396</b>	<b>8,987,604</b>
<b>TOTAL</b>	<b>117,143,000</b>	<b>9,528,010</b>	<b>37,750,847</b>	<b>79,392,153</b>

The FY 2018-19 Program Budget was approved by the Board of Commissioners on June 14, 2018.

**NOTES -PROGRAM EXPENDITURES BY FY 2018-19 BUDGET:**

Journal entries for FY 2017-18 accrued expenses were reversed in July 2018. The amounts reported are the actual program expenditures for January 2019.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)  
 EXPENDITURES - PASS-THROUGH  
 JANUARY 31, 2019, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
JANUARY 31, 2019, UNAUDITED**

<b>OPERATION AND ADMINISTRATION EXPENSE</b>	<b>JANUARY ACTUAL</b>	<b>FISCAL YTD ACTUAL</b>	<b>FY 2018-19 BUDGET</b>	<b>FISCAL YTD VARIANCE</b>
<b>Personnel Services</b>				
Salaries & Wages	1,081,993	7,507,377	14,062,486	6,555,109
Fringe Benefits	383,951	2,074,811	3,961,920	1,887,109
<b>Total Personnel Services</b>	<b>1,465,944</b>	<b>9,582,188</b>	<b>18,024,406</b>	<b>8,442,218</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	5,940	21,090	38,000	16,910
Workers Compensation Insurance	-	63,139	85,000	21,861
Utilities	12,387	89,238	165,000	75,762
Corporate Insurance	250	30,927	75,000	44,073
Mileage, Parking and Other Transportation	4,966	25,301	71,250	45,949
Telephones	11,188	36,496	67,000	30,504
Cell Phones & Mobile Devices	1,850	14,697	55,800	41,103
Outside Printing & Publishing	(44,846)	1,092	23,000	21,908
Other Supplies	69	4,759	20,250	15,491
Postage & Delivery	1,100	7,599	13,200	5,601
Educational Supplies	27	876	7,100	6,224
Office Supplies	6,778	36,077	88,000	51,923
Subscriptions & Publication	728	5,630	21,500	15,870
Equipment-Rents & Leases	2,048	20,742	119,000	98,258
Building Repair & Maintenance	16,318	129,266	192,000	62,734
Equipment Repair & Maintenance	523	3,523	24,000	20,477
Offsite Storage	657	15,413	34,400	18,987
Hardware & Software Maintenance	54,288	105,058	255,300	150,242
Miscellaneous/Contingency	-	-	75,000	75,000
Internal Meeting	9,814	48,671	133,100	84,429
Divisional Capacity Building	-	-	100,000	100,000
<b>Total General Operating Expenses</b>	<b>84,085</b>	<b>659,594</b>	<b>1,662,900</b>	<b>1,003,306</b>
<b>Consultant Services</b>				
Consultant Fees	17,753	217,731	1,214,800	997,069
Other Professional Fees	26,731	206,257	315,000	108,743
External Reviewers	-	450	2,500	2,050
<b>Total Consultant Services</b>	<b>44,484</b>	<b>424,438</b>	<b>1,532,300</b>	<b>1,107,862</b>
<b>Professional Services</b>				
Audit	-	51,595	80,000	28,405
Legal Fees	3,659	44,482	175,000	130,518
Professional Dues	1,262	19,202	123,552	104,350
Staff Recruitment	545	2,722	25,000	22,278
Commission Stipends	-	7,050	30,000	22,950
Web-Based Services	7,348	17,521	75,000	57,479
Bank & Other Service Charges	-	20,797	12,000	(8,797)
<b>Total Professional Services</b>	<b>12,814</b>	<b>163,369</b>	<b>520,552</b>	<b>357,183</b>
<b>Travel Expenses</b>				
Airfare	4,667	61,223	161,380	100,157
Lodging	8,488	61,704	162,200	100,496
Per Diem	6,459	30,664	76,200	45,536
Other Travel Expense	1,770	12,166	22,850	10,684
<b>Total Travel Expenses</b>	<b>21,384</b>	<b>165,757</b>	<b>422,630</b>	<b>256,873</b>
<b>Professional Development</b>				
Training Material & Supplies	1,063	2,460	12,500	10,040
Internal Training	-	-	94,400	94,400
Leadership Programs	10,665	10,420	102,000	91,580
Conference Registrations	5,174	59,306	210,000	150,694
External Education/Training	7,564	26,363	142,000	115,637
<b>Total Professional Development</b>	<b>24,466</b>	<b>98,549</b>	<b>560,900</b>	<b>462,351</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	8,303	98,448	126,000	27,552
<b>Total Capital Improvements</b>	<b>8,303</b>	<b>98,448</b>	<b>126,000</b>	<b>27,552</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,661,480</b>	<b>11,192,343</b>	<b>22,849,688</b>	<b>11,657,345</b>

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

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

The FY 2018-19 Operating Budget was approved by the Board of Commissioners on June 14, 2018.

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
January 31, 2019 Unaudited**

<b>Current Assets:</b>	
Cash	\$ 1,509,397
Cash- Morlin Mgmt Corp	27,100
Investment:	
Operating and Allocated funds	375,290,178
Advance - LAUP	3,002,187
Advance - Regional Network (RN)	620,529
Other Receivables	635,683
<b>Total Current Assets</b>	<b><u>\$ 381,085,073</u></b>
<b>Fixed Assets:</b>	
Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	1,855,305
Office Equipment	331,033
Accumulated Depreciation	(5,883,227)
<b>Total Fixed Assets</b>	<b><u>\$ 11,046,294</u></b>
<b>Total Assets</b>	<b><u><u>\$ 392,131,367</u></u></b>
<b>Liabilities and Net Assets</b>	
<b>Current liabilities:</b>	
Other Liabilities	\$ 241,973 (1)
<b>Total Current Liabilities</b>	<b><u>\$ 241,973</u></b>
<b>Net Assets:</b>	
Investment in capital assets	\$ 11,046,294
Restricted	380,843,100
<b>Total Net Assets</b>	<b><u>\$ 391,889,394</u></b>
<b>Total Liabilities and Net Assets</b>	<b><u><u>\$ 392,131,367</u></u></b>

**NOTES:**

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

First 5 LA

**SUBJECT:**  
Contracts for approval

**RECOMMENDATION:**  
Approve one amendment and authorize staff to complete final execution of the amendment upon approval from the Board.

**BACKGROUND:**  
First 5 LA's approved programmatic budget for FY 2018-19 totals \$117,143,000 and the approved operating budget totals \$22,849,688. Funding for the amendment was included in the budget which was approved by the board on June 14, 2018. Funding for future fiscal years for this amendment will be included in First 5 LA's annual budgets for approval.

There is **one amendment** for approval with Blackbaud, Inc. to provide Financial Edge as the agency's accounting software. The vendor provides annual licensing and maintenance for Financial Edge. The requested amendment allows First 5 LA to take advantage of cost savings by entering into a three year agreement. The request is to extend the contract by two years and add \$80,656 to the contract.

**DISCUSSION:**  
Staff seeks the Commission's approval of the amendment summarized in Attachment A.

Attachment A  
March 2019

AMENDMENTS								
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Information Technology	N/A/Internal Operations/Information Technology Department	<p><b><u>BLACKBAUD, INC. (#05201)</u></b>  <b>Amendment for 2-year Contract Extension and Additional Funding of \$80,656.</b></p> <p>First 5 LA currently uses Financial Edge for the agency's accounting software. The Vendor provides annual licensing and maintenance for Financial Edge. The requested amendment will extend the agreement for two years and allow First 5 LA to take advantage of cost savings by entering into a three year agreement.</p> <p>The funds for this amendment were included in the FY 18-19 budget, approved by the Board on June 14, 2018. Funding for future fiscal years for this amendment will be included in First 5 LA's annual budgets for approval.</p>	Procurement Exception	Ongoing	\$40,328	\$80,656	<p>\$120,984</p> <p>Estimated FY 18-19 Spending \$40,328</p> <p>Impact to FY 19-20 Budget \$40,328</p> <p>The remaining contract amount will be spent in future fiscal years.</p> <p>Fund Category: Unassigned for FY 18-19 and Assigned for FY 19-20</p>	Yes 111

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

**FIRST 5 LA**

**SUBJECT:**

**Request to:**

- 1) **Establish a Strategic Partnership for a period of up to four years with L.A. Care Health Plan in an amount not to exceed \$1,209,460 to implement and evaluate a pilot aimed at 1) engaging health providers and practices in integrating early identification and intervention protocols into practice workflow and 2) increasing community and family awareness and education on the importance of early identification and intervention.**
- 2) **Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$1,209,460 over four (4) years. (Fund Balance Category: Committed for FY 2018-19 and Assigned for FY 2019-20).**

**RECOMMENDATION (PROVIDED AS INFORMATION):**

This memo was provided as information for the Board's consideration at the February 28, 2019 Special Program and Planning Commission Meeting. At today's March 14, 2019 Board of Commissioners meeting, First 5 LA staff recommends the Board approve the establishment of a Strategic Partnership with L.A. Care Health Plan for an amount not to exceed \$1,209,460 for up to four years and authorize staff to execute an agreement over four (4) years. Funds to support this initiative will be included in the appropriate fiscal year budget which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, which are amounts dedicated for a more specified purpose via resolution.

**BACKGROUND:**

First 5 LA and L.A. Care Health Plan ("L.A. Care") have a long history of working together to support programming and services for young children. In addition to co-launching the Help Me Grow-Los Angeles (HMG-LA) planning efforts and co-chairing a HMG-LA planning workgroup, L.A. Care has committed to partnering with First 5 LA to pilot early identification and intervention strengthening efforts in the health care sector. As staff presented to the Board in October 2018, L.A. Care initiated and financed research with local clinic staff to build evidence-informed recommendations for an early identification and intervention pilot.

L.A. Care's research highlighted that primary care clinics are busy and have large and diverse patient populations. Their patients have a broad range of needs including physical health, behavioral health and supports for social determinants of health. Providers and staff are often challenged to meet those needs and complete screening and referral in the current resource-constrained environment. The research recommends changes to the clinic, technology, staffing, and workflows to optimize the ability of providers to have productive developmental conversations and connect families to services.

L.A. Care's research findings are in line with what First 5 LA has learned in the First Connections investment as well. Through First Connections, six grantees (federally qualified health centers, community based organizations, and a family resource center co-located at a Regional Center) designed innovative approaches to embed developmental screening and strengthen referral processes within their practice. This includes using technology to support providers in integrating screening and referrals into workflow. There may be an opportunity for L.A. Care to glean learnings from First Connections to further shape the pilot.

In addition, L.A. Care's findings elevate what the Los Angeles Department of Public Health (LACDPH) found in their environmental scan of county programs and practices related to early identification and intervention (presented to the board in October 2018). Preliminary findings from LACDPH's environmental scan indicate that many county health providers are not using a validated developmental or behavioral screening tool and cite "limited time" and "limited staff" as the greatest barriers to screening while perceived parent hesitation and "unsure who provides services" were selected as the greatest barriers to making a referral.

Partnership with L.A. Care represents an important element of HMG-LA's Child Health Provider Outreach core component strategy, which seeks to raise early identification and intervention standards across all health service sectors. L.A. Care provides health care coverage to over half of the birth to five population in Los Angeles County ("L.A. County") through all their lines of business, including plan partners. L.A. Care's scope and reach make them a valuable partner to influence system change and increase the countywide impact of HMG-LA. Although we are working with L.A. Care directly, many of the activities in the pilot will impact families/members, providers and clinics across all health plan partners.

### **Pilot Overview and Objectives:**

Over the course of up to four years, L.A. Care will implement and evaluate a pilot aimed at engaging multiple levels of the health care sector including: 1) communities/families; 2) health providers; 3) clinics/practices; and, 4) managed care plan. The proposed pilot leverages existing L.A. Care knowledge and relationships to create sustainable systemic change that supports the ability of providers to work closely with families to promote child development, use validated developmental screening tools, and improve access to local resources for children. The proposed pilot will use First 5 LA resources to support sustainable practice transformation at the clinic level.

The pilot design utilizes three prevention effort strategies (education/awareness, early identification and intervention) across each level of the health care sector. The following outlines the proposed pilot objectives and activities across each of the health care sector levels.

#### Communities/Families:

The pilot seeks to increase knowledge among communities/families of developmental health, including accessing available community and health system resources and how to navigate the complex system of care. To reach communities/families, L.A. Care will use public health messaging in health and community settings and leverage the multiple L.A. Care-operated Family Resource Centers across the county. Through programming at L.A. Care Family Resource Centers, L.A. Care plans to host 60 classes/events, reaching approximately 1,000 community members/parents over the course of the pilot. L.A. Care has recently made investments to expand the network of Family Resource Centers for members and this will be an important platform to test and develop strategies for engaging families in their children's care.

#### Health Providers:

The pilot seeks to increase provider knowledge of child development and validated screening tools through various communication and training strategies. L.A. Care will utilize their Continuing Medical Education (CME) events to train 300 providers and advance their knowledge about child development, validated screening tools, appropriate referrals, and available community resources for developmental concerns. Potential reach of L.A. Care's larger communication and messaging to providers through mail/website etc. will target at least 1,000 providers.

#### Clinics/Practices:

The pilot seeks to adjust practice workflow to imbed developmental conversations and screening into well-child and other visits. L.A. Care will utilize their extensive experience supporting practices through change and will leverage their established relationships with high-pediatric volume practices. L.A. Care

will contribute internal practice change expertise to these high-pediatric volume clinics through their Health Information Technology (HIT) Department. The HIT Department oversees practice transformation programs and interacts directly with county facilities, safety-net clinics and private practices.

When barriers to implement developmental screening into workflow or needs of the clinic are identified throughout the pilot, mini-grants will be awarded to practices/clinics by L.A. Care. These funds will be used to implement specific, sustainable technological and/or infrastructure improvements. Any efforts taken on by pilot clinics will be tailored by the pilot's staff to ensure that they are fully embraced and sustained by the practice beyond the duration of the project (see section below "Staffing and Evaluation for Pilot Activities"). L.A. Care plans to work with 10 high-volume pediatric clinics through this strategy.

Managed Care Plan:

The pilot seeks to increase the number of children who access primary care appropriately, are screened for developmental and behavioral delays using validated tools, and strengthen referrals for appropriate supports. L.A. Care will explore many different strategies at the health plan level to reach these objectives. Some proposed strategies include, but are not limited to:

1. Engaging with practices and community based organizations for more efficient coordination between health care settings and referral agencies in screening and follow-up for identified delays.
2. For key partnerships (like with Family Resource Centers) requiring commitment to share resources and data on intervention and educational programming implementation.
3. Monitoring screening rates and utilization trends for positively screened patients to build the evidence base for the most effective care/referral flow.

**Staffing and Evaluation for Pilot Activities**

L.A. Care will leverage current staff and First 5 LA funding to provide adequate staffing for the project. These staff are skilled with quality improvement, workflow redesign, and practice facilitation/coaching to oversee the rollout strategy and implementation activities of the pilot. Pilot staff will engage with community resources, internal L.A. Care departments, and external public health partners to plan and implement education/awareness efforts. Staff will work directly with practices and their care teams to support the identified tiered interventions and the transformation needed to consistently implement developmental screening and monitoring in a meaningful, measurable and sustainable way.

L.A. Care will monitor the pilot's reach (population and clinics) and implementation. L.A. Care will also develop a program evaluation plan and measurement plan to track improvements in pilot-related health care outcomes at pilot practices.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$1,209,460 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of four (4) years for an amount not to exceed \$1,209,460.

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

The objective of this pilot is to create sustainable systemic change that supports the ability of providers and practices to have conversations about child development, use validated screening tools, and improve access to local resources for children. Many of the activities rely upon in-kind contributions by L.A. Care and may be sustained after First 5 LA funding ends. Additionally, clinic practice transformation and practice staff capacity improvements will be designed to ensure that the activities are fully embraced and sustained by the practices beyond the duration of this project. And finally, the member engagement and community materials created and paid for by the pilot can be used through L.A. Care's Family Resource Center networks and other community based organizations into the future.

Investing in this pilot will allow First 5 LA to leverage channels already in place at L.A. Care to reach providers and members for early identification and intervention promotion. First, L.A. Care plans to provide many partial FTE personnel in-kind to contribute to the project, including:

- 1) Department Coordinator and Program Manager to arrange provider training through Continuing Medical Education (CME)
- 2) Regional Family Resource Center Manager
- 3) L.A. Care Senior Director, Strategic Planning
- 4) L.A. Care Chief Medical Officer
- 5) CME Speaker (consultant)
- 6) Health Information Technology Department Executive Director

First 5 LA will be able to leverage existing L.A. Care touchpoints with providers and members including Continuing Medical Education (CME) provider training events and L.A. Care-operated Family Resource Centers. The pilot will also leverage L.A. Care's existing relationships with clinics to target high-pediatric volume practices for practice transformation efforts. Additionally, the pilot will leverage L.A. Care's data sources to target roll-out to areas of highest need.

Finally, L.A. Care will leverage internal practice change expertise through its Health Information Technology (HIT) Department which oversees practice transformation programs and interacts directly with county facilities, safety-net clinics and private practices. Several of the HIT Department's initiatives focus on supporting different types of providers in the adoption and meaningful use of electronic health records (EHRs), including technical assistance to support workflow redesign, data-driven quality improvement and team-based care. To date, the HIT Department has supported nearly 10,000 clinicians through transformation programs including Transforming Clinical Practice Initiative (TCPI) which provided tailored technical assistance to practice care teams, delivered through a practice coaching model, to achieve program goals of improved care for patients with diabetes and/or depression, decreased utilization, and overall cost-savings.

#### **JUSTIFICATION:**

##### **This Strategic Partnership meets the criteria below:**

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

##### **AND**

- The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

The Strategic Partnership with L.A. Care can provide specific resources needed by First 5 LA to implement this pilot in a manner and scale that makes the Strategic Partnership more cost effective and

implement this pilot more expeditiously than resources provided through a competitive solicitation. L.A. Care's resources are:

- L.A. Care funded and completed research on developmental monitoring and screening practices across L.A. County clinics. This research put forth recommendations that will be used by the pilot to optimize the ability of providers to have productive conversations about developmental health with families, screen children for developmental and behavioral delays and assist families in accessing services.
- L.A. Care's Health Information Technology Department's collective experience with practice change is one of the resources that supports this pilot being implemented in a more cost-effective and expeditious manner than resources provided through a competitive solicitation since it is an already built capacity.
- L.A. Care, through its multiple lines of business and plan partners provides insurance coverage to approximately 65% of the birth to five year old population in L.A. County. The partnership provides wide accesses to our target population through L.A. Care's existing members, relationships with clinics and their Family Resource Centers throughout L.A. County.

The Strategic Partnership with L.A. Care is directly aligned with First 5 LA's adopted Strategic Plan, through the Health Related Systems Outcome – Early Identification and Intervention to increase the effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse service systems.

# Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: March 14, 2019

Subject: **First 5 LA FISCAL YEAR 2018-19 MID-YEAR BUDGET ADJUSTMENT AND FISCAL YEAR 2019-2023 LONG TERM FINANCIAL PROJECTION**

Honorable Chair and Members of the Board,

On February 14, 2019 staff brought before the Board two important financial updates to frame and focus our work in the year ahead. First, staff presented as information the mid-year adjustments to the fiscal year 2018-19 budget. These adjustments reflect final negotiated contracts, actual experience, and updated information that informs both upward and downward adjustments to the FY 2018-19 budget approved by the Commission in June, 2018. As an example of updated information, the mid-year adjustments include the resources required to augment First 5 LA's kindergarten readiness assessment strategy to enter into the Board-approved strategic partnership with the Los Angeles Unified School District (LAUSD).

The adjustments contained in the FY 2018-19 mid-year budget also inform the Commission's annual Long Term Financial Projection (LTFP), which provides an updated 5-year forecast of revenues and expenditures and the resulting fund balance for the LTFP period. The LTFP serves as an important planning tool to inform Commission consideration of First 5 LA's strategic direction, programmatic and operational expenditures, and alternatives to support F5LA's financial health. This item is included in the enclosed materials but no action is required.

The Board is being asked for approval of the mid-year adjustments to the FY 2018-19 budget at the March Commission meeting.

We look forward to engaging the Board and charting a direction for First 5 LA that reflects both our current financial realities as well as our commitment to ensuring that by 2028, all children in LA County enter kindergarten ready to succeed in school and life.

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**A PUBLIC ENTITY**

# **First 5 LA**

**FY 2018-19 Mid-Year Adjustment and**  
**FY 2019 – 2023 Long Term Financial Projection**  
**(July 1, 2018 – June 30, 2023)**

FIRST 5 LA

**SUBJECT:**

Mid-Year Adjustments to the FY 2018-19 Budget are brought before the Board of Commissioners for approval. The five-year Long Term Financial Projection outlook is included for information only.

**RECOMMENDATION:**

Approve Section A. mid-year adjustments to the FY 2018-19 Budget as detailed in Attachment 1 (Program Budget) and Attachment 2 (Operating Budget). Long Term Financial Projection is for information only.

**A. MID-YEAR ADJUSTMENT**

The Mid-Year Adjustment process is an opportunity to refine the current year Program and Operating cost estimates to reflect changing circumstances and updated information. The outcome of the FY 2018-19 Mid-Year Budget Adjustment is a \$2.3 million or 1.9% upward adjustment to Program estimates as well as cost-neutral adjustments to the Operating budget, for a total organization Budget adjustment of \$2.3 million or 1.6%. The biggest driver in the request for additional program funds is the Early Care and Education Kindergarten Readiness Assessment (KRA) contract adjustment with the Los Angeles Unified School District (LAUSD), increasing First 5 LA's KRA- LAUSD support by \$1.6 million in FY 2018-19.

**BACKGROUND:**

The Board 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 \$139.99 million FY 2018-19 Budget, approved via Resolution by the Board of Commissioners on June 14, 2018, included \$117.14 million of funding for program costs and \$22.85 million for operating costs. The FY 2018-19 Budget reflects ongoing efforts to support and advance the 2015-2020 Strategic Plan goals, which are grounded in an ongoing shift in approach from funding programs to a design that is focused on policy and systems change, partnership and stakeholder engagement. Initial budget requests were generated using the information available at the time of budget development, and were based on spending estimates—rather than final negotiated contract amounts—so staff would have the flexibility to manage contracts within a budget unit without having to return to the Commission. This year's mid-year adjustment reflects a request for a net increase based on changes in project prioritization and timeline. Although the mid-year shifts are reflective of upward and downward adjustments, it is important to underscore that these only represent the adjustment to anticipated spending in the fiscal year. A high-level overview pertaining to the various program and operating adjustments is included in the Discussion section of this memo. Impact to revenue and fund balance can be found in section B of this memo.

