

# AGENDA

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

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

**Thursday, September 12, 2019  
12:00 PM**

**Meeting Location:**  
First 5 LA  
750 N. Alameda Street  
Los Angeles, CA 90012



# ASPOSE

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1. **ACTION**  
Call to Order / Roll Call  
- **Sheila Kuehl, Commission Chair**
2. **INFORMATION** 3  
Grantee and Stakeholder Perception Report Summary Findings and  
Staff Engagement: CEP Grantee and Stakeholder Reception Survey  
Summary Report  
- **Manuel Fierro, Director, Integration & Learning**
3. **INFORMATION**  
Strategic Plan Refinement (SPR4) Process
  - A. Report out from July Board Retreat to Inform Strategic Plan Refinement Process
  - B. Discussion of Additional Strategy Refinement Topics and Preliminary Strategic Priorities 22  
- **Christina Altmayer, Vice President, Programs**  
- **Steven LaFrance, Founder and CEO, Learning for Action**

*Details to Item 3:*

12:35 – 1:15 pm: Opening Presentation: Report out from July Board Retreat and Preliminary Strategic Priorities

**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**

1:15 – 1:50 pm: The World Café: Small Group Discussion Round 1

1:50 – 2:00 pm: Break

2:00 – 2:30 pm: The World Café: Small Group Discussion Round 2

2:30 – 3:00 pm: The World Café: Small Group Discussion Round 3

3:00 – 3:30 pm: The World Café: Small Group Discussion Round 4

3:30 – 4:10 pm: Full Group Report Out to include  
Commissioner Reflections

4:10 – 4:15 pm: Next Steps

4. **INFORMATION**

Public Comment (for items not on the agenda)

5. **ACTION**

Adjournment



## FIRST 5 LA

### **SUBJECT: Strategic Plan Refinement (SPR4) Process**

#### **A. Grantee & Stakeholder Perception Report Summary Findings and Staff Engagement**

##### **BACKGROUND:**

The Integration and Learning (I & L) Department is responsible for providing the infrastructure, tools and processes to support the creation and maintenance of First 5 LA's learning culture. This includes championing an internal culture of learning and creating processes for continuous improvement, reflection, and integration across the organization. In order to be more impactful, effective and efficient, First 5 LA must solicit feedback from its grantees and stakeholders<sup>1</sup> to understand the impact of the organization's work and where there are opportunities for improvement. Given that the majority of First 5 LA's work is done in partnership with others (i.e., grantees and various stakeholders), it is important to obtain candid feedback from its partners in order to build off of strengths and identify and maximize potential opportunities for growth across the organization.

The Center for Effective Philanthropy (CEP) is a non-profit organization focused on providing data and creating insights for philanthropic funders so that they can better define, assess, and improve their effectiveness. Between February and March 2019, CEP conducted two surveys – one for grantees, which included contractors, and one for stakeholders. The intent of these surveys is to solicit candid, anonymous feedback and insights from First 5 LA's partners. The standard survey questions that help inform the Grantee and Stakeholder Reports have been shaped by CEP's unmatched, extensive research and by its experience working with more than 320 funders for more than a decade. CEP's survey instruments are extensively tested and informed by CEP's research, which delves into issues that are central to funder effectiveness, examines common practices, and challenges conventional wisdom. CEP's research is informed by rigorous quantitative and qualitative analysis of large-scale data sets, in-depth qualitative interviews with philanthropic leaders and by profiles of high-performing organizations and staff.<sup>2</sup> The intent of the surveys was to capture grantees' and stakeholders' perspectives about First 5 LA, specifically on the following:

- Overall impression of First 5 LA as an organization;
- How First 5 LA staff interacts and communicates with them;
- The impact First 5 LA is having in their field, their local communities and on grantees; and
- Feedback from grantees about First 5 LA's selection process, reporting process and if applicable, the evaluation process.

Findings from the grantee and stakeholder survey serve as a baseline to determine how well First 5 LA is doing and how they compare to 300 other philanthropic organizations within CEP's dataset.

##### **DISCUSSION:**

Attachment A contains an overview prepared by CEP of the key findings and recommendations from the grantee and stakeholder survey reports. CEP was able to obtain a 47 percent response rate from First 5 LA's grantees and a 56 percent response from its stakeholders, inclusive of contractors. Survey findings indicate how well First 5 LA is contributing to public policy and advancing knowledge in the field of their grantees and stakeholders. Both grantees and stakeholders rated First 5 LA higher than typical<sup>3</sup> as

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<sup>1</sup> The Center for Effective Philanthropy defines stakeholders as organizations who partner or collaborate with First 5 LA but don't receive any financial support

<sup>2</sup> CEP's current research initiatives include an analysis of what nonprofits want and what foundations are emphasizing when it comes to capacity building; a look at how foundations are assessing what's working and what isn't; a study on what nonprofits want from their funders in the areas of diversity, equity, and inclusion; and a project that seeks to identify and understand common challenges that new grantmaking organizations face.

<sup>3</sup> Typical ratings are defined as ratings between the 35<sup>th</sup> and 65<sup>th</sup> percentiles in CEP's dataset. Rating above the 65<sup>th</sup> percentile is defined as "higher than typical," while rating below the 35<sup>th</sup> percentile is defined as "lower than typical."

affecting public policy in their respected fields. Additionally, stakeholders provided the highest rating to First 5 LA's focus on systems and policy change in comparison to other investment guidelines. Grantees rated First 5 LA higher than typical and stakeholders rated the organization as typical on how First 5 LA advances the state of knowledge in their fields. First 5 LA also received higher than typical ratings from stakeholders about how clearly and consistently the organization communicates its strategy.

Given the large size of the grants that First 5 LA provides and length of the grants, grantees rated First 5 LA much higher than typical in grant size and duration. In fact, grantees rated First 5 LA in