The Program Budget includes 31 initiatives with anticipated costs to be incurred during FY 2018-19. Based on updated information and analysis, this item reflects a net increase to the overall FY 2018-19 Program Budget of \$2,247,000 for a revised fiscal year Program Budget of \$119.39 million.

These adjustments are detailed by priority outcome area and initiative in Attachment 1A and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in Attachment 1B.

The mid-year budget adjustment also includes increases and decreases across various Operating Budget line items, the net effect of which is cost neutral, for reasons discussed more fully below. As a result, the Operating Budget remains at \$22.85 million for the fiscal year. These adjustments are detailed at a summary level in Attachment 2.

The result is a net increase of \$2,247,000, or approximately 1.6%, to the approved FY 2018-19 Budget of \$139.99 million for a revised total fiscal year budget of \$142.24 million, as illustrated in the high-level table below.

Budget Component	Approved FY 2018-19 Budget	Proposed Adjustments	Revised FY 2018-19 Budget	% Change
Program	\$ 117,143,000	\$ 2,247,000	\$ 119,390,000	1.9%
Operating	22,849,688	-	22,849,688	0.0%
<b>Total Revised FY 2018-19 Budget</b>	<b>\$ 139,992,688</b>	<b>\$ 2,247,000</b>	<b>\$ 142,239,688</b>	<b>1.6%</b>

**DISCUSSION:**

Program Budget:

Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the Program Budget requires formal approval by the Board of Commissioners via Resolution. As in the prior year, staff consolidated all FY 2018-19 Program Budget adjustments into a single process for presentation to the Commission at mid-year for approval. These adjustments, including both augmentations and reductions for programs whose projected cost differs from the originally approved budget levels, are detailed by priority outcome area and initiative in Attachment 1A and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in Attachment 1B.

The following are highlights of the requested changes at the strategy and initiative level.

2015-2020 Strategic Plan: Focusing for the Future

Strategic Plan Priority Outcome Areas

Outcome Area 1: Families: Increase of \$526,000 or 1.3%

The increase to this priority outcome area is primarily driven by increases to Welcome Baby Hospitals (\$648,000), Universal Assessment of Newborns – Welcome Baby Hospitals (\$837,000), and Family Strengthening Oversight Entity (\$200,000) which is offset chiefly by downward adjustments to Stronger Families Database (\$240,000), Abriendo Puertas (\$160,000), Project DULCE (\$340,000), as well as incremental reductions to Select Home Visiting Programs, Home Visiting Compensation and Turnover Analysis, the LAC Perinatal and Early Childhood Home Visiting Consortium, MAMA’s Visits Home Visiting Program Training and T.A. Support and Targeted

Case Management Implementation Support. These project budgets were updated to align to the final contracted amounts and actual expenditure rates in the first four months of the fiscal year. Overall activities are expected to continue as proposed in the FY 2018-19 Board approved budget, save for the cost adjustments proposed above.

Outcome Area 2: Communities: Reduction of \$494,000 or -2.4%

The reassessment of anticipated costs to this priority outcome area is driven by lower than anticipated expenditures in Organizational Capacity Building (\$180,000), Built Environment Policy Advocacy Fund (\$300,000) and Capacity Building Consortium (\$194,000). Resources in Organizational Capacity Building that were not anticipated for use in FY 18-19 due to a collaboration with Health Systems to integrate the Trauma and Resiliency Informed Systems Change Framework into the design and implementation approaches of First 5 LA, Best Start Regional and Local Networks and County Partners, were shifted to a new project, Data and Learning (\$180,000). This new project will provide Communities with the flexibility to create a space for its own learning and to deepen its collective understanding of the work with the Regional Networks in an effort to improve Network support.

Outcome Area 3: Early Care & Education Systems: Increase of \$2,532,000 or 10.9%

The net change to the Early Care & Education Systems priority outcome area is related to an increase to Kindergarten Readiness Assessment – KRA (\$1,644,000), the ECE Policy Advocacy Fund (\$300,000), Educare Policy and Advocacy (\$81,000), Early Childhood Educators Improving Quality (CCALA) (\$71,000), QRIS Continuous Site Engagement (\$631,000), and ECE Emerging Opportunities (\$75,000). This adjustment is marginally offset by a decrease to QRIS Database (\$245,000) and QRIS Architects Group and Systems Planning (\$25,000).

The Kindergarten Readiness Assessment (KRA) adjustment for FY 2018-19 reflects the aggressive expansion in the Los Angeles Unified School District (LAUSD) and the costs associated with partnering with the largest school district in the state. During the FY 2018-19 Budget Development process, staff were still in conversations with LAUSD and were not in a position to include resources for this partnership as the number of local districts and teachers had not yet been identified. The LAUSD School Board approved the KRA work after the FY 18-19 Budget was approved.

The additional resources for LAUSD include the addition of two local districts (Local District West and Local District Central) as well as the completion of Local District South. The amended amount will cover 400 teachers at 80 schools collecting KRA data in FY 18-19 which represents roughly 8,000 students. The additional resources will help support: district coordination and teacher engagement, data collection and data collection readiness, as well as community engagement and action planning.

Future KRA projections include expanding to other school districts to deepen the reach of KRA and the inclusion of an intermediary to support the KRA work. This mid-year adjustment increase is within the increase approved by the Board of Commissioner's in Fall 2018.

The ECE Policy Advocacy Fund increase is due to an increased demand for ECE Policy Work, including an increase in one-time projects to leverage the new Governor's favorable position on early care and education. Resources for this increase were repurposed from the Policy Agenda/Advocacy Strategic Plan Advocacy Strategies, as many of the proposed activities were originally budgeted for within the Strategic Plan Policy & Strategy Support area. The increase to the QRIS Continuous Site

Engagement is due to an influx of cash from First 5 California (via IMPACT) which is anticipated to be received in 2018-19 and will offset these additional costs. Reductions in other areas are primarily due to timeline shifts, including the delay of Educare opening in Long Beach.

Outcome Area 4: Health-Related Systems: No adjustment proposed to costs projected for FY 18-19. Originally approved resources are still expected to align with anticipated costs for the fiscal year.

Strategic Plan Policy & Strategy Support: Decrease of \$255,000 or -2.4%

The marginal decrease to the Strategic Plan Policy & Strategy Support costs includes augmentations to Communications – Conference Funding (\$25,000) and the addition of a new project, Municipalities Engagement (\$85,000), whose funds were repurposed from anticipated timeline delays and cost reductions in the Parent and Caregiver Advisory Council project (\$103,000), as well as in the Parent Advocacy and Engagement project (\$77,000). Additionally, the Strategic Plan Advocacy Strategies was adjusted downward by \$300,000 as a number of projects intended to support statewide ECE advocacy are being completed via the ECE Policy Advocacy Fund (PAF) project (adjustment to ECE PAF included in the Outcome Area 3: Early Care & Education Systems description above).

Furthermore, resources in support of the County Partnership Fund were increased (\$115,000) to align with anticipated partnership opportunities in the coming months. Funds were repurposed from project postponement in the Community Engagement and Advocacy initiative, as well as the Communities outcome area. This will allow First 5 LA to engage and partner with different entities across the County in an effort to advance the mission and goals of the organization in a broader and more impactful manner.

*Integration & Learning: Cost neutral adjustments*

The Integration & Learning Division included cost neutral adjustments between Communities of Practice (\$96,000) and Organizational-wide Investment (-\$96,000), as well as cost neutral adjustments within Program Evaluation, to realign the funds in the area where they are anticipated for use in FY 2018-19. The work originally outlined within the Organizational-wide Investment is being postponed until FY 2020-21 as the lead position is on hold pending an assessment of organizational priorities. The two projects within the Communities of Practice initiative requiring additional resources will utilize the additional funds to promote learning sessions and secure a consultant to assist in the development and facilitation of external partner learning sessions. These repurposed funds will also be used to provide honorariums to philanthropic or learning organizations to share their best practices on reporting progress in policy and systems change work.

*Legacy Investments: Decrease of \$62,000 or -0.5%*

The net decrease to Legacy Investments is the result of an increase to Information Resource and Referral aka 211 LA County (\$620,000) and a reduction in anticipated spending for the final year of the Parent Child Interaction Therapy – PCIT program (\$257,000) along with a delay in spending by the Little by Little/One Step Ahead program (\$425,000). For 211 LA County, a decision was made to align with LA County Information and Resource procurement and strategy session and promote the sustainability of 211 through the County. The mid-year adjusted request will extend and sustain the

211 LA County's project through June 30, 2019, consistent with Board Policy. Little by Little and PCIT were adjusted to reflect the revised projected cost for the year based on a reassessment of the activities timeline.

#### Operating Budget:

Per current First 5 LA policy, the Executive Director has the authority to approve budget adjustments to the Operating Budget between line items in an amount not to exceed \$25,000. Adjustments to the various line items within the FY 2018-19 Operating Budget exceed this amount specified in the policy, and as such require approval by the Board of Commissioners. Consistent with past practice, spending projections and requested adjustments are prepared at the departmental level, which support the organization-wide adjustments presented for Commission approval in Attachment 2. This allows for a higher degree of due diligence to ensure that budgets are monitored and managed at the appropriate level. Based on analysis of actual expenditures as well as additional anticipated expenditures through June 2019, we expect that higher-than-anticipated needs in some areas will be offset by savings projected in other areas resulting in an overall cost neutral adjustment.

Most of the resources for the execution of the Strategic Plan Refinement process (SPR4) were not included in the original Board approved budget. Expenditures are expected to exceed the original FY 2018-19 approved Consultant Fees allotment by approximately \$190,000. Projected underspending in salaries due to open positions was identified and repurposed to offset the anticipated need in Consultant Fees through June 30, 2019.

### **B. LONG TERM FINANCIAL PROJECTION**

The Long Term Financial Projection (LTFP) continues to be the planning tool which First 5 LA uses to assess and inform the Commission of the long term fiscal context as well as establish financial guardrails for future budgeting and spending. This year's updated LTFP emphasizes the fact that although expenditures are projected to continue on a downward trajectory, expenditures continue to outpace revenue as the revenue rate of decline is higher than the expenditure rate of decline. Additionally, the projected revenue rate of decline is anticipated to accelerate by about 0.5% each year, beginning in FY 2018-19. This ongoing discrepancy between revenue and expenditures directly affects our fund balance as spending in excess of revenue is offset by the fund balance resources. Every year we continue to chip away at a finite, and ever decreasing, fund balance. What follows is a deeper look at our LTFP analysis and findings.

#### **I. Introduction: Purpose of the Long Term Financial Projection**

This FY 2019-2023 Long Term Financial Projection (LTFP) is intended to 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"). It includes a multi-year outlook of anticipated expenditures, as well as annual operating and program demands against forecasted revenue.

Each year the LTFP is presented to the Board in advance of the annual budget process in order to provide context in which budget funding decisions will be made. The July 1, 2018 through June 30, 2023 period covered by this update includes the remaining two years of the current 2015-2020 Strategic Plan (FY 2018-19 and FY 2019-20) and the first three years of the next Strategic Plan period (FY 2021-22 through FY 2022-23).

Specifically, the updated LTFP utilizes the following overarching approach:

- Uses the most recent (July 1, 2018) audited fund balance as a starting point;
- Includes updated revenue forecasts based on the most current available data from the California Board of Equalization (BOE);
- Includes spending estimates in support of the Strategic Plan work;
- Includes project expenditures for all initiatives approved by the Board, including those that have received a multi-year allocation and legacy investments that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2023.

*It is important to note that the LTFP does not formally commit any funds and is not a spending plan. Outside of the LTFP process, funds must be committed as part of the annual budget process approved by the Board or through a Resolution that specifically allocates funds for an initiative or program in a manner consistent with First 5 LA's Governance Guidelines.*

In sum, the LTFP serves as an important planning tool to help inform the future direction of the organization by providing an updated 5-year forecast of revenues and expenses (both program and operating). In addition, the LTFP forecasts the resulting fund balance for each fiscal year within the LTFP period and emphasizes the imperative of long-term sustainability.

## **II. Methodology/Approach**

Staff used the current FY 2018-19 Budget and three years of actual expenditures as a baseline to forecast programmatic expenditures through FY 2022-23.

The LTFP was developed using the following approach and methods:

- The baseline year for this LTFP is the approved FY 2018-19 Revised Budget. Where sufficient information was available to adjust anticipated expenditures from the amounts initially budgeted for FY 2018-19, these figures were updated appropriately. The overall net effect of these adjustments was an increase of approximately \$2.3 million to the anticipated spending for FY 2018-19, as reflected in section A of this memo.
- As part of the action taken to approve the FY 2018-19 Budget in June 2018, 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 (CAFR), for the fiscal year ending June 30, 2018.
- The Commission's annual budgeting process authorizes expenditures in two areas: Program and Operating. The LTFP includes forecasts for both types of expenditures as follows:
  - Program Budget – Program expenditures include ongoing multi-year allocations, as well as annually developed and approved program funding in support of, and aligned to, the current 2015-2020 Strategic Plan.
  - Operating Expenses – Projections include operating cost estimates for the Commission, including staffing. The operating projections are based on the organization's current operating structure. Since the Strategic Plan programmatic activities directly influence the operating needs, staff will continue to monitor and adjust operating estimates as the next phase of the Strategic Plan develops.

### III. Assumptions

Compared with the long-term projections prepared and approved in previous fiscal years, this updated LTFP incorporates a few modifications of note to the overall assumptions, each of which is discussed in more detail below:

1. While the source of the projected Proposition 10 Tobacco Tax revenue remains the same, the updated data reflects a much faster rate of decline than previously projected by the State Department of Finance (DOF), largely due to a projected State backfill that will not close the 13.5% revenue decline incurred in FY 2017-18 as a result of the first year of implementing Proposition 56. A backfill in FY 2018-19 was projected by the State Board of Equalization (BOE) to increase the revenue in proportion to the FY 2017-18 sharp revenue decline, followed by a fairly level 2.6% rate of decline for the subsequent years based on decreasing birth rates, sales of tobacco products, and administrative fees assessed by the BOE for the collection of tobacco taxes. Recent projections from the State BOE indicate that the backfill will only replenish 9.7% and not the full 13.5% impact as previously estimated by the DOF. In addition, State receivables in the last two years have fallen short of the DOF projections. As such, the First 5 LA Finance department included a 2% downward adjustment to the estimated revenue projections to account for the discrepancy between projected and actual Proposition 10 tax revenue.
2. Consistent with prior years and current budgeting practice, resources are included for activities that do not have committed multi-year allocations—those budgeted on an annual basis, such as policy/advocacy, marketing/communications activities, and strategic partnerships. Resources are included in the LTFP, which assumes that these resources will be approved each year as part of the annual budget. Actual resources will be determined by the Board through the annual budget process.
3. The current LTFP extends three years beyond the 2015-2020 Strategic Plan. For projection purposes, the LTFP assumes that spending levels for FY 2020-21 through FY 2022-23 will remain relatively consistent for ongoing investments but are adjusted to reflect the natural sunseting of specific investments. Actual expenditures for future years will be the product of Board discussion and decisions associated with First 5 LA's next Strategic Plan period.
4. Historically, the LTFP methodology assumes that operating costs will increase slightly each year due to standard increases in salaries, benefits and the cost of goods and services. As we approach the end of the current FY 2015-2020 Strategic Plan it is necessary to understand the direction of the organization moving forward to adjust operational resource needs as priorities and requirements might change. Work to flesh out the direction of First 5 LA's next Strategic Plan period is scheduled for 2019.

As such, current operating expenditures are projected to increase from FY 2018-19 through the last year of the current strategic plan period, FY 2019-20, with an estimated 3% increase in salaries, 1% increase in benefit costs, and 1% increase to the general cost of goods and services. This is a deviation from last fiscal year's LTFP which assumed a 2% increase in salaries, 5% increase in benefit costs, and 1% increase to the general cost of goods and services. The change is the result of projected FY 2018-19 underspending in salaries and benefits due to natural staff turnover.

Due to pending and ongoing assessments of the future state, costs to support the organization's operations beyond the current Strategic Plan are projected at the same level of resources anticipated for FY 2019-20, pending the SPR4 process. Changes to the projected operational costs will be reflected in subsequent LTFPs, as more information

becomes known through the annual budget process, Strategic Plan refinement process (SPR4) and other decision making vehicles.

#### A. Beginning Fund Balance

The FY 2018-19 beginning fund balance utilized in the LTFP reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2018. Beginning fund balance in future years is calculated based on projected revenue and expenditures for the prior year.

#### B. Revenue

The Commission 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 24-25% of the total County allocations. Although Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, recent changes in legislation, as well as other factors such as a 14% increase in cigarette prices by cigarette manufacturers and decrease in the distribution of cigarette packs, have resulted in an accelerated decline in tobacco tax revenue. FY 2018-19 tobacco tax revenue is projected to be roughly \$79.4 million. This projection is based on the most recent May 2018 estimate from the State Department of Finance (DOF). This represents a roughly 9.7% increase in Proposition 10 revenue compared to FY 2017-18. Based on updated estimates from the State, the backfill intended to offset the sharp decline in FY 2017-18 revenue due to the first year implementation of Proposition 56 and projected for distribution in FY 2018-19 is not likely to replenish the full FY 2017-18 loss for reasons noted above. Additionally, analysis by the First 5 LA Finance department indicates that combined Proposition 10 and Proposition 56 backfill revenues are estimated to be lower than originally projected by the State DOF and the State Board of Equalization (BOE), based on revenue shortfalls identified in the last two fiscal years. Consequently, Proposition 10 and Proposition 56 revenue is being adjusted downward by an additional 2% for the purposes of this analysis to account for this shortfall. In accordance with standard practice, staff will continue to monitor and make the appropriate adjustments as information is received.

Also consistent with the updated DOF projections is the continued decline of revenue in future years, which forecasts an average annual decline of approximately 3-4% in tobacco tax revenue after FY 2018-19. The rate of decline has accelerated by an average of 0.5% per year. This decline is primarily due to declining sales of tobacco products, the decline in birth rates for Los Angeles County, and increased prices by cigarette manufacturers.

Interest earnings are projected based off of the average rate of return on anticipated cash balances for the first quarter of FY 2018-19 of 1.2%, with assumptions made for consistent market conditions across the years reflected in the LTFP. Interest earnings for FY 2018-19 are projected at approximately \$5.1 million. Lease revenue of approximately \$140,000 is also expected for FY 2018-19 grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to increase by a maximum of 2% per year across the timeframe covered by the LTFP. In addition, the Other Revenue category also includes IMPACT funding being received by First 5 LA from First 5 California, the bulk of which will be received in FY 2018-19 and FY 2019-20, funding from the Center for the Study of Social Policy (CSSP) in support of Project DULCE, and the County of Los Angeles to process claims for Medi-Cal Administrative Activities (MAA) reimbursement for services to eligible and potentially eligible Medi-Cal clients.

#### C. Program Expenditure Assumptions – 2015-2020 Strategic Plan Activities

The baseline for current long-term projections is grounded on the assumption that the Board will continue to invest in the implementation of the approved five-year plan to achieve the goals outlined in the Plan through FY 2019-20. The current projections also assume that activities will continue into the next Strategic Plan term at funding levels consistent with or lower than those estimated to support work in FY 2019-20 as several activities will be completed by FY 2019-20 and others are pending SPR4 assessment. Refinement of the long term resource estimates will occur as implementation of the Plan's strategies and activities continues to move forward in conjunction with the SPR4 process to evaluate and refine strategies in the Strategic Plan to improve results and live within First 5 LA's means.

In addition, where sufficient information was available, all anticipated funds and partnerships to support the development and implementation of a project were included. This includes restricted resources in support of specific projects – such as funding received from First 5 California in support of the Quality Rating and Improvement System (QRIS) activities and funding from the Center for the Study of Social Policy (CSSP) to support Project DULCE—as well as partnerships for the advancement of programmatic sustainability. One example of this sustainability measure included in the cost projections is the partnership with LA County and the California Department of Health Care Services (DHCS) to offset the Select Home Visiting (SHV) activities cost by leveraging Targeted Case Management (TCM) program resources. The TCM program provides reimbursement for the federal share of costs for case management services provided to Medi-Cal beneficiaries in specific target populations. Early SHV TCM pilot data was utilized to project reimbursements from FY 2019-20 through FY 2022-23, which reduces the net investment of First 5 LA in SHV by \$14.0 million. Assumptions include an average annual reimbursement amount per site for every year with the exception of FY 2019-20 which assumes only 6 months of reimbursements due to ongoing training and a ramp up of activities. As the pilot program is still in the early stages, projected TCM reimbursements are conservative and may increase as full implementation gets underway and additional data is made available.

The spending trajectory for the four priority outcome areas reflects fairly consistent levels of spending through FY 2023, with overall peak spending occurring in the final year of the current Plan, consistent with prior year projections. The lifespan of several projects and support costs within the four priority outcome areas are still being determined. As such, projections for costs beyond the current Strategic Plan are estimates that are cost neutral or include upward adjustments consistent with general budgeting practices when not enough specific information is available. For example, costs in support of the Best Start Communities Regional Networks are projected at the same level of funding across all five LTFP outlook years, which represents the revised FY 2018-19 grant structure approved by the Board in April 2018. Alternatively, Welcome Baby (WB) and Select Home Visitation (SHV) are projecting a roughly 3% increase each fiscal year. This rate estimate assumes an annual salary and benefit increase, along with an adjustment for the inflation of the cost of goods and services.

Additionally, it should be noted that First 5 LA Board policy requires the provision of home visiting services to both Best Start and non-Best Start families served by hospitals participating in the Welcome Baby (WB) program. As such, current projections assume that funding for the Universal Assessment of Newborn's (UAN) initiative, which supports non-Best Start families served by Welcome Baby hospitals, will continue beyond FY 2018-19 when the original allocation of resources is projected to be exhausted. The remaining UAN allocation balance has been aligned with the projected Families outcome area costs, as have the anticipated expenditures.

#### D. Program Expenditure Assumptions – 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. This includes the following Legacy investments that are projected to sunset in by June 30 2019: At-Risk Fathers Investment, Baby Friendly Hospitals, Children’s Dental Care, Data Partnership with Funders, Information Resource & Referral, Parent-Child Interaction Therapy and Policy Advocacy Fund.
- 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, as approved by the Board in November 2018. This is the final Legacy Investment that is projected to continue beyond June 30, 2019.

#### E. Program Expenditure Assumptions – Cross-Cutting and Support Investments

Similar to previous LTFPs, funding is assumed for a number of cross-cutting or strategic enabling investments—such as Communications, Policy & Strategy, and Integration & Learning—that do not have committed multi-year allocations and support both legacy work and the new work of the organization. These investments represent strategic enabling activities to advance the priority outcome areas established in the 2015-2020 Strategic Plan, and reflect the Commission’s commitment to continuously learn and improve upon the efforts that the organization participates in and supports. Consistent with past practice, the LTFP assumes that roughly 5% of estimated programmatic spending will be spent on integration and learning activities, while costs for communications/marketing and policy activities are projected based on either existing approved funding levels or specific activities planned for future fiscal years. Actual resource needs will be brought before the Board for approval through the annual Budget process.

#### F. Operating Expenditure Assumptions

The Revised FY 2018-19 Operating Budget of \$22.85 million included assumptions related to staffing, salary and benefit costs, and other operating costs. The LTFP methodology assumes that operating costs will increase slightly from FY 2018-19 to FY 2019-20 due to standard salary increases (estimated at 3%), benefit increases (estimated at 1%), as well as inflation of the cost of goods and services (estimated at 1%). FY’s 2020-21 through 2022-23 assume that operating costs will not exceed the levels projected for FY 2019-20, as not enough information is available to inform these estimates. The resources needed to support the next strategic plan period will be further developed and refined as additional information is made available following the SPR4 process which will be instrumental in mapping the path for meaningful progress in support of our north star, that “All children in Los Angeles will enter kindergarten ready to succeed in school and life.”

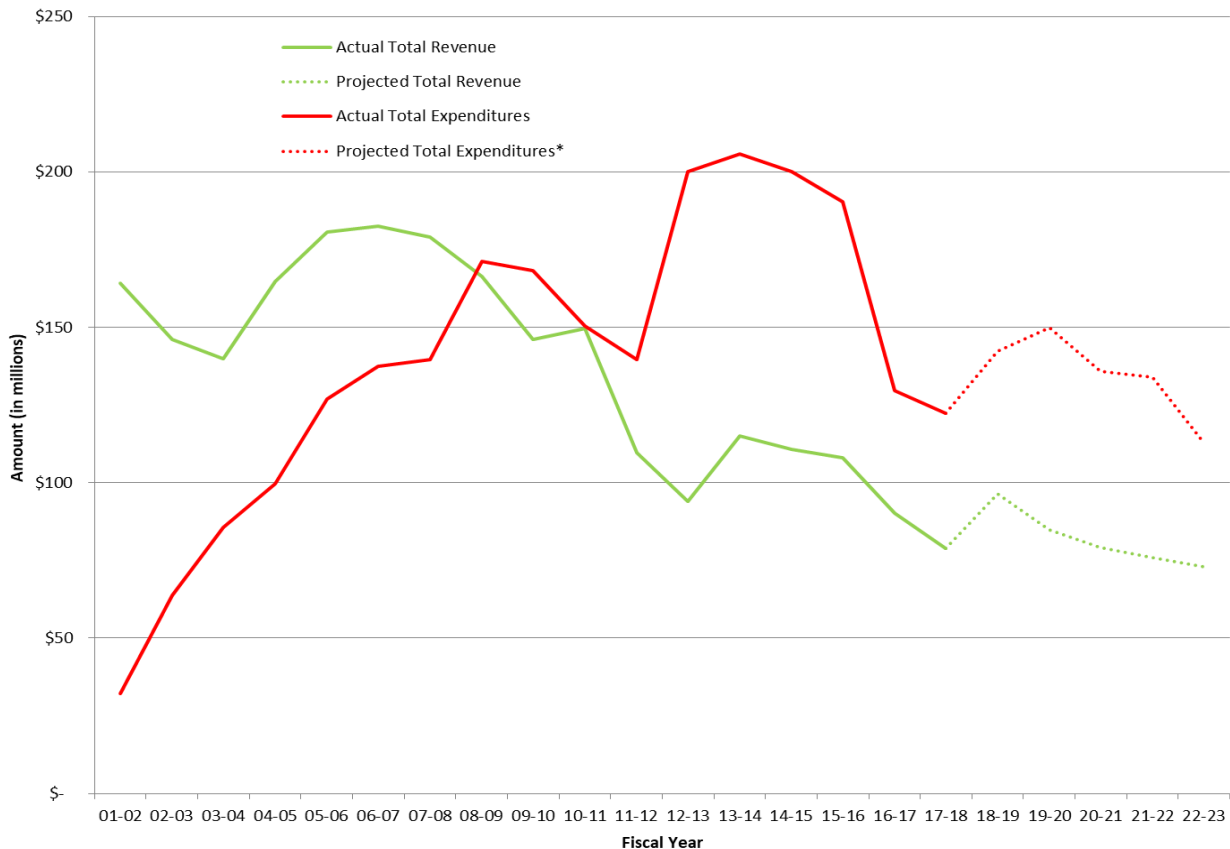
### **IV. Analysis: The Multi-year Outlook**

Consistent with previous years, the LTFP continues to show a stark picture of declining resources, including both incoming revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending continues to outpace revenue, requiring the Commission to depend on existing fund balance to cover the difference.

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 14.9% by FY 2022-23, from the \$77.8 million anticipated to be received in FY 2018-19 to an estimated \$66.2 million for

FY 2022-23, including the 2% internal downward adjustment to Proposition 10 tax revenue to account for Proposition 56 backfill shortfalls. At the same time, expenditures had been steadily increasing through FY 2013-14, exceeding incoming revenue for the first time in FY 2008-09. First 5 LA continues on a gradual path toward expenditure alignment with revenues as we move in a direction toward sustainability and systems change. This is made evident by the steady decline in expenditures in recent years. However, consistent with previous projections, there is an anticipated increase in expenditures in the final two years of the 2015-2020 Strategic Plan period as many activities and costs were originally projected to align to the five-year Strategic Plan term.

*Chart 1: Revenue vs. Expenditures through FY 2022-23*

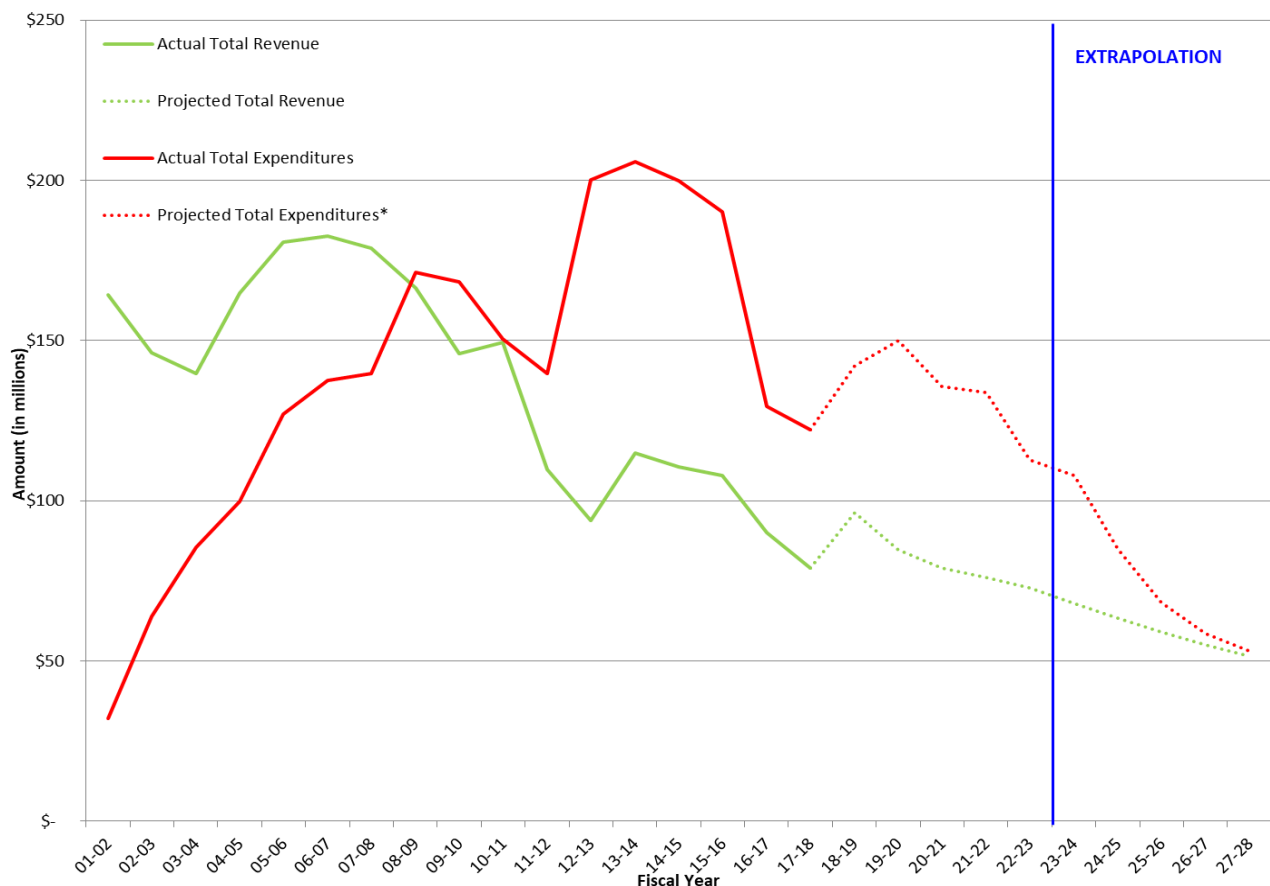


As projected in the budget for FY 2018-19, spending is estimated to total approximately \$142.2 million, or 82.9% above the estimated incoming tobacco tax revenue (which includes the internal adjustment to Proposition 10 tax revenue in response to the Proposition 56 backfill revenue shortfall), an excess level of spending which results in a commensurate decline in fund balance. As previously indicated, and projected with the passage of Proposition 56, the First 5 Commissions experienced a sharp decline in revenue in FY 2017-18 due to changes in legislation, a 14% increase in cigarette prices by cigarette manufacturers, a decrease in the distribution of cigarette packs, among other variables. This one-time steep decline was projected to be reversed in FY 2018-19 when revenue was expected to increase in proportion to the FY 2017-18 reductions and resume the standard rate of revenue decline, between 2.5-3.5% annually. However, latest estimates from the State Department of Finance (DOF) project that the backfill will not replenish the full revenue loss of 13.5% incurred in FY 2017-18, but instead will only replenish roughly 72% of that loss, in other words we will only see a 9.7% increase to FY 2018-19 revenue from FY 2017-18. Additionally, DOF estimates also indicate that the revenue rate of decline is accelerating from an average of 2.5-3.5% in prior years to an average of nearly 4% through FY 2022-23. The ongoing variance between

projected revenue and expenditures results in a 70% decrease in fund balance from the July 1, 2018 beginning fund balance of \$379.4 million to \$114.1 million by June 30, 2023. Of this \$114.1 million, amounts would need to be set aside for subsequent fiscal year operating costs and the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy.

The alignment of revenue and expenditures is not anticipated to occur until FY 2027-28 (as illustrated in *Chart 2* below). The total elimination of the fund balance, based on an aggressive cut to program expenditures beginning in FY 2023-24, is projected to occur in FY 2029-30. This is driven by a combination of factors: 1) further decline in tobacco tax revenue, 2) continued spending in excess of revenue, utilizing existing fund balance to cover the difference; and 3) the approved policy governing the fund balance reserve, which requires the Commission to hold a portion of its fund balance each year in reserve, equivalent to 25% of planned annual spending. Again, the extrapolated projection trends are aggressive and require the organization to refine its strategies and funding priorities to align annual spending with revenue. These estimates will be revisited following the SPR4 process when additional information regarding the priorities for the next ten years is further developed.

*Chart 2: Revenue vs. Expenditures through FY 2027-28*



Even as the Commission moves farther into a Strategic Plan that places a greater emphasis on policy and systems change, it is important to note that approximately half of incoming Proposition 10 tobacco tax revenue (\$176.6 million out of total estimated tax revenue of \$357.5 million, including the 2% downward adjustment) is projected to be spent through FY 2022-23 on the Commission's

direct service investment in home visitation through the Welcome Baby and Select Home Visitation programs, including Universal Assessment of Newborns. Specifically, the LTFP projects that over the course of the next five years, these programs combined are forecasted to range from a high of 56% to a low of 44% of incoming tobacco tax revenue on an annual basis.

An additional year of strategic plan activities, actual data, and updated revenue and expenditure estimates resulted in changes in the current LTFP relative to previous long-term projections. Namely, the current LTFP reflects slightly lower revenues overall, and marginally higher expenditures than previous projections. This would normally yield a smaller estimated fund balance, however, as actual expenditures have been lower than previously forecasted, the beginning fund balance in FY 2018-19 of \$379.4 million is approximately \$25 million higher than projected last year at \$353.7. Staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—and will evaluate the potential fiscal impacts to the organization triggered by items such as revenue-driven propositions at the State level or legislative decisions at the Federal level.

## **V. Summary**

The LTFP is a tool for informing future strategic decisions that determine the future direction of the Commission, based on projected available resources, and was informed by the FY 2018-19 Mid-Year adjusted Budget which represents the first year in the five-year outlook. The LTFP highlights that organizational work and ambition continues to exceed revenue, placing higher demands on a diminishing fund balance. At the same time, it reflects the overall advanced rate of decline in revenue which also increases the demand on the fund balance.

Overall, the LTFP continues to demonstrate that the Commission cannot maintain the current rate of spending in the long run, and that the organization must continue to accelerate efforts to transition to a more sustainable spending approach. The LTFP also indicates that existing and estimated future resources are sufficient to provide a transition period over the coming years for the Commission to move toward a “live within our means” budgeting approach that places more reliance on incoming resources rather than fund balance to cover annual spending. However, as the revenue rate of decline is more accelerated than the expenditure rate of decline, that reassessment of costs in the long term will need to happen sooner than previously projected. Based on the extrapolated data shown in Chart 2, the Commission is expected to continue spending in excess of incoming revenue based on current trends which amplifies the need to identify alternative revenue sources and develop sustainability strategies for the Commission’s investments, such as home visiting which is moving in a direction of sustainability (see section C: Program Expenditure Assumptions – 2015-2020 Strategic Plan Activities for more information).

Although there is sufficient fund balance in the short-term to plan and support a transition to a more sustainable spending portfolio, attention to sustainability is imperative. The continued reliance on our reserves to perform our work means that we are placing ourselves in a precarious position for the long term. The upcoming Strategic Plan Refinement (SPR4) process, which launched in January 2019, will be critical in planning for First 5 LA’s long term financial and programmatic success; this process will help us to refine our strategies, build on past successes and adjust to the organization’s fiscal reality. Any changes to the long term projected costs will be shared with the Board through the next long term financial projection process.

BUDGET COMPONENT		APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENT	REVISED FY 2018-19 BUDGET	% CHANGE
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>					
<b>Strategic Plan Priority Outcome Areas</b>					
1	Families	\$ 40,857,000	\$ 526,000	\$ 41,383,000	1.3%
2	Communities	20,976,000	(494,000)	20,482,000	-2.4%
3	Early Care & Education Systems	23,261,000	2,532,000	25,793,000	10.9%
4	Health-Related Systems	3,687,000	-	3,687,000	0.0%
	<b>Sub-total: Strategic Plan Priority Outcome Areas</b>	<b>\$ 88,781,000</b>	<b>\$ 2,564,000</b>	<b>\$ 91,345,000</b>	<b>3%</b>
<b>Strategic Plan Policy &amp; Strategy Support</b>					
5	Policy Agenda/Advocacy	\$ 3,015,000	\$ (300,000)	\$ 2,715,000	-10.0%
6	Communications & Marketing	6,121,000	-	6,121,000	0.0%
7	Communications - Conference Funding	250,000	25,000	275,000	10.0%
8	Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	745,000	0.0%
9	Strategic Partnership-Grantmaking Memberships	41,000	-	41,000	0.0%
	* Strategic Partnership-Organizational Capacity	-	-	-	N/A
10	Strategic Partnership-Partnership Development	160,000	-	160,000	0.0%
11	Community Engagement and Advocacy	256,000	(95,000)	161,000	-37.1%
12	Policy & Strategy - Emerging Opportunities	75,000	-	75,000	0.0%
13	County Partnerships	50,000	115,000	165,000	230.0%
	<b>Sub-total: Strategic Plan Policy &amp; Strategy Support</b>	<b>\$ 10,713,000</b>	<b>\$ (255,000)</b>	<b>\$ 10,458,000</b>	<b>-2%</b>
<b>Integration &amp; Learning</b>					
14	Communities of Practice	\$ 35,000	\$ 96,000	\$ 131,000	274.3%
15	Data Development and Integration	975,000	-	975,000	0.0%
16	Data Partnership with Funders	850,000	-	850,000	0.0%
17	Grantee Assessment	75,000	-	75,000	0.0%
18	Impact Framework	112,000	-	112,000	0.0%
19	Knowledge Management	178,000	-	178,000	0.0%
20	Learning Plan Development	200,000	-	200,000	0.0%
21	Oramizational-Wide Investment	96,000	(96,000)	-	-100.0%
22	Program Evaluation	3,320,000	-	3,320,000	0.0%
23	Integration & Learning - Emerging Opportunities	100,000	-	100,000	0.0%
	<b>Sub-total Integration &amp; Learning</b>	<b>\$ 5,941,000</b>	<b>\$ -</b>	<b>\$ 5,941,000</b>	<b>0%</b>
	<b>TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>	<b>\$ 105,435,000</b>	<b>\$ 2,309,000</b>	<b>\$ 107,744,000</b>	<b>2%</b>
<b>LEGACY INVESTMENTS</b>					
24	At-Risk Fathers Investment	\$ 295,000	\$ -	\$ 295,000	0.0%
25	Baby Friendly Hospitals	150,000	-	150,000	0.0%
26	Black Infant Health	1,863,000	-	1,863,000	0.0%
27	Children's Dental Care	372,000	-	372,000	0.0%
	* Children's Vision Care	-	-	-	N/A
	* Early Identification and Intervention - Autism and Other Developmental Delays	-	-	-	N/A
28	Information Resource and Referral	620,000	620,000	1,240,000	100.0%
29	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	-10.8%
30	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-5.8%
31	Policy Advocacy Fund	55,000	-	55,000	0.0%
	* Universal Assessment of Newborns	-	-	-	N/A
	* Workforce Development	-	-	-	N/A
	<b>TOTAL LEGACY INVESTMENTS</b>	<b>\$ 11,705,000</b>	<b>\$ (62,000)</b>	<b>\$ 11,643,000</b>	<b>-1%</b>
	<b>TOTAL FIRST 5 LA PROGRAM BUDGET</b>	<b>\$ 117,143,000</b>	<b>\$ 2,247,000</b>	<b>\$ 119,390,000</b>	<b>1.9%</b>

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2018-19 BUDGET	% CHANGE	
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>						
<b>Strategic Plan Priority Outcome Areas</b>						
<b>Families</b>						
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 8,572,000	\$ 648,000	\$ 9,220,000	8%	
	Universal Assessment of Newborns - Welcome Baby Hospitals	10,511,000	837,000	11,348,000	8%	
	Select Home Visiting Programs	13,572,000	(153,000)	13,419,000	-1%	
	Family Strengthening Oversight Entity	3,577,000	200,000	3,777,000	6%	
	Home Visiting Compensation and Turnover Analysis	200,000	(155,000)	45,000	-78%	
	Home Visiting Sustainability Support in Health Systems	120,000		120,000	0%	
	Home Visiting Sustainability Support in Mental Health Systems	25,000		25,000	0%	
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	(26,000)	-	-100%	
	MAMA's Visits Home Visiting Program Training and T.A. Support	334,000	(30,000)	304,000	-9%	
	Stronger Families Database	947,000	(240,000)	707,000	-25%	
Families Strategy 2 - Family Engagement	Targeted Case Management Implementation Support	200,000	(55,000)	145,000	-28%	
	Welcome Baby Implementation and Outcomes Evaluation	238,000		238,000	0%	
	Abriendo Puertas	1,100,000	(160,000)	940,000	-15%	
	Project Dulce	1,215,000	(340,000)	875,000	-28%	
	Family Engagement Learning Community Support	20,000		20,000	0%	
	Emerging Opportunities - Families Outcome Area	200,000		200,000	0%	
	<b>Sub-total Families</b>	<b>\$ 40,857,000</b>	<b>\$ 526,000</b>	<b>\$ 41,383,000</b>	<b>1%</b>	
	<b>Communities</b>					
	Communities Strategy 1 - Community Leadership & Collaboration	Center for the Study of Social Policy (CSSP)	\$ 572,000		\$ 572,000	0%
		Neighborhood Action Councils	2,250,000		2,250,000	0%
Region 1 Central-East Regional Network		4,236,000		4,236,000	0%	
Region 2 SLA Regional Network		4,710,000		4,710,000	0%	
Region 3 SFV Regional Network		2,248,000		2,248,000	0%	
Region 4 Port Cities Regional Network		2,198,000		2,198,000	0%	
Region 5 AV Regional Network		2,068,000		2,068,000	0%	
Organizational Capacity Building		503,000	(180,000)	323,000	-36%	
Built Environment Policy Advocacy Fund		750,000	(300,000)	450,000	-40%	
Communities Strategy 2 - Coordinated Services & Supports		Link Advocates Government Family and Parks (Link)	300,000		300,000	0%
	Legacy Investments	206,000		206,000	0%	
	Capacity Building Consortium	518,000	(194,000)	324,000	-37%	
	Integrated Transition Planning (ITP)	63,000		63,000	0%	
	Local, Regional and Countywide Convenings	104,000		104,000	0%	
	Data and Learning		180,000	180,000	100%	
	Emerging Opportunities - Communities Outcome Area	250,000		250,000	0%	
	<b>Sub-total Communities</b>	<b>\$ 20,976,000</b>	<b>\$ (494,000)</b>	<b>\$ 20,482,000</b>	<b>-2%</b>	

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2018-19 BUDGET	% CHANGE
<b>Early Care &amp; Education (ECE) Systems</b>	ECE Policy Advocacy Fund	\$ 3,000,000	\$ 300,000	\$ 3,300,000	10%
	ECE Strategy 1 - Policy/Advocacy	300,000	81,000	381,000	27%
	Kindergarten Readiness Assessment	1,945,000	1,644,000	3,589,000	85%
	Early Childhood Educators Improving Quality (CCALA)	141,000	71,000	212,000	50%
	QRIS Architects Group and Systems Planning	463,000	(25,000)	438,000	-5%
	QRIS Continuous Site Engagement	13,702,000	631,000	14,333,000	5%
	QRIS Database	895,000	(245,000)	650,000	-27%
	Shared Services Support	200,000		200,000	0%
	Early Childhood Education Credential Advocacy Project	700,000		700,000	0%
	Early Childhood Educator Competencies Curriculum Project	700,000		700,000	0%
	ECE Financial Assessment	150,000		150,000	0%
	ECE Workforce Registry	665,000		665,000	0%
ECE - Emerging Opportunities	400,000	75,000	475,000	19%	
<b>Sub-total ECE</b>	<b>Emerging Opportunities - ECE Outcome Area</b>	<b>\$ 23,261,000</b>	<b>\$ 2,532,000</b>	<b>\$ 25,793,000</b>	<b>11%</b>
<b>Health, Mental Health &amp; Substance Abuse Systems</b>					
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	\$ 1,660,000		\$ 1,660,000	0%
Health Strategy 2 - Trauma-Informed Care	First Connections	950,000		950,000	0%
Health - Emerging Opportunities	Trauma-Informed Care	827,000		827,000	0%
<b>Sub-total Health</b>	<b>Emerging Opportunities - Health Outcome Area</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>0%</b>
<b>Sub-Total: Priority Outcome Areas</b>		<b>\$ 88,781,000</b>	<b>\$ 2,564,000</b>	<b>\$ 91,345,000</b>	<b>3%</b>
<b>Strategic Plan Policy &amp; Strategy Support</b>					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 130,000	\$ -	\$ 130,000	0%
Communications & Marketing	State Policy and Sustainability Advocate	440,000		440,000	0%
Communications - Conference Funding	Strategic Plan Advocacy Strategies	2,445,000	(300,000)	2,145,000	-12%
Strategic Partnership - Cross-Cutting Funder Partnership	Communications & Marketing	6,121,000	-	6,121,000	0%
Strategic Partnership - Grantmaking Memberships	Conference Funding	250,000	25,000	275,000	10%
Strategic Partnership - Partnership Development	Emerging Funder Collaboratives	450,000		450,000	0%
Community Engagement and Advocacy	LA Funders Collaborative	20,000		20,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	LA-N-Sync	25,000		25,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Los Angeles Chamber of Commerce	40,000		40,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Los Angeles Partnership for Early Childhood Investment	25,000		25,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Southern California Grantmakers (SCG)	85,000		85,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	100,000		100,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Grantmaking Memberships	41,000		41,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Consulting	100,000		100,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Convenings	60,000		60,000	0%
Policy & Strategy - Emerging Opportunities County Partnerships	Parent and Caregiver Advisory Council	103,000	(103,000)	-	-100%
Policy & Strategy - Emerging Opportunities County Partnerships	Parent Advocacy and Engagement	153,000	(77,000)	76,000	-50%
Policy & Strategy - Emerging Opportunities County Partnerships	Municipalities Engagement	-	85,000	85,000	100%
Policy & Strategy - Emerging Opportunities County Partnerships	Emerging Opportunities - Policy & Strategy County Partnership Fund	75,000		75,000	0%
<b>Sub-Total: Strategic Plan Policy &amp; Strategy Support</b>		<b>\$ 10,713,000</b>	<b>\$ (255,000)</b>	<b>\$ 10,458,000</b>	<b>-2%</b>

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2018-19 BUDGET	% CHANGE
<b>INTEGRATION &amp; LEARNING</b>					
Communities of Practice	External Partner Learning	\$ 7,000	\$ 86,000	\$ 93,000	1229%
	Learning Advisory Committee	10,000	10,000	20,000	100%
Data Development and Integration	Organizational-wide Learning	18,000		18,000	0%
	Data Analytics	25,000		25,000	0%
	Data Consultant	90,000		90,000	0%
	Data Requests	5,000		5,000	0%
	Dissemination	15,000		15,000	0%
Data Development and Integration (cont.)	First 5 LA Contracts and Grants Program Reporting Database	75,000		75,000	0%
	Indicator Development	165,000		165,000	0%
Data Partnership with Funders	WIC Data Mining Research Partnership	600,000		600,000	0%
	Children's Data Network (CDN)	850,000		850,000	0%
Knowledge Management	Grantee Perception Report	75,000		75,000	0%
	Impact Framework	112,000		112,000	0%
Learning Plan Development	Knowledge Management	178,000		178,000	0%
	Cross Outcomes/Strategy Area	100,000		100,000	0%
	ECE Outcome Area	50,000		50,000	0%
Organizational-wide Investment	Health Systems Outcome Area	50,000		50,000	0%
	Investment Process	96,000	(96,000)	-	-100%
Program Evaluation	Best Start Learning Agenda	800,000	(260,000)	540,000	-33%
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	-	100,000	100,000	100%
Integration & Learning - Emerging Opportunities	Obesity Prevention & Nutrition Collective Impact Evaluation	600,000		600,000	0%
	Quality Rating and Improvement System Evaluation	300,000	260,000	560,000	87%
<b>Sub-total Integration &amp; Learning</b>	Welcome Baby Impact Study	1,620,000	(100,000)	1,520,000	-6%
	Emerging Opportunities - Integration & Learning	100,000	-	100,000	0%
<b>TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>		<b>\$ 5,941,000</b>	<b>\$ -</b>	<b>\$ 5,941,000</b>	<b>0%</b>
<b>LEGACY INVESTMENTS</b>		<b>\$ 105,435,000</b>	<b>\$ 2,309,000</b>	<b>\$ 107,744,000</b>	<b>2%</b>
At-Risk Fathers Investment	At-Risk Fathers Investment	\$ 295,000		\$ 295,000	0%
	Baby Friendly Hospitals	150,000		150,000	0%
Black Infant Health	Birth Outcomes and Disparities - Policy and Systems Change	400,000		400,000	0%
	Black Infant Health Program	1,463,000		1,463,000	0%
Information Resource and Referral	Children's Dental Care	372,000		372,000	0%
	211 LA County	620,000	620,000	1,240,000	100%
Parent Child Interaction Therapy	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	-11%
	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-6%
<b>TOTAL LEGACY INVESTMENTS</b>	Policy Advocacy Fund	55,000		55,000	0%
	Policy Advocacy Fund Technical Assistance Provider		(62,000)		-1%
<b>TOTAL FIRST 5 LA PROGRAM BUDGET</b>		<b>\$ 117,143,000</b>	<b>\$ 2,247,000</b>	<b>\$ 119,390,000</b>	<b>1.9%</b>

## BUDGET SUMMARY FY 2018-19 Mid-Year Adjustments

	Approved FY 2018-19 Budget	Estimated FY 2018-19 Expenditures	Projected Savings/ (Shortfalls)	Mid-Year Adjustments	Revised FY 2018-19 Budget
<b>OPERATING EXPENSES</b>					
Personnel Related Expenses					
Salaries & Wages	14,062,486	11,776,496	2,285,990	(259,200)	13,803,286
Fringe Benefits	3,961,920	3,533,653	428,267	-	3,961,920
<b>Total Personnel Related Expenses</b>	<b>18,024,406</b>	<b>15,310,149</b>	<b>2,714,257</b>	<b>(259,200)</b>	<b>17,765,206</b>
Operating Services					
ADP-Payroll	38,000	28,278	9,722	-	38,000
Worker's Compensation Insurance	85,000	63,139	21,861	(20,000)	65,000
Utilities	165,000	155,424	9,576	-	165,000
Corporate Insurance	75,000	31,000	44,000	-	75,000
Mileage, Parking and Other Transportation	71,250	21,569	49,681	(7,300)	63,950
Telephone	67,000	57,621	9,379	-	67,000
Cell Phone & Mobile Devices	55,800	33,332	22,468	(2,300)	53,500
Outside Printing & Publishing	23,000	18,422	4,578	(1,000)	22,000
Other Supplies	20,250	16,148	4,102	-	20,250
Postage & Delivery	13,200	13,200	-	-	13,200
Educational Supplies	7,100	1,903	5,197	-	7,100
Office Supplies	88,000	62,848	25,152	(500)	87,500
Subscriptions & Publications	21,500	4,158	17,342	(500)	21,000
Capital Outlay	126,000	191,000	(65,000)	65,000	191,000
Equipment-Rents & Leases	119,000	73,562	45,438	-	119,000
Building Repair & Maintenance	192,000	192,000	-	-	192,000
Equipment Repairs & Maintenance	24,000	20,000	4,000	-	24,000
Offsite Storage	34,400	17,413	16,987	-	34,400
Hardware & Software Maintenance	255,300	203,262	52,038	(11,000)	244,300
Miscellaneous/Contingency	75,000	-	75,000	-	75,000
Stipend/Honorarium	-	-	-	-	-
Internal Meetings	133,100	86,612	46,488	4,000	137,100
Divisional Capacity Building	100,000	-	-	-	100,000
<b>Total Operating Services</b>	<b>1,788,900</b>	<b>1,290,891</b>	<b>398,009</b>	<b>26,400</b>	<b>1,815,300</b>
Consultant Services					
Consultant Fees	1,214,800	888,203	326,598	200,000	1,414,800
Other Professional Fees	315,000	315,000	-	-	315,000
External Reviewers	2,500	450	2,050	-	2,500
<b>Total Consultant Services</b>	<b>1,532,300</b>	<b>1,203,653</b>	<b>328,648</b>	<b>200,000</b>	<b>1,732,300</b>
Professional Services					
Audit	80,000	61,000	19,000	-	80,000
Legal Fees	175,000	78,392	96,608	-	175,000
Professional Dues	123,552	21,665	101,888	-	123,552
Staff Recruitment	25,000	5,060	19,940	-	25,000
Commissioners Stipends	30,000	24,000	6,000	-	30,000
Web-Based Services	75,000	14,482	60,518	-	75,000
Bank & Other Service Charges	12,000	32,000	(20,000)	20,000	32,000
<b>Total Professional Services</b>	<b>520,552</b>	<b>236,599</b>	<b>283,953</b>	<b>20,000</b>	<b>540,552</b>
Travel Expenses					
Airfare	161,380	108,517	52,863	11,000	172,380
Lodging	162,200	61,082	101,118	(1,000)	161,200
Per Diem	76,200	41,149	35,051	1,000	77,200
Other Travel Expense	22,850	12,872	9,978	5,800	28,650
<b>Total Travel Expenses</b>	<b>422,630</b>	<b>223,620</b>	<b>199,010</b>	<b>16,800</b>	<b>439,430</b>
Depreciation Expense					
Depreciation Expense	-	-	-	-	-
<b>Total Depreciation Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Professional Development					
Training Materials & Supplies	12,500	5,392	7,108	-	12,500
Internal Training	94,400	10,000	94,400	-	94,400
Leadership Programs	102,000	5,265	96,735	-	102,000
Conference Registrations	210,000	88,246	121,754	(4,000)	206,000
External Education/Training	142,000	34,333	107,667	-	142,000
<b>Total Professional Development</b>	<b>560,900</b>	<b>143,236</b>	<b>427,664</b>	<b>(4,000)</b>	<b>556,900</b>
Marketing					
Advertising-Print	-	-	-	-	-
Advertising-Radio	-	-	-	-	-
Advertising-Digital	-	-	-	-	-
Advertising-Out Of Home	-	-	-	-	-
Sponsorship	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total OPERATING EXPENSES</b>	<b>22,849,688</b>	<b>18,408,149</b>	<b>4,351,539</b>	<b>-</b>	<b>22,849,688</b>

**First 5 LA**  
**Long Term Financial Projection - Multi-Year Forecast Detail**

<b>Beginning Fund Balance as of July 1</b>		\$ 379,419,674	\$ 333,548,818	\$ 268,445,737	\$ 211,769,503	\$ 153,900,930	<b>A</b>
<b>Projected Revenue (by Fiscal Year)</b>		<b>APPROVED FY 2018-19 (est)</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	
Proposition 10 Tax Allocations <sup>1</sup>	\$	79,355,574	75,219,934	72,516,976	70,094,744	67,562,117	
Adjustment in Response to Proposition 56 Trend (2%) <sup>2</sup>		(1,587,111)	(1,504,399)	(1,450,340)	(1,401,895)	(1,351,242)	
Other Revenue <sup>3</sup>		13,490,258	6,493,063	4,295,925	4,298,843	4,301,820	
Interest Earnings <sup>4</sup>		5,110,111	4,492,864	3,682,226	2,987,596	2,277,995	
<b>Total Projected Revenue</b>	\$	<b>96,368,832</b>	<b>84,701,462</b>	<b>79,044,787</b>	<b>75,979,288</b>	<b>72,790,689</b>	<b>B</b>
<b>Annual Program Demands</b>		<b>Commitment (June 30, 2018)<sup>5</sup></b>	<b>Estimated Program Demands (by Fiscal Year)</b>				
			<b>FY 2018-19<sup>6</sup></b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE (By Outcome Area)</b>							
Families - Welcome Baby/Home Visitation <sup>7</sup>	\$	12,099,453	41,383,000	41,435,000	41,158,000	42,005,000	42,942,000
Communities - Best Start Communities/New Activities		-	20,482,000	20,151,500	18,239,000	18,239,000	18,239,000
Early Care & Education Systems <sup>8</sup>		24,606,567	25,793,000	34,538,000	25,691,500	23,691,000	3,541,000
Health-Related Systems		-	3,687,000	6,759,609	5,913,086	6,401,426	6,401,426
<b>TOTAL 2015-2020 STRATEGIC PLAN (By Outcome Area)</b>	\$	<b>36,706,020</b>	<b>91,345,000</b>	<b>102,884,109</b>	<b>91,001,586</b>	<b>90,336,426</b>	<b>71,123,426</b>
<b>LEGACY INVESTMENTS</b>							
At-Risk Fathers Investment	\$	296,491	295,000	-	-	-	-
Baby Friendly Hospitals <sup>9</sup>		23,207,687	150,000	-	-	-	-
Black Infant Health		3,739,729	1,863,000	-	-	-	-
Children's Dental Care		7,718,274	372,000	-	-	-	-
Children's Vision Care		35,722	-	-	-	-	-
Data Partnership with Funders		850,000	-	-	-	-	-
Early Identification and Intervention of Autism		319,974	-	-	-	-	-
Healthy Food Access		239,849	-	-	-	-	-
Information Resource & Referral <sup>10</sup>		1,240,000	1,240,000	-	-	-	-
Little by Little/One Step Ahead		15,881,256	3,500,000	3,900,000	3,800,000	3,500,000	1,100,000
Parent-Child Interaction Therapy		8,357,816	4,171,000	-	-	-	-
Policy Advocacy Fund		55,000	55,000	-	-	-	-
Reducing Childhood Obesity		455,545	-	-	-	-	-
Resource Mobilization - ECE		-	-	-	-	-	-
Workforce Development		2,372,855	-	-	-	-	-
Universal Assessment of Newborns		-	-	-	-	-	-
<b>TOTAL LEGACY INVESTMENTS</b>	\$	<b>64,770,198</b>	<b>11,646,000</b>	<b>3,900,000</b>	<b>3,800,000</b>	<b>3,500,000</b>	<b>1,100,000</b>
<b>CROSS-CUTTING AND SUPPORT INVESTMENTS<sup>11</sup></b>							
Communications & Marketing	\$	-	6,121,000	6,121,000	6,121,000	6,000,000	6,000,000
Communications - Conference Funding		-	275,000	300,000	300,000	300,000	300,000
Policy Agenda/Advocacy		-	2,715,000	3,095,000	3,070,000	3,070,000	3,070,000
Strategic Partnership - Cross-Cutting Funder Partnership		-	745,000	770,000	528,000	478,000	478,000
Strategic Partnership - Grantmaking Memberships		-	41,000	56,000	56,000	56,000	56,000
Strategic Partnership - Organizational Capacity		-	-	-	-	-	-
Strategic Partnership - Partnership Development		-	160,000	160,000	160,000	160,000	160,000
Community Engagement and Advocacy		-	161,000	270,000	325,000	378,000	378,000
Community Relations		-	-	-	-	-	-
County Partnerships		-	165,000	180,000	200,000	200,000	200,000
Policy & Strategy Emerging Opps		-	75,000	-	-	-	-
Integration & Learning		-	5,941,000	6,709,000	4,800,000	4,010,000	4,395,000
<b>TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS</b>	\$	<b>-</b>	<b>16,399,000</b>	<b>17,661,000</b>	<b>15,560,000</b>	<b>14,652,000</b>	<b>15,037,000</b>
<b>EMERGING OPPORTUNITIES<sup>12</sup></b>							
			<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>TOTAL ESTIMATED PROGRAM DEMANDS</b>			<b>\$ 119,390,000</b>	<b>\$ 126,445,109</b>	<b>\$ 112,361,586</b>	<b>\$ 110,488,426</b>	<b>\$ 89,260,426</b>
							<b>F=C+D</b>
Estimated Operating Expenditures <sup>13</sup>	\$		22,849,688	23,359,435	23,359,435	23,359,435	23,359,435
Capital Improvement Fund Expenditures <sup>14</sup>	\$	6,959,676					
<b>TOTAL ESTIMATED SPENDING</b>	\$	<b>142,239,688</b>	<b>149,804,544</b>	<b>135,721,021</b>	<b>133,847,861</b>	<b>112,619,861</b>	<b>H=F+C</b>
<b>TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES</b>	\$	<b>45,870,856</b>	<b>65,103,081</b>	<b>56,676,233</b>	<b>57,868,573</b>	<b>39,829,171</b>	<b>I=H-B</b>
<b>PROJECTED ENDING FUND BALANCE</b>		<b>\$ 333,548,818</b>	<b>\$ 268,445,737</b>	<b>\$ 211,769,503</b>	<b>\$ 153,900,930</b>	<b>\$ 114,071,759</b>	<b>J=A-I</b>
Total Estimated Commitments Remaining (as of June 30)	\$	100,432,218					
Total Estimated Advances Remaining (as of June 30)	\$	1,044,000					
			<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>
Fund Balance Reserve <sup>15</sup>	\$	35,559,922	37,451,136	33,930,255	33,461,965	28,154,965	<b>K=H*</b>

Footnotes to the Long Term Financial Projection – Multi-Year Forecast Detail:

1. Proposition 10 tax revenue projections were updated based on the most recent forecast provided by the California Department of Finance (DOF): "First 5 California County Tax Revenue Projections for FY 2017-18 through 2022-23" (Updated 5/22/2018 Utilizing DOF May Revise 2018 Tobacco Tax Projections and DOF Birth Projections for California State and Counties 1990-2040).
2. Based on FY 2016-17 and FY 2017-18, First 5 LA Proposition 10 tax revenue projections indicate that actual receivables are approximately 2% lower than those projected by the California DOF.
3. Other Revenue includes lease revenue based on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to increase by a maximum of 2% per year across the timeframe covered by the LTFP. This revenue category also includes IMPACT funding from First 5 California, the bulk of which will be received in FY 2018-19 and FY 2019-20. Additional revenue includes funding for two years from the Center for the Study of Social Policy for the continued implementation of Project DULCE at the original clinic, and Targeted Case Management (TCM) dollars from the California Department of Health Care Services (DHCS) for Select Home Visitation (SHV) billable services.
4. Estimated interest rates were based off of the average rate for the first quarter of FY 2018-19 of 1.2%. An estimated rate of 1.2% was utilized to calculate estimated interest rates from FY 2018-19 through FY 2022-23.
5. Allocation and advance balances were updated based on the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2018. Any exceptions are specifically noted below.
6. FY 2018-19 expenditure projections are based on the FY 2018-19 Proposed Mid-Year Adjusted Budget. This Mid-Year Adjusted Budget includes a request of \$2.3 million above the budget approved on June 14, 2018, based on updated information since budget approval to adequately support a change. The adjusted FY 2018-19 Budget will be presented to the Board for approval in March 2019.
7. Universal Assessment of Newborns is fundamentally linked to the Welcome Baby program, with both programs currently funded through single contracts with provider hospitals. However, the Universal Assessment of Newborns initiative was initially approved as a 5-year initiative with a discrete multi-year allocation. The remaining allocation balance, just over \$12 million, is enough to support costs through FY 2018-19, at which point the allocation balance will be exhausted. As the Strategic Plan – Families Welcome Baby program is projected to continue through the current LTFP period, resources required to support this legacy program and non-Best Start clients, in alignment with the Families Welcome Baby program, were built in to the projections.
8. The resource estimates included for the Early Care & Education Systems outcome area include the spending down of remaining balances previously allocated for Los Angeles Universal Preschool (LAUP), now Child360, and the ECE Workforce Consortium, as approved by the Board.

9. The Baby Friendly Hospitals initiative draws down from an allocation previously referred to as "Best Start LA". All other programs funded through this allocation have ended. Costs for Baby Friendly Hospitals in FY 2018-19 represent the completion of existing obligations to current grantees and contractors. As of June 30, 2018, Baby Friendly Hospitals (Best Start LA) has a remaining balance of approximately \$23.0 million. First 5 LA will be releasing the remaining balance from commitment for general use toward Strategic Plan activities.
10. Information Resource & Referral costs represent the approved extension of the existing relationship with the Information and Referral Federation of Los Angeles County, Inc. ("211 LA County") through June 30, 2019.
11. Funding is assumed for a number of cross-cutting or "support" investments that do not have committed multi-year allocations. These costs may support both legacy work (as we continue to learn from past investments) and the 2015-2020 Strategic Plan activities. Although multi-year funding commitments have not been explicitly made by the Commission, estimated costs were included because these investments represent key approaches for the Commission to advance the priority outcome areas established in the Strategic Plan and is our best estimate as we transition into the next Strategic Plan. In addition, these resources also reflect the Commission's commitment to continuously learn and improve upon the efforts that the organization participates in and supports.
12. Emerging Opportunity (EO) resources are included as flexible sources of funding to allow the organization to respond to emerging needs or unanticipated opportunities when identified to align with, or enhance, the organizational direction and strategic plan. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise. Emerging opportunity resources in FY 2018-19 are budgeted within specific areas of the budget. As not enough information is known about the anticipated need in subsequent years, a flat \$2.0 million is included for FY's 2019-20 through FY 2022-23.
13. The methodology for operating costs assumes that costs will increase slightly between FY 2018-19 and FY 2019-20 due to standard salary (estimated at 3%), benefit (estimated at 1%), as well as inflation of the cost of goods and services (estimated at 1%). Operating costs for FY's 2020-21 through FY 2022-23 remain at levels consistent with FY 2019-20 as the direction of the next Strategic Plan is still being developed and not enough information is known at this time. Staff recognizes that operating requirements will change as we transition into the Strategic Plan, priorities are identified, and the appropriate level of staffing is determined. This will allow the organization to shift to a revised operating structure that best supports the work of the Commission moving forward.
14. Resources designated for the Capital Improvement Fund were approved for establishment by the Board on June 8, 2017 in the amount of \$6.96 million, comprised of unspent FY 2015-16 Operating Budget funds in the amount of \$3,660,359 and unspent FY 2016-17 Operating Budget funds in the amount of \$3,299,317, and are thereby committed. The Capital Improvement Plan (CIP) was approved by the Board on July 12, 2018. CIP incurred expenditures will be applied against this approved fund.
15. The fund balance reserve is calculated as 25% of estimated spending for the fiscal year, consistent with Board-approved policy.

## FIRST 5 LA

### **SUBJECT:**

#### **Request to**

- 1. Establish a Strategic Partnership with KPCC Southern California Public Radio (SCPR) in the Amount of \$100,000 to support KPCC's Community-Engaged Early Childhood Coverage for the period of two years and**
- 2. Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$100,000 from March 15, 2019 to March 15, 2021. (Fund Balance Category: Committed for FY18-19 and Assigned for FY 19-20).**

### **RECOMMENDATION (PROVIDED AS INFORMATION):**

This memo was provided as information for the Board's consideration at the February 28, 2019 Special Meeting of the Board of Commissioners/Program & Planning Committee. At today's March 14, 2019 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with KPCC Southern California Public Radio (SCPR) for an amount not to exceed \$100,000 and authorize staff to execute a contract from March 15, 2019 to March 15, 2021. Funds for FY 2018-2019 are included within the current First 5 LA Programmatic Budget under Communications and Marketing, which was approved by the Board of Commissioners on June 14, 2018. Funds for FY 2019-2020 will be included in the FY 2019-2020 First 5 LA Programmatic Budget which will be brought to the Board of Commissioners for approval in June 2019. 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. Beyond FY 2018-19, funds will be pulled for the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

### **BACKGROUND:**

First 5 LA is dedicated to serving children from prenatal to age 5 and their families, with the understanding that when we dedicate attention and resources to children at the earliest stages of their lives, we are laying the foundation for the social and economic future of the child, the family, and our community. Elevating the importance of early childhood development through credible, trusted news outlets enables First 5 LA and its partners to more effectively engage and urge leaders and lawmakers to prioritize young children in policy and budget decisions. As we have learned from previous investments, news media outlets are frequently not well-equipped or well-practiced to report knowledgeably on early childhood development policy, programs, and practice.

As a continuation of the overarching communication investment strategy to engage decision makers on issues affecting young children, First 5 LA Commissioners have approved investments in several strategic partnerships. These investments to organizations and news outlets have served to build their capacity to cover early childhood development issues, helping First 5 LA elevate awareness and create urgency. By elevating these issues through thoughtful reporting, in outlets trusted and respected by decision makers, we can create opportunities for leaders and lawmakers to better understand and prioritize the needs of young children.

Previous Board-approved Strategic Partnership investments include:

- Creation of an Early Childhood Journalism Fellowship at Pacific Oaks College & Children's School

- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog, and the National Health Journalism Fellowship

Continuing this work, First 5 LA will contribute funding to Southern California Public Radio's community-engaged early childhood reporting.

KPCC Southern California Public Radio (SCPR) is an innovative public service newsroom dedicated to providing Southern California communities with high-quality news and information. In 2012, the L.A. Partnership for Early Childhood Investment, along with five of its members, embarked upon a unique philanthropic partnership with SCPR to fund a dedicated Early Childhood Development (ECD) beat reporter and establish an innovative communications model, marking a historical shift at SCPR with the first-of-its-kind "issue-focused" coverage at the station. Since 2012, SCPR has integrated "issue-focused" coverage across its newsroom with dedicated beat reporters.

Over the past six years, the goals of the SCPR investment have largely centered on public awareness of ECD. Prior to this investment, Southern California lacked consistent, quality coverage in which the importance of early childhood development was amplified to the general public. Over this same time period, the media environment in which news operates has shifted dramatically. Audiences increasingly consume news online and journalists must contend with "fake news" in their efforts to help Angelenos sift through facts in a dynamic 24-hour news cycle.

As the news environment shifts, SCPR recognizes the need to adapt to serve a changing audience, and to become more intentional about engaging new audiences, in particular low-income parents and families, who have not been the traditional target demographic for SCPR. This investment would build upon First 5 LA's prior investment strategy of creating awareness and urgency among parents and policy makers alike about the importance of ECD. Additionally, elevating the voices and experiences of families also serves to better inform policy makers about the unique needs of families with young children throughout L.A. County.

### **Project Summary**

SCPR is proposing a new, community-engaged model for its Early Childhood coverage, an effort that builds upon its strengths as a local public radio station, leverages the reputation it has gained as a credible voice in early childhood over the past six years, and responds to the environment of evolving media consumption.

SCPR now seeks to build even deeper relationships with community members who could benefit from its reporting yet are underserved by traditional media: low- and middle-income parents and caretakers of young children in Los Angeles County. SCPR plans to seek out the parents and caregivers of young children in low- and middle-income families in L.A. County and build trust using an approach called community-engaged journalism. This entails asking these community members what they want from news coverage, and how they consume media to ultimately create an information service that fits their identified needs. This approach means outreach to relatively new and growing audiences for SCPR, as the parents of young children living in poverty are often young, single, and/or immigrants. The coverage would also serve as an important model that could be replicated to other beats, such as coverage of transportation, or park and healthy food access, which are not exclusively ECD issues.

With this enhanced approach, SCPR's goal is to build a news service dedicated to informing, connecting, and empowering a community of low- and middle-income L.A. County parents and caregivers of children ages 0–5, while continuing to inform and educate its existing broadcast audio and digital audiences on early childhood development topics. This approach would mark a shift in the way SCPR journalists serve the community by having coverage and content be driven by the parents most in need of high-quality early childhood programs and services. This approach will add to, and not replace, SCPR's existing ECD coverage.

SCPR's adaptation process will include two phases: an initial phase of research and design (roughly 6 months), and an implementation phase of 2.5 years. The initial phase will be focused on research, data synthesizing, prototyping, and shared learning, beginning in July of 2018. The team will work directly with the Senior Early Childhood Education and Development Reporter as well as community partners to conduct this research with specific populations in Los Angeles. After data collection, SCPR staff will synthesize the data to find patterns and themes, commonly identified issues, and pose important questions about why these issues are important to people and whether SCPR is positioned to help fill the gap. SCPR recently released a report that details the methodology and strategy uncovered during the research phase that will inform how they intend to redesign their news coverage of early childhood education and development issues (see Item 6 - Attachment A).

With the knowledge from the research phase, SCPR staff will identify potential news product prototypes and develop at least one community-engaged product to test with their audience. SCPR will observe how the audience is using the work, incorporating feedback into the design. This allows SCPR to test new ideas before they become finalized, resource-intensive projects, and ultimately design at least one additional community-engaged news product as part of an expanded version of their existing early-childhood beat. These efforts will happen in addition to the continued early childhood coverage via SCPR's broadcast audio and digital platforms, and ultimately will require additional SCPR staff to conduct.

The implementation phase will integrate the new community-engaged news product(s) into SCPR's early childhood coverage, serving a community of parents and caregivers of young children with the specific information they need in a way they can access it. At the same time, SCPR will continue to provide key policymakers, community members, and stakeholders in the early childcare community with coverage on a wide range of topic areas such as infants and new parents, home visiting, mental health and nutrition, science around the development of young children, and legislation and statewide financial support of early childhood programs.

Major desired outcomes of the project are as follows: 1) Design at least one additional community-engaged news product as part of an expanded version of the Early Childhood Development beat that responds to the direct feedback of low-income parents of children, zero to five; 2) Engage and retain a more economically and geographically diverse audience that is more representative of Los Angeles as a whole; and 3) Support parents in becoming more informed consumers of early childhood programs and services. These outcomes are in direct alignment with First 5 LA's goal of exposing policy makers to the priorities expressed directly from families of young children.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$100,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of March 15, 2019 to March 15, 2021 for \$100,000.

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

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

**Sustainability** – SCPR has a three-year timeline for this project. First 5 LA's investment comes at the end of the research phase and will cover most of the implementation phase. Continuation of this specific project would depend on additional funding; however larger outcomes will be sustained after the end of funding. SCPR's ability to reach and inform both community members and policy decision makers through this work is expected to be sustained beyond the funding period as a result of awarded grant funds. Examples of this include: sharing the outcomes and successes of the project with journalism, philanthropic, and early childhood communities and decision makers, presenting findings at conferences that draw relevant crowds, demonstrating reach and level of interaction of the journalism with the

communities it is informed by and intended for, etc. SCPR will provide six-month reports that will serve as clear markers to show progress on achieving the goals of the project.

**Leveraged Resources** – This expanded early childhood desk has a total budget of \$1.68 million over a three-year period. SCPR is able to provide \$390,000 of the budget from operating funds. A group of aligned funders currently includes the L.A. Partnership for Early Childhood Investment, The Atlas Family Foundation, The Carl and Roberta Deutsch Foundation, and the Tikun Olam Foundation. This accounts for roughly \$1.2 million of the budget, with the possibility of more funders joining this group going forward.

### **JUSTIFICATION:**

#### **This Strategic Partnership meets the criteria below:**

- The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

#### **AND**

- The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service. The Strategic Partnership allows First 5 LA to leverage funds from the L.A. Partnership for Early Childhood Investment to produce additional support that will strengthen the implementation of this program. The Partnership shares First 5 LA's vision of a system of early childhood development with journalism as a fundamental component. First 5 LA would join a group of aligned funders who have dedicated resources to this work. Current funders include:

- Atlas Family Foundation: \$262,500
- The Carl and Roberta Deutsch Foundation: \$195,000
- L.A. Partnership (Baby Futures Fund): \$75,000
- Tikun Olam Foundation: \$337,500

This is in addition to the \$390,000 of its own resources that SCPR is dedicating to this project. In September, SCPR worked closely with the LA Partnership to cohost a funder briefing at the KPCC studio in Pasadena to introduce the project to potential new funders. First 5 LA's contribution can help unlock more support for this work.

The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation, as KPCC is already nearly eight months into this work and, and there is no other opportunity of similar scope and scale for First 5 LA to explore.

The goals of the Communications Department include engaging decision makers and elevating awareness to create urgency around the 2015-2020 Strategic Plan outcome areas. This strategic

partnership will allow First 5 LA and SCPR to engage decision makers by elevating the quality and quantity of coverage on early child development issues.

First 5 LA's past investments with the LA Partnership for Early Childhood, the USC Annenberg Center for Health Journalism, and Center for Health Reporting have proven successful at elevating the quality and quantity of coverage of early care and education issues. First 5 LA has learned from its past experience that when issues are reported in the news, from trusted outlets, people--including decision makers--pay attention. First 5 LA's funding contribution will help create and sustain a project that will increase the amount of high-quality early childhood relevant content across broadcast, digital, social media and live event platforms from trusted outlets, while increasing the distribution of stories and connecting news coverage to the broader early child development movement throughout California.

Specifically, these investments in communications will help First 5 LA elevate awareness and engage decision and policy makers in multiple ways:

- Building media outlets' capacity to cover early childhood development issues, and engage their audiences
- Elevating these issues through thoughtful reporting, in outlets trusted and respected by decision makers, helping to raise the awareness of leaders and lawmakers on these issues
- Awareness leads to conversations on First 5 LA priority issues with other decision makers and constituents/people served
- These conversations help create opportunities for policy and systems change to address the issues elevated, in part, by First 5 LA investments

**The proposed Strategic Partnership is aligned with the adopted 2015-2020 Strategic Plan.**

This strategic partnership will advance 2015-2020 Strategic Plan Outcome area goals across the Communications strategy as it relates to educating the public and key stakeholders about the importance of investing in our children and families. This strategic partnership will complement similar investments made by the Communications Department and will allow First 5 LA to engage decision makers by elevating the quality and quantity of coverage on early child development issues. Communications' overarching goal is to engage decision makers by elevating the quality and quantity of the media's coverage of issues within First 5 LA's 2015-2020 Strategic Plan outcome areas. Previous experience has shown that investments to build the capacity of newsrooms to cover the issues First 5 LA cares about are an effective way to engage decision makers.

# Memo

**To:** Board of Commissioners

**From:** Kim Belshé, Executive Director

**Date:** March 14, 2019

**Subject:** EXECUTIVE DIRECTOR'S REPORT

## EXECUTIVE DIRECTOR'S HIGHLIGHTS

At our March meeting, the Commission will consider a number of important Consent Agenda items and then dedicate the majority of its time to a conversation regarding LA County-First 5 LA policy and systems change partnerships and the Strategic Plan refinement process.

One important item I'd call out on the Board's Consent Agenda is a request for Board approval of a Strategic Partnership with LA Care. LA Care is a key partner in the countywide effort to establish a system of early identification and intervention (EII) and this project is an important piece of First 5 LA's overall EII strategy. As the health plan that covers more than 60 percent of all LA County children prenatal to age 5, LA Care represents a powerful platform for reaching children and families throughout the county's diverse communities. From the start, LA Care has been a critical partner in co-launching the countywide approach to early identification and intervention via the Help Me Grow-Los Angeles (HMG-LA) model. With First 5 LA's support and LA Care's in-kind contributions and informed by First 5 LA's First Connections investment, this project will help establish the Child Health Provider Outreach strategy, a core component of the HMG-LA model. With its focus on transforming provider practice, strengthening provider knowledge of child development and validated screening tools, and increasing parent knowledge and community points of services, this project will influence and drive systems changes to support providers and parents alike to ensure young children receive timely identification and early intervention services so critical to their development and success.

As we did last year, we will dedicate time at the Commission's March meeting to talk with a number of First 5 LA's county partners about our evolving work together. These LA County-First 5 LA panels will lift up concrete examples of systems change we are together shaping, informing and leading, and opportunities for advancing more integrated family-focused and child-centered systems. The session will be focused on two overarching areas: First, staff and County partners will highlight our efforts that are bridging multiple systems in a manner that emphasizes prevention and early intervention, incorporates the community voice in systems-building efforts, and builds on trusted and accessible sources of information and supports. Next, we'll hear from County partners about examples of how LA County-First 5 LA prevention efforts are being leveraged to both inform and shape local practice and influence and drive state policy and systems change. John Wagner will facilitate the first panel and Christina Altmayer the second.

### COMMISSIONERS

Los Angeles County Supervisor	Bobby Cagle	Romalis J. Taylor
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### A PUBLIC ENTITY

First 5 LA's partnerships with County agencies represent powerful evidence of First 5 LA playing new roles and working in new ways, consistent with the direction provided by the 2015-20 Strategic Plan and the Investment Guidelines that undergird our work. We look forward to sharing a number of concrete examples of First 5 LA's partnership work with the County, lessons learned about our evolving roles, and opportunities for policy and systems change at the County and state levels in the year ahead. It is also a timely discussion to bring forward to the Board given our strategic plan refinement process and the conversation we will be having with Commissioners regarding First 5 roles going forward in the next strategic plan period.

At the March meeting, we will also return to the Commission with an updated set of **Investment Guidelines**, informed by recent the recent Board and PPC meetings. Staff has worked to consider and incorporate input from staff and Board to both clarify and sharpen current Investment Guidelines as well as to develop new guidelines identified through our discussions, such as guidelines related to equity and sustainability. We look forward to further Board discussion and endorsement of the updated guidelines which are foundational to the strategic plan revision effort just launched.

As I noted at the last Commission meeting, for First 5 LA to realize its promise and potential, we will need to leverage all of our assets, including the talent, experience, and smarts of our mission-driven staff. The SPR4 process provides an opportunity for us to engage the First 5 LA team in this work in an intentional and powerful way. From the start, we are soliciting staff's experience and perspectives to inform key elements of SPR4, beginning with the Investment Guidelines; at present, staff is reflecting on First 5 LA's values with an eye toward priority refinements. We look forward to sharing with the Board staff's good work and best thinking as we together undertake the SPR4 process with a clear focus on our success factors that will contribute to First 5 LA realizing its promise and potential to lead policy and systems change for our kids.

## **ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS**

### **I. FAMILY SUPPORTS**

#### **Opening Minds USA**

First 5 LA staff recently attended the Opening Minds USA, a national convening that brings together professionals across sectors in early childhood, from February 6-9 in Chicago, IL. The conference brought professionals from diverse fields, such as education, medicine, justice, social service, policy, parks and recreation, technology, business, and library science. The conference covered 15 content areas including social and emotional development, health and wellness, leadership, curriculum, as well as family and community engagement. First 5 LA's Family Supports Program Officer, Christine Tran, presented a workshop titled, "Re-imagining Systems & Policy Change: The Importance of Collaboration and Diverse Settings in Family Engagement Efforts." The session covered the role of philanthropy in family engagement efforts; the importance of families and caregivers in the continuous quality improvement of programs; the development of provider capacity; and connections to policy and systems change work. The session highlighted First 5 LA's family strengthening and support efforts with Abriendo Puertas/Opening Doors, Project DULCE, and Little by Little. The conference was an opportunity to share

our Family Supports work with a broader audience, encompassing attendees from across the country as well as internationally.

**Staff Contact:** Christine Tran (ctran@first5la.org)

## II. COMMUNITIES

### **Safe Streets, Healthy Families: Best Start Metro LA and LA Walks Collaborate to Host a Community Block Party**

On February 23, 2019, Best Start Metro LA and LA Walks, a pedestrian advocacy organization and a First 5 LA strategic partner, co-hosted a block party on Gramercy Place and Adams Boulevard. to raise awareness about the issue of safer streets for families and children. Organizing the event provided an opportunity for Best Start members to learn and have first hand experience on navigating systems in the City of LA. Best Start Metro LA members worked with city officials to obtain the proper permits to close the street, petitioned their neighbors for signatures, and successfully obtained sponsorship and funding from Councilmember Wesson's Office. Over 150 community members attended the event, including seniors from a nearby senior living center, Best Start Metro families and neighbors, and community-based organizations. One of the goals of the event was to raise awareness about an unsafe intersection where many parents with strollers, seniors, and individuals with disabilities utilize on a daily basis. Best Start Metro LA members plan to advocate to city officials to add a "curb cut" near a bus stop so people living in the neighborhood can cross the street safely, access the sidewalk, and wait for the bus on Adams Blvd.

As a strategic partner since April 2018, LA Walks' work with First 5 LA includes elevating the voices and needs of families with children in the Best Start communities to policymakers and decision-makers regarding safer streets for children and families. This summer, LA Walks will release a Safe Streets, Healthy Families Advocacy Guide – a resource for Best Start communities to advocate for safer streets. The guide is co-designed and written (primarily in Spanish) with Best Start members from Metro LA, Wilmington, and Panorama City & Neighbors.

**Staff Contact:** John Guevarra (jguevarra@first5la.org)

On February 25th Metro released a draft of the "Transit to Parks Strategic Plan" to its advisory group. This plan provides a vision for coordinating strategies to provide better access from underserved communities in LA County to regional parks and open spaces such as the beach and the Santa Monica and San Gabriel Mountains. The advisory group includes First 5 LA and is also composed of local community based organizations, park advocates, and government agencies. First 5 LA recommended that input be gathered from its Best Start communities to assess how families in various regions of the county currently access open space facilities. Staff worked with the project manager at Metro to develop a survey which was then distributed to Best Start members and over 175 responses were collected (see Attachment A). This data had a major role in shaping the document and provided important feedback which shifted some aspects of the plan to better reflect the needs of parents and families. This is evidence of how First 5 LA's work in communities is leading to countywide systems and policy change.

**Staff Contact:** Max Podemski (mpodemski@first5la.org)

## III. EARLY CARE AND EDUCATION SYSTEMS

### **2019 Early Development Instrument: Learners Today, Leaders Tomorrow Summit**

In partnership with First 5 Orange County, First 5 LA is currently planning for the 2019 Learners Today, Leaders Tomorrow Summit. The one-day event will highlight the importance of the Early Development Instrument (EDI) data for community planning and engagement across Los Angeles County and Orange

County. The Learners Today, Leaders Tomorrow Summit agenda will include morning and lunch keynote speakers from the business community and elected officials who will present on the importance of early childhood investments from an economic perspective. Additionally, participants will learn more about collected EDI data and will participate in afternoon breakout sessions focused on topics related to City and School District partnerships and use of the data. The event will take place on Thursday, September 19, 2019, from 8:00 a.m. to 4:00 p.m. at the Long Beach Marriott. Together, First 5 LA and First 5 Orange County are currently identifying keynote speakers, securing participants, and designing panel and breakout sessions.

**Staff Contact:** Avery Seretan (aseretan@first5la.org); Ofelia Medina, (omedina@first5la.org)

### **California Commission on Teacher Credentialing Adopts ECE Performance Expectations**

On February 7, 2019 The California Commission on Teacher Credentialing (CTC) voted to approve ECE Performance Expectations and Preparation Program Guidelines outlining the necessary knowledge and skills for qualified early educators and providing direction for the institutions that prepare them. The process to develop these documents started in October 2017 when the commission tabled a vote on proposed revisions to the state's Child Development Permit and included numerous iterations and opportunities for feedback from the field. Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) has engaged throughout this process and provided public comment at the February meeting supporting the documents generally but urging specific language around the importance of child-initiated play. First 5 LA staff also provided comment thanking the Commission for its collaboration with the field and offering partnership in its ongoing work to develop a highly-qualified workforce that provides quality care and education for children. Next steps identified by the Commission include revisiting the proposed revisions to the Child Development Permit and considering the need and use of the Commission's inactive ECE Specialist Credential.

**Staff Contact:** Jaime Kalenik (jkalenik@first5la.org)

## **IV. HEALTH-RELATED SYSTEMS**

### **Highlighting Help Me Grow-Los Angeles (HMG-LA) at the Help Me Grow Inland Empire Early Intervention Planning Summit II**

First 5 LA and the Los Angeles County Department of Public Health (LACDPH) participated in a full day summit on February 6, 2019 in San Bernardino to support the planning for the Help Me Grow Inland Empire, which will span two counties; San Bernardino and Riverside.

Launched November 2018, First 5 Riverside, First 5 San Bernardino and Loma Linda Children's Health is currently convening a series of early intervention planning summits to set the strategic direction for Help Me Grow Inland Empire. The February planning summit included over 200 stakeholders from the Inland Empire region and focused on learning from other California Help Me Grow affiliates to inform the design of Help Me Grow Inland Empire.

First 5 LA Health Systems' Director Tara Ficek and Senior Program Officer Cristina Peña were invited to join a panel to highlight the Help Me Grow-Los Angeles (HMG-LA) efforts and shared important learnings about the HMG-LA planning process and our unique partnership co-implementing HMG-LA with the LACDPH. The First 5 LA team also spoke to our successes related to strengthening early identification and intervention at the local county level, including our partnership with L.A. Health Care Plan to implement a multiyear pilot and the First Connection investment.

In addition, First 5 LA shared our methodology and learnings from our three-part exploration of developmental screening and referral practices at Los Angeles County's Quality Rating Improvement Systems (QRIS) ECE sites with First 5 Riverside and First 5 San Bernardino. Similar to Help Me Grow LA, Help Me Grow Inland Empire is also interested in integration with their local QRIS system. Over the

coming year, First 5 LA looks forward to continuing the dialogue and exploration on Help Me Grow implementation, including integration with QRIS with our neighboring county First 5 partners.

**Staff Contact:** Cristina Peña (cpena@first5la.org)

## **V. POLICY, PARTNERSHIPS AND COMMUNICATIONS**

### **Los Angeles Partnership for Early Childhood Investments**

On January 16, 2019, First 5 LA colleagues attended the "What Will our New Governor Do for California's Young Children and their Families?" panel discussion with Vice President of Policy and Strategy Kim Pattillo Brownson at the quarterly meeting of the Los Angeles Partnership for Early Childhood Investments (LA Partnership). Kim was on a panel with Giannina Perez, Senior Policy Advisor for Early Childhood to Governor Newsom; Catherine Atkin, Consultant; and Monique Ramos, Senior Associate, California Strategies, to discuss the Governor's proposed priorities and what role philanthropy can play at this pivotal moment.

Information shared by these speakers included the following actionable goals:

- Support communications and champion-building in alignment with advocacy initiatives
- Support policy research and evaluations Work with other stakeholders on standards setting
- Identify where systems capacity development and planning are needed
- Strengthen local implementation capacity via training and coaching
- Support efforts to innovate, create proof points, and run pilots, including through social innovation funding Help develop the leadership capacity of grantees

In the coming months, the LA Partnership will be working to help philanthropic and government members and other funding partners identify ways they can support the new Administration, as well as the advocates and stakeholders working on behalf of California's young children.

**Staff Contact:** Alba Bautista (abautista@first5la.org)

### **Promise Zone Leadership Council**

Director of Community Relations Rafael Gonzalez was invited to serve as a member of the City of Los Angeles' Promise Zone Leadership Council, which is facilitated by the Office of the Mayor and Youth Policy Institute. On February 15th, the Leadership Council met to strategize the vision for the LA Promise Zone and its strategic plan. The Promise Zone program is President Obama's signature anti-poverty initiative, and in January 2014, Los Angeles was chosen as one of the first Promise Zones in the nation. The LA Promise Zone is comprised of five ethnically and linguistically diverse neighborhoods in Central Los Angeles: Hollywood, East Hollywood, Pico-Union, Westlake, and Wilshire Center. These communities face a series of challenges greatly attributed to a large number of children and families living in poverty. The Leadership Council discussed how to seize opportunities through the federal government's Opportunity Zones to have an impact on the LA Promise Zone and to determine priorities for this type of investment. The Promise Zones Working Groups also provided report backs from outcome areas, including Early Childhood Education which was led by Community Relations Manager Leanne Drogin.

**Staff Contact:** Rafael González (rgonzalez@first5la.org)

### **Anti-Recidivism Coalition Meeting**

On February 14th, 2019, Community Relations Officer Bill Gould convened a meeting with staff from The Anti-Recidivism Coalition (ARC) and Community Relations Director Rafael Gonzalez, Communities Senior Program Officer Joaquin Calderon, and Health Systems Senior Program Officer Zully Jauregui.

ARC focuses on reducing recidivism and believes every individual should have the chance to thrive. ARC provides comprehensive support services to current and formerly incarcerated youth, women, and men, as well as leadership development, community organizing, and direct policy advocacy to improve California's justice system. LA County is home to the largest jail system and number of people incarcerated in the United States, and, as such, the meeting was designed to explore where there are shared population and policy interests between First 5 LA and ARC. The group agreed that there is need for more data on persons impacted by the criminal justice system who are pregnant or may have young children, and on how many of these parents are separated from their children due to non-violent offenses related to poverty and mental health. The group also identified the value in collating quantitative, statistical data on parents with young children being provided the support necessary to maintain healthy contact with their children, and the resources to return to parenthood upon the completion of their sentences. ARC is considering efforts to obtain additional data and the group agreed to continue to share information with one another.

**Staff Contact:** Bill Gould (BGould@first5la.org)

### **Los Angeles City Department of Recreation and Parks**

On February 19th, 2019, Community Relations Department staff Rafael Gonzalez, Leanne Drogin, and Alejandra Marroquin, and Communities Department staff Max Podemski met with Los Angeles City Department of Recreation and Parks General Manager Michael Shull and Chief Management Analyst Bill Jones. This meeting continued the group's discussion from its meeting in January 2019, in which General Manager Shull shared with First 5 LA staff the Department of Recreation and Parks' vision for LA City parks, and how the needs of young children under the age of five are considered in park planning. In the January 2019 meeting, General Manager Shull invited staff to provide input on one of the Department's current projects. In the February 2019 meeting, the group reviewed design plans the Department of Parks and Recreation is preparing for a proposal for Proposition 68 funds (the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for all Act of 2018) to renovate the Boyle Heights Sports Center. Staff was provided the Boyle Heights Sports Center plans, and will provide suggestions on what to include in the renovation to make the Center young child and family-friendly. This process helped raise the importance of consistently including the lens of children ages 0-5 in the planning and design of city infrastructure and built environment. Staff's input will be considered in addition to other community engagement processes. The group agreed to continue to identify and collaborate on other opportunities.

**Staff Contact:** Leanne Drogin (Ldrogin@first5la.org)

### **Bell Gardens Mayor Alejandra Cortez and Councilmember Marco Barcena**

Community Relations Department staff Rafael Gonzalez, Leanne Drogin, and Alejandra Marroquin, and Communities Department staff Max Podemski met with Bell Gardens Mayor Alejandra Cortez and Councilmember Marco Barcena on February 22, 2019. Staff shared information about First 5 LA and its focus on improving policies and systems work, such as First 5 LA's Kindergarten Readiness Assessment initiative and its LINK project that focuses on helping cities to develop park plans and access Measure A funds. Mayor Cortez and Councilmember Barcena shared information about the city's priorities and focus on improving access to resources. The group agreed to continue to meet and to include additional city leadership in future discussions to further build out opportunities for collaboration for local children and families.

**Staff Contact:** Alejandra Marroquin (amarroquin@first5la.org)

### **"Read with the Mayor" in the City of South Gate**

On Saturday, February 23rd, 2019, Community Relations staff Rafael Gonzalez and Bill Gould attended the "Reading with the Mayor" event in the City of South Gate. South Gate Mayor Belen Bernal joined young children at the Leland R. Weaver Library for a read along. Mayor Bernal's message focused on the fact that literacy begins with language, and a baby's language skills begin to develop at birth,

through observing and listening to those around him or her. The Communications team supported the City of South Gate by activating a First 5 LA booth at the event for parents to access resources on early childhood well-being, and provided talking points and data related to early literacy. The Community Relations team continues to develop its relationship building with local elected officials in Los Angeles County.

**Staff Contact:** Rafael González (rgonzalez@first5la.org)

#### **Santa Monica's State of the City Economic Sustainability Summit**

First 5 LA colleagues from the Policy and Strategy Division attended Santa Monica's State of the City Economic Sustainability Summit on Wednesday, February 6th. The Strategic Partnerships Department provided a sponsorship for the event to connect with business leaders in this early childhood model city, and to explore opportunities for upcoming collaborations to further our business engagement strategy. Staff had an opportunity to connect with First 5 LA Commissioner Judy Abdo, and to meet elected officials and business leaders such as Santa Monica Mayor Gleam Davis and Chief of Police Cynthia Renaud. Participation also supported the work of the Santa Monica Early Education and Childcare Task Force and the City's "Learn & Thrive" strategic goal. First 5 LA partners from California Strategies and ReadyNation California attended as our guests.

**Staff Contact:** Kim Milliken Hayden (kMilliken\_Hayden@first5la.org)

#### **Corporate Philanthropy Institute**

Strategist Partnerships Department Specialist Kim Milliken Hayden attended the Corporate Philanthropy Institute hosted by Northern California Grantmakers and the Silicon Valley Community Foundation on February 12th. Companies shared how they are addressing urgent societal issues through strategic nonprofit investments, public advocacy, and innovative internal policies. Executives from Levi Strauss and Airbnb highlighted how their companies made significant decisions to "community commitment" while a number of bay area majors discussed the importance of partnerships between organizations and municipalities. Issue sessions designed to catalyze business leaders around immigration, census 2020, and workforce development provided direct connection to First 5 LA's business sector engagement strategy. Nick Hart from the Bipartisan Policy Center in Washington DC gave an overview of previous census tactics to engage corporate leaders, noting this year is challenging, and urging local convening's to "ensure community sustainability".

**Staff Contact:** Kim Milliken Hayden (kMilliken\_Hayden@first5la.org)

#### **Los Angeles County Economic Development Corporation (LAEDC) Economic Forecast 2019-2020**

On February 20th, Community Relations Manager Leanne Drogin and Strategic Partnerships Specialist Kim Milliken Hayden attended Los Angeles County Economic Development Corporation's (LAEDC) Economic Forecast event. Approximately 500 people representing businesses, government, academia, foundations, non-profit organizations, and civic organizations attended the event which highlighted the release of LAEDC's Economic Forecast and Industry Outlook 2019-2020 report. Multiple factors were assessed to determine LA County's economic forecast such as Gross Domestic Product (GDP), employment, housing, and income. First 5 LA's attendance provided opportunities to explore current economic factors impacting communities and young families, network with business and municipal leaders, and to elevate our policy agenda within the business and higher education sectors and expand their prenatal to age 5 lens.

Key takeaways from the 2019-2020 LAEDC Economic Forecast include:

- Los Angeles County will continue its shift from production industries like manufacturing and logistics to service based ones, with major growth in professional business services, health care, and hospitality.

- Major investment in transit will continue to support strong economic growth, although failure to increase density along transit routes heavily limits the potential positive impacts.
- Failure to meaningfully address the housing and homeless crises will put a damper on what is otherwise likely to be strong output and wage growth.

LAEDC is one of First 5 LA's strategic partners for our Business Sector Engagement Strategy and have provided important access and relationship building to LA County business leaders.

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### **USC Sol Price School of Public Policy Event**

First 5 LA contributed sponsorship funding for the USC Sol Price School of Public Policy 90th Anniversary Celebration on January 31, 2019. Colleagues from the Strategic Partnerships, Policy, and Early Care and Education departments attended alongside many Price School faculty, alumni, and students, as well as elected officials. The event served as an opportunity to connect with faculty on an individual level, and to learn from a variety of keynote speakers, such as State Senator Maria Elena Durazo. State Treasurer Fiona Ma described her personal journey into public service, and she challenged the audience to identify strategies to fulfill the Governor's call for new housing to be developed. Dean Jack Knott indicated that the Anniversary Celebration would be the first of a series of events for provocative topics and speakers. A publication to coincide with the event highlights some of their faculty's latest research, namely Dr. Gary Painter's co-authored book reviewing the effectiveness of the first 32 social impact bonds created in the U.K. since 2010, and the first 20 implemented in the U.S. since 2012. Kim Belshé serves on the Price School Board of Councilors, and, as a member, continues to represent the interest of families with young children. The Strategic Partnerships Department continues to explore partnership opportunities with the USC Price School, as it is a leading higher education source for innovation and expertise. Additional event information, photos, and video can be found at <https://priceschool.usc.edu/usc-price-kicks-off-its-90th-anniversary-celebrations-at-los-angeles-city-hall/>.

**Staff Contact:** Sharon Murphy ([smurphy@first5la.org](mailto:smurphy@first5la.org))

### **Pacific Oaks Journalism Fellowship**

Over the past year, the Strategic Partnerships and Communications Departments have collaborated to fund a journalism fellow program focused on elevating issues related to early childhood development. The departments worked together to develop a partnership with Pacific Oaks College in Pasadena, a recognized higher education institute that offers programs specifically in Early Childhood Education. This partnership will enable the fellow to have access to Pacific Oaks' network of professors, students, college administrators, board members, and other resources.

The first Pacific Oaks Fellow, Deepa Fernandes, is an experienced journalist with a significant portfolio of reporting on early childhood issues. She most recently served as the Early Childhood Development Correspondent for Southern California Public Radio/KPCC, supported in part by First 5 LA. As a result of this partnership, Fernandes' first two stories as the Early Childhood reporting fellow at Pacific Oaks College recently aired on local NPR radio affiliate station, KCRW and were featured online:

- "How many babies are homeless? No one knows:"  
(2/1/19)<https://www.kcrw.com/news/shows/kcrw-features/how-many-babies-are-homeless-no-one-knows/>.
- "In high demand, but with little pay, day care workers hope to unionize:"  
(2/25/19)<https://www.kcrw.com/news/shows/kcrw-features/in-high-demand-but-with-little-pay-day-care-workers-hope-to-unionize>

Articles were promoted on First 5 LA's Twitter handle, which has 8,679 followers:

<https://twitter.com/First5LA/status/1092815585136697345> and <https://twitter.com/First5LA/status/1100915148179402752>; and highlighted in our Week In Review weekly newsletter: <https://mailchi.mp/c18d2873479f/first-5-las-week-in-review-chips-are-down-win-for-trans-kids-2gen-head-start-543031?e=155393914e> and our Morning Media daily newsletter: <https://mailchi.mp/66d0350b3f27/first-5-la-morning-media-february-4-2019?e=155393914e>, reaching more than 770 subscribers.

**Staff Contact:** Marlene Fitzsimmons (mfitzsimmons@first5la.org)

## Events

- Tuesday, January 1st and Wednesday, January 2nd  
Rose Parade Floats in the Park  
First 5 LA joined First 5 California to provide resources and giveaways to a wide reach of families visiting the parade floats. Saturday, January 19th
- 36th Annual Dr. Martin Luther King Jr. Celebration  
The event was supported by a partnership with First 5 California to reach residents of Inglewood, where the event was based, as well as the surrounding community. Approximately 10,000 people were in attendance.
- Sunday, January 20th  
Senator Maria Elena Durazo's Community Event  
This community event took place after Senator Durazo's swearing in ceremony. First 5 LA provided resources and lunch totes to parents and children. There were approximately 300 people in attendance.
- Wednesday, February 6th  
KXOS Health Fair at the Maxine Waters Employment Preparation Center  
Approximately 1,500 people were in attendance and enjoyed free resources provided by First 5 LA.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

## LA Center for Strategic Partnerships Steering Committee

First 5 LA Senior County Strategist Reid Meadows serves on the steering committee for the L.A. County Center for Strategic Partnerships (the Center) as they begin their transition to the County Chief Executive Office. The Center began three years ago as a pilot initiative of Southern California Grantmakers and the Office of Child Protection to create alignment between government, nonprofits, business and philanthropy and catalyze systems change for the County's most vulnerable children and families. The Board of Supervisors formally adopted the Center as a permanent unit within County Government expanding their scope from child protection to include all six of the Board's priorities.

First 5 LA has provided operational support for the Center and joined several projects that align with the 2015-2020 Strategic Plan. These include a Home Visiting pilot with DPSS to support CalWORKs mothers, emergency child care in the San Fernando Valley, and several systems change efforts in the child welfare space. Since November 2018, the Center has brought together representatives from philanthropy and government to develop the Center's new Strategic Plan. While the Center's scope will expand into new areas, they will maintain a focus on vulnerable children and families incorporating an equity framework. A separate convening will be held in early April with an advisory committee consisting of philanthropic and county leaders (including John Wagner and Kim Belshé) to gather feedback on the draft strategic plan. First 5 LA's partnership with the Center has and will continue to be a primary

channel to advance innovative partnerships with the county systems that affect young children and their families.

**Staff Contact:** Reid Meadows (rmeadows@first5la.org)

### **Office of Child Protection Prevention Plan Update**

First 5 LA has partnered with the County Office of Child Protection since their inception in early 2015. After helping with the development and drafting of the OCP Prevention Plan, First 5 LA staff joined and led several implementation workgroups to advance the Plan's strategies in ECE, home visiting, data and measurement and networking the networks. The networking workgroup brought together representatives from County Departments, the Prevention and Aftercare network to determine strategies for stronger collaboration among family-serving networks across the County. The workgroup developed a draft with several recommendations based on feedback collected from a survey circulated in March 2018. OCP and First 5 LA are now taking this report back to the community, presenting at SPA-based community meetings convened by the Prevention and Aftercare network. The goal is to hear directly from the providers that serve families every day, gather their feedback on the recommendations and continue refining the report. Thus far, OCP and First 5 LA have presented in SPA 2, SPA 8, SPA 5 and the countywide Asian/Pacific Islander convening.

**Staff Contact:** Reid Meadows (rmeadows@first5la.org)

### **State and Federal Advocacy Agenda**

#### State

February 22 was the deadline for new state legislation to be introduced in the California Legislature. Policy Department staff and our Sacramento advocates at California Strategies continue to analyze legislation for opportunities to advance First 5 LA's policy and systems change agenda. Currently, the Policy Department is tracking 37 bills related to early childhood development and a number of the Governor's state budget proposals.

#### Federal

In support of continued funding for the Child Care Development Block Grant (CCDBG), First 5 LA signed-on to a letter circulated by the Child Care Law Center urging Congress to fund the program by an additional \$5 billion for FY 2020 budget. Funding for the program in 2018 and 2019 has increased access to child care for 11,000 California families. CCDBG is the largest source of child care assistance to low and lower-moderate income families. For a copy of the sign-on letter, please see Attachment B (Sign-On Letter CCDBG-FY-2020)

For a complete list of the state and federal policy proposals monitored by First 5 LA, please see Attachment C (Advocacy Agenda 2.28.2019).

**Staff Contact:** Jamie Zamora (jzamora@first5la.org); Anais Duran, (aduran@first5la.org)

### **State and Federal Policymaker Engagement**

On February 21-22, Executive Director Kim Belshé traveled to Sacramento to meet with statewide healthcare and business association leaders to discuss how First 5 LA is partnering with their members to ensure children and families are supported in LA County. In addition, the visits served as an opportunity for First 5 LA to explore opportunities to build and sustain relationships with our state-wide partners in support of Governor Gavin Newsom's robust early childhood budget proposals. Meetings included visits with:

- Carmela Coyle, President and CEO, California Hospital Association
- Dustin Corcoran, CEO, California Medical Association
- Andie Patterson, Director of Government Affairs, California Health Advocates on behalf of the California Primary Care Association

- Rob Lapsley, President, California Business Roundtable

From March 11-13, 2019, representatives from the Policy and Strategic Partnerships Departments participated in the annual Los Angeles Area Chamber of Commerce's Access DC advocacy trip to Washington, DC. Access DC is the Chamber's annual advocacy trip to our nation's capital, bringing together multi-sector leaders from the Los Angeles region. The Chamber's federal policy agenda included a number of items related to early childhood development, including increased funding for early learning and early intervention services and support for the Child Care for Working Families Act. First 5 LA staff participated in advocacy teams related to early childhood education and regional economic development, and met with several congressional offices.

Policy staff continue to engage and build relationships by meeting with the offices of LA County's state and federal elected officials. In partnership with the Communities and Community Relations teams, staff met with representatives from the following offices:

- Assemblymember Christy Smith
- Assemblymember Chris Holden
- Senator Bob Archuleta
- Senator Ben Allen
- Congresswoman Katie Hill
- Congresswoman Judy Chu

**Staff Contact:** Jamie Zamora (jzamora@first5la.org); Anais Duran, (aduran@first5la.org)

#### **LA City Deputy Mayor Barbara Romero**

Community Relations Department staff Rafael Gonzalez, Leanne Drogin, and Alejandra Marroquin, and Communities Department staff Max Podemski met with Los Angeles City Deputy Mayor Barbara Romero on January 31st, 2019. Staff shared information about First 5 LA and its focus on improving policies and systems work, such as First 5 LA's Built Environment work, currently focusing efforts on Measure A and the LINK project to help cities develop park plans and access Measure A funds that are accessible for 0-5 year olds. Deputy Mayor Romero and her staff shared that they are focusing on a comprehensive Measure A approach, and were interested in hearing about overlapping opportunities between their Measure A target areas and First 5 LA's. Both parties will continue to meet and to include additional city leadership in future discussions to further build out opportunities for collaboration.

**Staff Contact:** Alejandra Marroquin (amarroquin@first5la.org)

## **VI. MONITORING, LEARNING & EVALUATION**

### **Impactapalooza – A Festival of Results**

On February 26, 2019, the Integration and Learning Department hosted the Impactapalooza – A Festival of Results. This event allowed staff from across the organization to deepen their understanding about First 5 LA's Impact Framework, see the progress that has been made to date and learn about the upcoming phases of this important work. Members of the Integration and Learning Division were able to share key themes that have emerged across the four programmatic areas within the Impact Framework. They also provided an overview of the Impact Framework's Measurement Plan that is currently underway and previewed the Reporting Plan that is under development. To encourage staff participation, senior program officers from the four programmatic areas (Family Supports, Health Systems, Early Care and Education and Communities) conducted breakout presentations to their staff colleagues, explaining how their work contributes to the four Results for Children and Families. They also provided illustrative examples of the systems that First 5 LA is working with partners to change in the short-term and long-term that will translate into progress

towards the results that we seek. Participants were able to ask clarifying questions, make connections between the various programs and describe how their work relates to what was presented by their colleagues. Staff in attendance appreciated the interactive nature of the day and that sessions were led by their coworkers who are involved in the day-to-day work of policy and systems change.

**Staff Contact:** Manuel Fierro (mfierro@first5la.org)

## VII. LEGACY INVESTMENTS

*Nothing to highlight this month*

## VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

### Capital Improvement Plan Update

Staff has moved forward in procuring for an Architecture & Engineering (A&E) firm. The A&E firm will assist in a wide range of architecture and engineering services, including the creation of the bridging document in preparation of our CIP construction work. These services include but are not limited to: providing pre-design, preparation of concept designs, schematic design, and prescriptive specification development.

The Request for Proposal (RFP) invited qualified A&E firms to submit their bid to perform preliminary architecture and engineering services. The A&E RFP went live on February 21, 2019, and all applications for the RFP are due on March 21, 2019. We will provide more information and seek board approval in an upcoming Board meeting in either May or June 2019.

**Staff Contact:** Carl Gayden (cgayden@first5la.org)

## IX. ORGANIZATION-WIDE AND CROSS CUTTING RECENT CONFERENCES AND EVENTS

### Organization Wide Sponsorships and Events

During March 2019, First 5 LA will co-sponsor several events aimed at relationship building and expanding brand awareness in Los Angeles County. These include:

The 30th Annual Advances in Pediatrics Symposium organized by American Academy of Pediatrics - California Chapter 2 (AAP-CA2) was held on March 2, 2019 at the Sheraton Universal Hotel in Universal City, California. The AAP-CA2 symposium is an annual professional development convening for Pediatricians, Nurses and Allied Health Care Professionals in Southern California. The symposium also seeks to incorporate case presentations to support providers in identifying and learning local and state advocacy techniques for pediatricians and pediatric patient care that can influence federal public policy.

On March 9, 2019, the Westside Regional Center hosted a training forum entitled, "More than Words" – Facilitating Communication of Infants and Toddlers with or at Risk for Developmental Delays or Disabilities. The forum was free to the public and targeted parents and providers who work with children in the Early Start Programs in Los Angeles County. The training workshops empowered parents, caregivers, and early care education providers with best practices, knowledge, and skills to support the social-emotional development of infants and toddlers with developmental delays and disabilities.

**Staff Contact:** Amelia Cobb (acobb@first5la.org)

## X. UPCOMING EVENTS

*Nothing to highlight for this month.*

## XI. CONTRACTS EXECUTED BETWEEN \$25K - \$75K

### Procurement Update

Pursuant to the Procurement Policy adopted on February 13, 2014, "The Executive Director (or designee) may approve any contract less than \$75,000 in the aggregate in a fiscal year, and will establish appropriate internal policies and controls for those awards. Copies of contracts executed in the amount of \$25,000 or more and up to \$75,000 within a fiscal year will be provided to the Commission during the course of its normal business and be provided as informational items."

The following contracts were executed through February 25, 2019. Copies of the executed contracts can be found here: [https://www.first5la.org/uploads/files/mar2019contracts\\_918.pdf](https://www.first5la.org/uploads/files/mar2019contracts_918.pdf)

### **#10153 CALIFORNIA COMMUNITY FOUNDATION COMMUNITY INITIATIVES FUND – Contract Amount: \$51,282**

#### **Contract Period: 1/14/2019 – 7/13/2019**

First 5 LA seeks to partner with other foundations to support the Bold Vision 2028 Fund. California Community Foundation is the administrative agent for these pooled funds. Bold Vision 2028 is a philanthropic-led effort of grant makers and civic leaders which seeks to leverage the opportunity of the upcoming 2028 Olympics being hosted by Los Angeles, by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelenos by 2028. In order to achieve the goal of significantly expanding economic vitality and shared prosperity for all Angelenos by 2028, this initiative will address the root causes of persistent social problems, such as juvenile justice, homelessness, poor educational opportunities and outcomes for children, and large disparities in health outcomes. This project presents a unique opportunity for First 5 LA to harness this cross-sector platform and the current state of Los Angeles County to elevate the needs of children and their families. Joining the effort in its formative planning stage provides First 5 LA the opportunity to provide critical input on how to incorporate the needs of children prenatal to five, as well as their families, into this work.

**Staff Contact:** Junette Sheen (jsheen@first5la.org)

## First 5 LA Survey

At the suggestion of Transit to Parks Advisory Committee members, a survey of park travel behavior and preferences was conducted through First 5 LA's Best Start Communities. First 5 LA's Best Start Communities are comprised of participants in groups from geographic areas that have faced historic disenfranchisement and oppression through political, economic, social and environmental factors that aggravate chronic family stressors such as violence and poverty. This group was selected for the parks survey due to the plan's focus on addressing equity and serving communities in need. These Best Start Communities overlapped with the Communities of Interest identified in the Plan.

Survey responses were received from over 175 participants in the following Best Start Communities: Central Long Beach, Compton, East Los Angeles, South Los Angeles, Broadway, South Los Angeles West Athens, and Watts-Willowbrook. Not all respondents completed every question and some questions requested multiple answers, so not all response totals are identical. Survey data broken down by community is available in the appendix.



**82%**  
prefer to get to parks with a method other than driving



**Bus**  
was the most frequent mode used currently to access parks. It was also the most preferred mode.

### “Cost” & “Transit stop is close”

most frequently cited reasons for why respondents took transit to parks

### “Takes too long”

most frequently cited reason for why respondents did not take transit to parks

### “Safety” & “Cost”

were also popular reasons for why respondents did not take transit to parks



January 25, 2019

Dear Member of Congress:

The historic increase in discretionary funding for the Child Care and Development Block Grant (CCDBG) in FY 2018 and FY 2019 will greatly benefit children and families in our state. We urge you to build on this progress and close gaps before inequities widen for low-income families.

Please prioritize an increase to CCDBG funding by an additional \$5 billion in the FY 2020 appropriations bill. This will expand access to the high-quality child care that allows parents to work, contributes to the well-being of children, and strengthens our communities.

The new funding provided in FY 2018 has already enabled at least 11,000 California families to afford child care. The funds are also being used to annually inspect child care programs, improve health and safety, train and pay child care providers, and implement the requirements of the CCDBG reauthorization law.

However, total funding for child care (CCDBG funds and Temporary Assistance for Needy Families funds used for child care) in FY 2018 was nearly \$1 billion less than the FY 2001 funding level, after adjusting for inflation. In California, this has meant hundreds of thousands of children cannot attend high quality child care or preschool, and inequities in learning continue.

To achieve the goal of helping all families thrive with quality child care through increased funding, it is essential that you also support an increase in the budgetary caps on domestic spending and a proportionate increase in funding to the Labor-Health and Human Services-Education appropriations bill. These steps will ensure that increased child care investments do not come at the expense of other crucial supports for families and children.

We look forward to working with you. Thank you for helping to advance the success of our children, our families, and our country.

Sincerely,

Child Care Law Center

445 Church Street | Fourth Floor | San Francisco, CA 94114 | 415.558.8005  
info@childcarelaw.org | www.childcarelaw.org

2019 First 5 LA - Advocacy Agenda  
Updated: February 28, 2019



State Legislation				
Bill Number	Author	Description	Notes/Sponsor/Status	Position Taken
<b>Early Care &amp; Education</b>				
AB 6	Reyes (D-San Bernardino), McCarty	Office of Early Childhood Education: This bill would establish in the department the Office of Early Childhood Education in order to ensure a holistic implementation of early childhood education programs and universal preschool.	Assembly Education Committee Assembly Human Services Committee	Watch
AB 48	O'Donnell (D-Long Beach), Cunningham	Kindergarten-Community Colleges Public Education Facilities Bond Acts of 2020 and 2022: This bill would state the intent of the Legislature to enact legislation that would create the Kindergarten-Community Colleges Public Education Facilities Bond Acts of 2020 and 2022, state general obligation bond acts that would provide funds to construct and modernize education facilities, to become operative only if approved by the voters at unspecified 2020 and 2022 elections, and to provide for the submission of the bond acts to the voters at those elections.	Assembly Education Committee	Watch
AB 123	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	State Preschool/Transitional Kindergarten: This bill would make various findings and declarations regarding early childhood education and would provide that it is the intent of the Legislature to enact legislation that would do certain things relating to early childhood education, including expanding the state preschool program and enabling local educational agencies to blend the program with transitional kindergarten.	Waiting for committee referral	Watch
AB 124	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Preschool Facilities Bond Act of 2020: This bill would enact the Preschool Facilities Bond Act of 2020 which, if approved by the voters, would authorize the issuance of bonds in the amount of \$500,000,000 pursuant to the State General Obligation Bond Law to finance a preschool facility grant program.	Assembly Education Committee	Watch

ATTACHMENT C

AB 125	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Early childhood education: reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Waiting for committee referral	Watch
AB 167	Rubio (D-West Covina)	Childcare and development services: infants and toddlers: state funding: This bill would create the California Childcare-Early Head Start Partnership, and would provide that a state grant to support the partnership that supplements any federal funding shall be made available and distributed, upon appropriation by the Legislature, to qualifying childcare and development programs and family childcare home education networks that serve infants and toddlers from birth to 3 years of age at a base grant amount of \$4,000 annually per child, adjusted as specified. The bill would state the intent of the Legislature to address the childcare crisis by appropriating sufficient funding in the annual Budget Act or another statute to childcare and development programs and family childcare home education networks to serve an additional 20,000 infants and toddlers from birth to 3 years of age with high-quality childcare.	Assembly Education Committee Assembly Human Services Committee	Watch
AB 194	Reyes (D-San Bernardino)	Childcare and development services: This bill would make legislative findings and declarations relating to early care and education programs and would state the intent of the Legislature to enact legislation to appropriate \$1,000,000,000 to immediately improve access to alternative payment programs and general childcare and development programs.	Waiting for committee referral	Watch
AB 197	Weber (D-San Diego)	Full Day Kindergarten: This bill would require, commencing with the 2021–22 school year, school districts offering kindergarten to implement a full-day kindergarten program, thereby imposing a state-mandated local program. The bill would provide that a minimum schoolday for full-day kindergarten is the same number of minutes per schoolday that is offered to pupils in 1st grade.	Waiting for committee referral	Watch

ATTACHMENT C

AB 324	Aguiar-Curry (D-Napa)	Childcare services: state subsidized childcare: employee retention funds. Existing law requires that moneys in a specified item of the Budget Act of 2000 be allocated to local child care and development planning councils based on the percentage of state-subsidized, center-based childcare funds received in the county in which the council is located, and requires that these funds be used to address the retention of qualified childcare employees in state-subsidized childcare centers. Existing law authorizes these funds, and other specified funds, appropriated for these purposes, to be used in the County of Los Angeles if specified requirements are met to address the retention of qualified persons working in licensed childcare programs that serve a majority of children who receive subsidized childcare services, including, but not limited to, family daycare homes, as defined. This bill would delete the requirement that these funds be used in the County of Los Angeles guidelines. The bill would instead require the guidelines to meet the intent of the above provisions.	Assembly Human Services Committee	Watch
AB 378	Limón (D-Santa Barbara)	Childcare: family childcare providers: bargaining representatives. This bill would permit family childcare providers to form, join, and participate in the activities of a provider organization, defined as an organization elected to represent the interests of family childcare providers. The bill further establishes the scope of representation of the provider organization, and requires the Governor, through the Department of Human Resources or the Department of Education and Department of Social Services, to meet and confer in good faith with the representative organization on all relevant matters. Finally, the bill creates a statewide training partnership to identify gaps in available trainings and barriers to professional development for family childcare providers, and make recommendations on how to address the issues raised.	Waiting for committee referral	Watch 162
AB 452	Mullin (D-South San Francisco)	Childcare: early childhood programs; grants. This bill would seek to appropriate funds of between \$25,000,000 and \$35,000,000 towards grants to develop childcare facilities that serve children from birth to age three, with no less than \$10,000,000 of which dedicated to Early Head Start facilities.	Waiting for committee referral	Watch

ATTACHMENT C

AB 842	Limón (D-Santa Barbara) and Eggman (D-Stockton)	Child nutrition: school, childcare, transitional kindergarten, and preschool meals. This bill would require the reimbursement rate for meals served in schools and childcare centers and homes to be set at an equivalent rate, and would repeal the provisions setting the reimbursement rate for free or reduced-price meals served to needy pupils by family daycare homes at 75% of the meals served.	Waiting for committee referral	Watch
AB 1059	Burke (D-Inglewood)	Child Poverty: This bill would declare the Legislature's intent to enact legislation to expand existing services and programs addressing deep child poverty and to implement the recommendations contained in the Lifting Children and Families Out of Poverty Task Force's report.	Waiting for committee referral	Watch
AB 1256	Bonta (D-Oakland)	Early Childhood Education: learning readiness measures: report. This bill would require the Superintendent to provide a report to the Legislature and the Governor, no later than January 1, 2021, with recommendations to guide state policy on learning readiness measures, as provided.	Waiting for committee referral	Watch
SB 2	Glazer (D-Orinda), Allen, Wilk	Statewide Longitudinal Student Database: This bill would express the intent of the Legislature to establish the Statewide Longitudinal Student Database to collect and store data regarding individual students as they matriculate through P-20, as defined, and into the workforce. The bill would require the commission to convene a review committee for purposes of advising the commission on the establishment, implementation, funding, and ongoing administration of the database. The bill would require the commission to review the committee's recommendations and develop a database plan on or before July 1, 2021.	Senate Education Committee	Watch
SB 174	Leyva (D-Ontario)	Reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Senate Education Committee	Watch

SB 321	Mitchell (D-Los Angeles)	CalWORKs: supportive services: childcare. This bill would increase access to childcare supportive services for welfare-to-work participants by, among other things, requiring that the childcare be full-time unless the participant determines that part-time care better meets the family's needs, requiring first-stage childcare to be authorized for one year, or until the participant is transferred to the 2nd stage of childcare, and prohibiting the first stage or the 2nd stage of childcare services from being discontinued until confirmation is received from the administrator of the subsequent stage of childcare that the family has been enrolled or that the family is ineligible for services in the subsequent stage of childcare.	Waiting for committee referral	Watch
SB 421	Pan (D-Sacramento)	Children's Cabinet of California: This bill would establish the Children's Cabinet of California to consist of the Superintendent of Public Instruction, the Secretary of California Health and Human Services, and the head of each agency and department within the state that provides services for, or has jurisdiction over the well-being of, children, and would set forth its powers and duties, including promoting and implementing information sharing, collaboration, increased efficiency, and improved service delivery among and within the state's child-serving agencies, departments, and organizations.	Waiting for committee referral	Watch
SB 614	S. Rubio (D-West Covina)	Early Childhood Education: county offices of education: grant program: This bill would establish the Inclusive Early Childhood Education Grant Program for the purpose of increasing access to early childhood education programs.	Senate Rules Committee	Watch
<b>Health</b>				
AB 577	Eggman (D-Stockton)	Medi-Cal: maternal mental health: The bill would extend Medi-Cal postpartum care up to one year beginning on the last day of the pregnancy for an eligible individual diagnosed with a maternal mental condition.	Waiting for committee referral	Watch
AB 977	Stone (R-La Quinta)	Medi-Cal: Early and Periodic Screening, Diagnosis, and Treatment: This bill would declare the intent of the Legislature to enact legislation to ensure that children enrolled in the Medi-Cal program receive timely access to care and preventative care services, based upon the findings of the California State Auditor, as specified.	Waiting for committee referral	Watch

AB 1004	McCarty (D-Sacramento)	Developmental screening services: This bill would require, consistent with federal law, that screening services provided as an EPSDT benefit include developmental screening services for individuals zero to 3 years of age, inclusive. The bill would require the department to ensure a Medi-Cal managed care plan's ability and readiness to perform these developmental screening services, and would require the department to adjust a Medi-Cal managed care plan's capitation rate, as specified. Until July 1, 2023, the bill would require an external quality review organization entity to annually review, survey, and report on managed care plan reporting and compliance with specified developmental screening tools and schedules.	Waiting for committee referral	Watch
SB 66	Atkins (D-San Diego), McGuire	Medi-Cal: federally qualified health center and rural health clinic services: This bill would authorize reimbursement for a maximum of 2 visits taking place on the same day at a single location if after the first visit the patient suffers illness or injury requiring additional diagnosis or treatment, or if the patient has a medical visit and a mental health visit or a dental visit, as defined.	Hearing on March 20	Watch
SB 142	Weiner (D-Oakland), Chiu, Durazo, C. Garcia, Chiu, Leyva, Limon, Wicks	Lactation Stations: This bill would require the commission to adopt prescribed mandatory building standards for the installation of lactation space for employees in nonresidential buildings newly constructed or remodeled for workplace occupancy, as specified, when there is a tenant improvement project to the building and certain criteria are met.	Senate Committee on Labor, Public Employment and Retirement, Committee on the Judiciary and Committee on Housing	Watch 165
SB 538	S. Rubio (D-West Covina)	STAKE Act: definitions: This bill would make technical, nonsubstantive changes to the Stop Tobacco Access to Kids Enforcement (STAKE) Act.	Waiting for committee referral	Watch
<b>Families</b>				
AB 15	Nazarian (D-Van Nuys), McCarty, Ting	Child Savings Account Program: This bill would express the intent of the Legislature to enact future legislation to establish a universal statewide children's savings account program, established for each child at entrance into kindergarten, to ensure that California's children and families save, build assets, and achieve economic mobility.	Waiting for committee referral	Watch

ATTACHMENT C

AB 22	Burke (D-Inglewood), Wiener	Housing: safe and clean shelter for children: This bill would declare that it is the policy of the state that every child has the right to safe and clean shelter and that no child should be without safe and clean shelter by 2025. The bill would require the agency, the department, and every other state agency, to consider this policy when establishing, adopting, or revising any policy, regulation, or grant criterion pertinent to safe and cleanshelter for children.	Assembly Housing and Community Development Committee	Watch
AB 24	Burke (D-Inglewood)	Targeted Child Tax Credit: This bill would declare the Legislature’s intent to enact legislation that would establish a Targeted Child Tax Credit as recommended by the task force.	Waiting for committee referral	Watch
AB 66	Gonzalez-Fletcher (D-San Diego), McCarty	Sales and use taxes: exemption: diapers: Existing sales and use tax laws impose a tax on retailers measured by the gross receipts from the sale of tangible personal property sold at retail in this state, or on the storage, use, or other consumption in this state of tangible personal property purchased from a retailer for storage, use, or other consumption in this state. That law provides various exemptions from those taxes. This bill would exempt from those taxes the gross receipts from the sale in this state of, and the storage, use, or other consumption in this state of, diapers for infants and toddlers, designated size 3 or under.	Assembly Revenue and Taxation Committee	Watch
AB 196	Gonzalez-Fletcher (D-San Diego)	Paid Family Leave: Existing law establishes, within the state disability insurance program, a family temporary disability insurance program, also known as the paid family leave program, for the provision of wage replacement benefits to workers who take time off work to care for a seriously ill family member or to bond with a minor child within one year of birth or placement, as specified. This bill would state the Legislature’s intent to enact legislation that would expand the paid family leave program in order to provide a 100% wage replacement benefit for workers earning \$100,000 or less annually.	Waiting for committee referral	Watch

ATTACHMENT C

AB 372	Voepel (R-Santee)	State employees: Infant at Work programs: This bill would authorize a state agency, as defined, to adopt an Infant at Work program to allow an employee of the agency who is a new parent or caregiver to an infant to bring the infant to the workplace. The bill would establish certain required elements for such a program. The bill would authorize a state agency to adopt regulations that it determines necessary to establish the program. The bill would prohibit a state agency from adopting the program in circumstances that are inappropriate based on safety, health, or other concerns for the infant or adult, as specified.	Assembly Public Employment and Retirement Committee	Watch
ACR 1	Bonta (D-Oakland), Aguiar-Curry, Bealle, Bradford, Calderon, Carrillo, Chiu, Chu, Gabriel, Cristina Garcia, Gloria, Gonzalez, Holden, Hueso, Jones-Sawyer, Kalra, Levine, Limón, Low, McCarty, Rendon, Reyes,	Public Charge: This measure would condemn regulations proposed by the Department of Homeland Security to prescribe how a determination of an alien’s inadmissability is made based on the likelihood that the alien will become a public charge. This measure would also urge the federal government to reconsider and roll back the proposed regulations.	Assembly Human Services Committee	Support
SB 26	Caballero (D-Salinas)	Personal income taxes: working families child care tax credit: The Personal Income Tax Law, in modified conformity to federal income tax law, authorizes a credit for household and dependent care expenses necessary for gainful employment, as provided. This bill, for taxable years beginning on or after January 1, 2020, and before January 1, 2025, for a taxpayer with an allowable credit in excess of tax liability, would allow a payment to the taxpayer in excess of that credit amount, subject to the annual Budget Act or a bill providing for appropriations related to the Budget Act, as provided, not to exceed a specified amount.	Senate Governance and Finance Committee	Watch 167
SB 135	Jackson (D-Santa Barbara), Leyva, Limon	Disability compensation: paid family leave: This bill would express the intent of the Legislature to enact legislation that would strengthen California’s family leave laws and to create more equitable access to California’s family leave programs, as specified. The bill would also state various findings and declarations in that regard.	Senate Rules Committee	Watch

SB 436	Hurtado (D-Fresno)	Office of Child Abuse Prevention; Under existing law, the Office of Child Abuse Prevention is established in the State Department of Social Services. The office is authorized to allocate funding for child abuse treatment and prevention projects. Existing law defines terms for the purpose of these provisions. This bill would make technical, nonsubstantive changes to that provision.	Waiting for committee referral	Watch
<b>Communities</b>				
<b>Sustainability</b>				
SB 38	Hill (D-San Mateo), Glazer, McGuire, and Portantino, McCarty and Wood, Allen, Beall, Leyva, Skinner, and Wiener, Berman, Bloom, Cristina Garcia, Muratsuchi, O'Donnell, Mark Stone, and Ting	Flavored tobacco products: Existing law, the Stop Tobacco Access to Kids Enforcement (STAKE) Act, prohibits a person from selling or otherwise furnishing tobacco products, as defined, to a person under 21 years of age. Existing law authorizes specified enforcing agencies to assess civil penalties for violations of the STAKE Act. This bill would prohibit a tobacco retailer from selling, offering for sale, or possessing with the intent to sell or offer for sale, a flavored tobacco product, as defined. The bill would authorize an enforcing agency to assess civil penalties under the STAKE Act for a violation of this prohibition. The bill would state the intent of the Legislature that these provisions not be construed to preempt or prohibit the adoption and implementation of local ordinances related to the prohibition on the sale of flavored tobacco products. The bill would state that its provisions are severable.	Senate Health Committee	Watch
SB 39	Hill (D-San Mateo), Glazer, McGuire, and Portantino, McCarty and Wood, Allen, Beall, Leyva, Skinner, and Wiener, Berman, Bloom, Cristina Garcia, Muratsuchi, O'Donnell, Mark Stone, and Ting	Tobacco products: Existing law, the Stop Tobacco Access to Kids Enforcement (STAKE) Act, prohibits the sale, distribution, or nonsale distribution of tobacco products, as defined, directly or indirectly to any person under 21 years of age through the United States Postal Service or through any other public or private postal or package delivery service. Existing law requires a person selling or distributing tobacco products directly to a consumer through the United States Postal Service or by another postal or package delivery service to comply with specified age-verification policies. Existing law authorizes enforcing agencies to assess civil penalties for violations of the STAKE Act. This bill would additionally require sellers, distributors, and nonsale distributors to deliver tobacco products only in conspicuously marked containers, as specified, and to obtain the signature of a person 21 years of age or older before delivering a tobacco product.	Senate Health Committee	Watch

<b>Federal Legislation</b>				
<b>Bill Number</b>	<b>Author</b>	<b>Description</b>	<b>Notes/Sponsor/Status</b>	<b>Position Taken</b>
<b>Early Childhood Education</b>				
TBD	Rep. Bobby Scott (D-VA) and Sen. Patty Murray (D-WA)	Child Care for Working Families Act would amend the Child Care and Development Block Grant to provide sufficient funding so that all eligible families can afford high quality care.	N/A	Watch
S. 107	Sen. Dianne Feinstein (D-CA) and Sen. Marco Rubio (R-FL)	State Flexibility for Family First Transition Act is a proposed legislation that would allow jurisdictions with existing Title IV-E waivers to keep those in place until 2021, providing a two-year bridge before having to implement the Family First Act, which goes into effect in Oct. 2019.	N/A	Watch
TBD	Rep. Joaquin Castro (D-TX)	Prek-K for USA Act amends the Every Student Success Act (ESSA) to provide grants for high-quality, local prekindergarten programs, and for other purposes.	N/A	Watch
TBD	Rep. Joaquin Castro (D-TX)	Prek-K for Teacher Parity Act amends the Internal Revenue Code of 1986 to extend the above-the-line deduction for certain expenses of elementary and secondary school teachers to individuals involved in early childhood education programs.	N/A	Watch
<u>H.R. 541S. 292</u>	Rep. Jerry Nadler (D-NY) and Sen. Dianne Feinstein (D-CA)	Keep Families Together Act limits the separation of families at or near ports of entry.	N/A	Watch
TBD	Sen. Elizabeth Warren (D-MA)	Universal Child Care and Early Learning Act	N/A	Watch
TBD	Rep. Rosa DeLauro (D-CT) and Sen. Kirsten Gillibrand (D-NY)	FAMILY Act (Paid Family Leave)	N/A	Watch
<b>Health</b>				
TBD	Sen. Kamala Harris (D-CA)	Maternal CARE Act supports States in their work to end preventable morbidity and mortality in maternity care by using evidence-based quality improvement to protect the health of mothers during pregnancy, childbirth, and in the postpartum period; and to reduce neonatal and infant mortality, to eliminate racial disparities in maternal outcomes and other purposes.	N/A	Watch
<b>Families</b>				
Federal Regulation -USCIS-2010-0012	U.S. Department of Homeland Security	Proposed Federal Regulation: Expansion of the public charge definition for immigrants seeking to legally adjust their status.	First 5 LA Submitted Public Comments to the Federal Register on 12/7/2018.	Oppose
<b>Communities</b>				
<b>Sustainability</b>				

# County Partnership Panel—Prevention Work Crossing Multiple Systems

John Wagner  
Reid Meadows

March 14, 2019



# Overview

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## **Part A--High-Level County Partnership Bridging Multiple Systems: Prevention** (John, Carrie, Susan Kaplan, Reid)

- Context for this work
- County Office of Child Protection
- Board discussion

## **Part B--Digging Deep: Prevention Work Informing Local Practice, Influencing State Systems** (Christina, Kate Anderson, Jacquelyn, Reid)

- Pilot with County DPSS on HV
- How local work can inform other systems
- Board Discussion

171

# High-Level County Partnerships Bridging Multiple Systems: Prevention

## Context

- Longstanding investments
- F5LA Investment Guidelines, 2015-20 Strategic Plan
- Los Angeles County establishes OCP, 2015;  
Countywide Prevention Plan, 2017
- Prevention Plan Implementation Workgroups, 2018-  
present
- Emerging partnership work in other areas



172

# Panelists

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## **Carrie Miller**

Assistant Executive Director  
Office of Child Protection (OCP)

## **Susan Kaplan**

Executive Director  
Friends of the Family

173

# Countywide Prevention Plan Components

## Network the Networks

- Developed a set of recommendations for weaving together relevant prevention networks across the county to strengthen the support “web” available to families

## Expand P&A Capacity

- \$28 million in new funding was added to the 10 current P&A agencies

## Create Universal Home Visiting

- \$30 million in new funding was added to 17 home-visiting agencies over the next two years
- \$22 million in new State funding is expanding home visiting for TANF recipients over the next two years

## Improve Access to ECE

- Conducting a first-ever comprehensive financial analysis of the early care and education system in Los Angeles County
- Findings will help spearhead an effort to coordinate and streamline the system

## Monitor Community Well-being

- Released *A Portrait of Los Angeles County* report that measures the health, educational attainment, and economic stability of all 88 cities in the County

## Develop Prevention Measures

- Developed a draft set of prevention measures using data already collected by County departments that will be published on the County’s Open Data Portal

# Panel and Board Discussion

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*First 5 LA is examining our role in the context of our strategic planning refinement process, SPR4. Now that we've heard more about F5's role and way in which our organization can add value to County work, additional questions:*

- We're hearing that F5LA has played a number of roles in the area of prevention. Where are we most effective?
- What's missing and what resonates the most?

175

# Prevention Work Informing Local Practice and State Policy

Christina Altmayer

March 14, 2019



# Digging Deep: Leveraging LA County Experience to Inform State Policy and Advocacy

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- Highlight how community learning is informing our prevention work
- Provide examples on how our prevention experience is informing policy and advocacy efforts
- Explore how LA County is positioned to support policy implementation

177

# Panelists

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**Kathryn Anderson**

Director

Center for Strategic Public/Private Partnerships

**Jacquelyn McCroskey**

John Milner Professor of Child Welfare and Co-Director of the

Children's Data Network

USC School of Social Work

178

# Digging Deep: Leveraging LA County Experience to Inform State Policy and Advocacy

## Examples:

- Home Visiting Expansion
- Leveraging Mental Health Services Act Prevention Funding
- Early Care and Education Comprehensive Fiscal Analysis
- Blue Ribbon Commission on Early Childhood Education



179

# Panel and Board Discussion

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- Going forward, how is F5LA best able to leverage state and philanthropic systems change opportunities?
- Where can F5LA maximize our contribution?

180

# Questions



## Item 5 - County Partnership Panel Biographies of Speakers



**Carrie Miller**  
**Assistant Executive Director**  
**Los Angeles County Office of Child Protection (OCP)**

Previously, Carrie served as the Manager for the Los Angeles County Chief Executive Office's Service Integration Branch (SIB), overseeing the Countywide Gang Strategy, Education Coordinating Council, Information Technology Infrastructure Development Unit, Research and Evaluation Unit, Contracting and Administrative Support Unit, Housing and Homeless Unit, and various initiatives integrating services for system-involved transition-aged youth across departments. Before joining SIB, she served as the Director of the Los Angeles County Education Coordinating Council, a collaborative body charged with raising the educational achievement of foster and probation youth. Carrie received her Ph.D. from Howard University. Since coming to Los Angeles, she has served as a consultant to the Los Angeles County Emancipation Program Design Team, to First 5 LA's Partnership for Families Initiative and to the Los Angeles County Service Integration Action Plan "Access to Services" Workgroup. Previously, she was the Education Program Director for United Friends of the Children, working with foster and probation youth ages 12 to 23 on getting them to and through 4-year colleges/universities. She currently is leading a variety of initiatives in the areas of prevention, child safety, and data sharing.



**Susan Kaplan (MBA)**  
**Executive Director**  
**Friends of the Family**

In her role as ED, Susan provides overall vision and leadership to Friends of the Family in fulfillment of its mission, identifies emerging community needs, and directs the agency's collaboration within the non-profit community, public sector and private sector to further the notions of universal well-being and social and economic equity. Currently, Susan is one of LA's strongest proponents for repurposing resources and activities upstream, so that families and kids can get the help and support that prevents intractable problems from developing. She is convinced that the integration of relationship-based community organizing, economic development and creative, family-centered service strategies are the key to helping families become safe and stable with sufficient resources to take care of themselves and with the capacity to nurture their children and help them succeed.



**Kathryn Anderson,**  
**Director**  
**Center for Strategic Partnerships**

Kate has a long history of public service in both the public and private sectors. She began her career working for Congressman Henry Waxman in Washington DC and returned to working for Mr. Waxman as Counsel on the Government Reform and Oversight Committee after law school. She also served as Deputy Chief of Staff to Congresswoman Jane Harman. In between these positions, Kate was an attorney at Munger, Tolles,

and Olson, LLP where she led the effort to start the first child care center sponsored by a law firm west of the Mississippi. She was also the Los Angeles Director of Children Now, a statewide child advocacy organization. In addition, she was a consultant with the Pew Charitable Trusts in Los Angeles as part of Pew's Home Visiting Campaign. Kate earned a bachelor's degree from the University of California, Los Angeles where she served as Student Body President, and a J.D. from the University of Chicago where she served on the Law Review, graduated with High Honors, and was elected to the Order of the Coif. She clerked on the DC Circuit for then-Chief Judge Harry Edwards. She sits on the Agoura Hills Planning Commission.



**Jacquelyn McCroskey**  
**John Milner Professor of Child Welfare and Co-Director of the Children's Data Network at the USC Suzanne Dworak-Peck School of Social Work**

Dr. McCroskey focuses on structure, finance and performance of key child and family service systems, including child welfare, juvenile justice and early care and education (ECE). Current work includes analysis of the ECE financial landscape in LA County, implementation of the County's plan for preventing child maltreatment, and use of administrative data to inform policy and program decisions and improve cross-sector coordination. Dr. McCroskey currently serves on the Assembly Blue Ribbon Commission on Early Childhood Education, the Los Angeles County Commission on Children and Families and the Policy Roundtable for Child Care and Development. In 2003, she was named the California Social Worker of the Year by the National Association of Social Workers.

**FIRST 5 LA**

**SUBJECT:**

Strategic Plan Refinement Process (SPR4) Update: Directional Endorsement of Proposed Investment Guidelines

**DISCUSSION:**

**Strategic Plan Investment Guidelines**

The Strategic Plan Refinement (SPR4) process is grounded in the learnings from the first three years of implementation and the recognition that the fundamental elements of the FY 2015-2020 Strategic Plan continue to drive and prioritize our work. First 5 LA's North Star, policy and systems change orientation, and the four results for children approved by the Board in November 2018 provide the foundation for the Strategic Plan Refinement Process.

Building on the North Star and the four results, the SPR4 process began with a review of First 5 LA's Investment Guidelines. The SPR4 team of staff and consultants has engaged Board members at February Commission and the January and February Policy & Planning Committee meetings to review how the existing guidelines have informed our work in the current plan implementation, explore lessons learned, and assess how the guidelines should be refined accordingly. The proposed refined guidelines reflect the input from staff and the Board and the SPR4 team is seeking directional endorsement of the updated guidelines and corresponding principles of how they will inform First 5 LA's work.

**Background**

The SPR4 process officially launched in January with a discussion at the PPC followed by February Board meeting with a focus on First 5 LA's Investment Guidelines. Created as part of the 2014 strategic planning process, the Investment Guidelines serve as criteria for decision-making for all major components of the strategic plan and as ongoing policy guidance for Board and staff during implementation. Together, the Investment Guidelines represent a "six-part identity statement" for First 5 LA.

In 2014, the Board adopted the following investment guidelines that state, more often than not, First 5 LA will:

- Focus on prevention
- Focus on systems and policy change
- Seek to have a broad impact, affecting larger numbers of people
- Prioritize investments that strengthen families and, whenever possible, improve community capacity
- Prioritize the identification and scaling up of evidence-based practices
- Engage partners at the earliest possible stage of activity and/or investment

Since the launch of the SPR4 process in January 2019, Board and staff have engaged in discussions and provided input on the use of the current Strategic Plan Investment Guidelines and how these should be refined based on learnings and experience.

During the March Board of Commissioners meeting, staff will seek directional endorsement for the recommended Investment Guidelines, reflecting the input received. More often than not, First 5 LA will:

- Prioritize children, families and communities in our target population that our work has the greatest potential to impact and advance our North Star (*new Investment Guideline*)
- Embed sustainability strategies within all of our work (*new Investment Guideline*)
- Focus on prevention
- Focus on system/policy change and implementation to impact the most children and families
- Prioritize scaling up evidence-based practices, balanced with investments in innovative and promising approaches to address community needs
- Engage partners throughout planning, development, and execution of our work

**NEXT STEPS:**

Board endorsement of the Investment Guidelines will provide decision-making criteria for all major components of the SPR4 process and on-going implementation guidance. The proposed Operating Principles will also be presented at this March Board of Commissioners meeting and are designed to complement the Investment Guidelines and provide further guidance for Board and staff decision-making.



# STRATEGIC PLAN REFINEMENT (SPR4) PROCESS

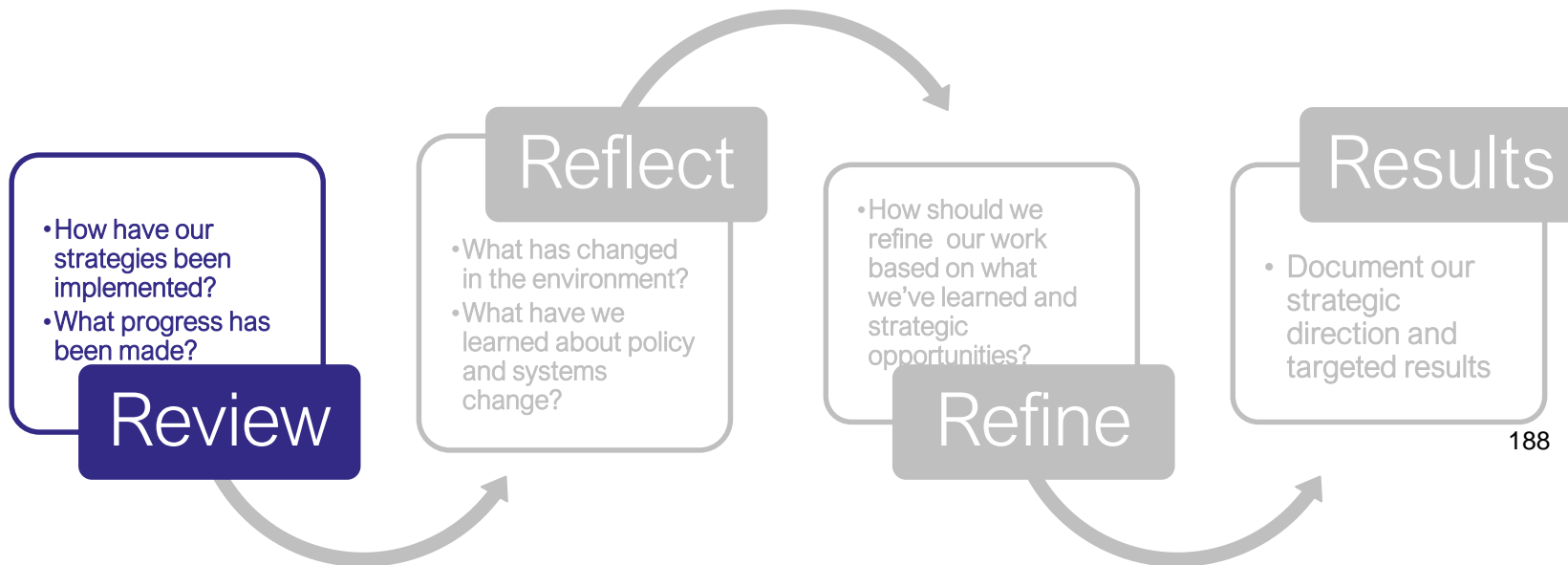
Christina Altmayer  
Vice President, Programs

Steven LaFrance  
Founder and CEO, Learning for Action



- Review Pathway for Systems Change
- Seek Board Directional Endorsement of Investment Guidelines
- Outline Next Steps

Proposed planning process will focus on **reviewing, reflecting, and refining** the current Strategic Plan with a focus on **results**



188

# PATHWAY FOR SYSTEMS CHANGE

## DISCUSSION DRAFT



*What does success look like?*

*How do we contribute to impact?*

**Mission**  
First 5 LA, in partnership with others, strengthens families, communities, and systems of services.

### IMPACT FRAMEWORK

*What do children and families need for success?*

**Results for Children and Families**

Families have the awareness, resources, opportunities, relationships and environment to optimize their child's development

Children enter kindergarten without any previously unidentified developmental delays and connected to developmentally appropriate services/supports

Children are safe from abuse, neglect, and other trauma

Children have high-quality ECE experiences prior to kindergarten entry

*What are markers of progress?*

**Long-Term System Outcomes**  
Access \* Quality \* Alignment \* Sustainability

*What systems need to improve?*

Subsidized ECE through K entry

Family Strengthening/ Home Visiting

Maternal & Child MediCal Delivery

Early Intervention & Developmental Services

Public Built Environment

*Who are key partners in achieving these results?*

County of LA\*School Districts\*Cities\*Health Providers and Insurers\*  
Community Agencies\*Parents\*Advocates

*Illustrative Examples*

189

*How will we contribute to the change?*

**System Change Approaches**  
Advocacy for Policy Change \* Capacity Building \* Communications \* Connections \* Data \* Research

*How do we deliver our intended impact?*

**Strategies**  
Programs\*Policy\*Communications\*Learning\*Administrative

# Investment Guidelines

Steven LaFrance,  
Learning for Action



- January:
  - All-Staff feedback on current Investment Guidelines and suggested concepts
  - PPC discussion on Investment Guidelines and suggested concepts
- February:
  - Board discussion on Investment Guidelines, what we've heard and preliminary concepts
  - Synthesis of Board and staff input to inform recommended revisions and operating concepts
- March:
  - Board endorsement of Investment Guidelines

*First 5 LA will make policy and implementation decisions based on the following Investment Guidelines to optimize achievement of our targeted results for children and families.*

- Focus on prevention
- Focus on systems and policy change
- Prioritize the identification and scaling up of evidence-based practices
- Engage partners at the earliest possible stage of activity and/or investment
- Seek to have a broad impact, affecting larger numbers of people
- Prioritize investments that strengthen families, and, whenever possible, improve community capacity

192

*First 5 LA will make policy and implementation decisions based on the following Investment Guidelines to optimize achievement of our targeted results for children and families.*

- Prioritize children, families and communities in our target population that our work has the greatest potential to impact and advance our North Star (New guideline EQUITY)
- Embed sustainability strategies within all of our work (New guideline SUSTAINABILITY)
- Focus on prevention
- Focus on system/policy change and implementation to impact the most children and families
- Prioritize scaling up evidence-based practices, balanced with investments in innovative and promising approaches to address community needs
- Engage partners throughout planning, development, and execution of our work

## New Guideline **EQUITY**

Prioritize children, families and communities in our target population that our work has the greatest potential to impact and advance our North Star

### *What this Means for Our Work*

- Use data to elevate disparities and achieve equitable outcomes
- Strengthen existing public systems to be family-focused and child-centered
- Incorporate the voice of families and communities in policy and system change

## New Guideline **SUSTAINABILITY**

Embed sustainability  
strategies within all of our  
work

*What this Means for Our Work*

- Plan and operate within our fiscal reality
- Create new revenue and fund leveraging strategies
- Co-invest with partners

195

## Focus on prevention

### *What this Means for Our Work*

- Invest in prevention and early intervention as the primary focus of our work
- Link downstream investments to prevention

196

Focus on system/policy change and implementation to impact the most children and families

## *What this Means for Our Work*

- Focus on strengthening existing systems; rather than creating new systems
- Consider direct services only when there is significant potential to demonstrate models for scalability and sustainability

Engage partners  
throughout planning,  
development, and  
execution of our work

*What this Means for Our Work*

- Demonstrate how committed partnerships are engaged and fundamental to our work

Prioritize scaling up evidence-based practices, balanced with investments in innovative and promising approaches to address community needs

## *What this Means for Our Work*

- Pursue and test innovative and promising approaches, as necessary, to respond to community needs and achieve scale

199

*First 5 LA will make policy and programmatic decisions to optimize achievement of our targeted results based on the following:*

2019 Investment Guidelines	What this Means for Our Work
New Guideline EQUITY: Prioritize children, families and communities in our target population that our work has the greatest potential to impact and advance our North Star	<ul style="list-style-type: none"> <li>• Use data to elevate disparities and achieve equitable outcomes</li> <li>• Strengthen existing public systems to be family-focused and child-centered</li> <li>• Incorporate the voice of families and communities in policy and system change</li> </ul>
New Guideline SUSTAINABILITY: Embed sustainability strategies within all of our work	<ul style="list-style-type: none"> <li>• Plan and operate within our fiscal reality</li> <li>• Create new revenue and fund leveraging strategies</li> <li>• Co-invest with partners</li> </ul>
Focus on prevention	<ul style="list-style-type: none"> <li>• Invest in prevention and early intervention as the primary focus of our work</li> <li>• Link downstream investments to prevention</li> </ul>
Focus on system/policy change and implementation to impact the most children and families	<ul style="list-style-type: none"> <li>• Focus on strengthening existing systems; rather than creating new systems</li> <li>• Consider direct services only when there is significant potential to demonstrate models for scalability and sustainability</li> </ul>
Prioritize scaling up evidence-based practices, balanced with investments in innovative and promising approaches to address community needs	<ul style="list-style-type: none"> <li>• Pursue and test innovative and promising approaches, as necessary, to respond to community needs and achieve scale</li> </ul>
Engage partners throughout planning, development, and execution of our work	<ul style="list-style-type: none"> <li>• Demonstrate how committed partnerships are engaged and fundamental to our work</li> </ul>

200

Questions?

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**first 5 la**  
Giving kids the best start



# Next Steps



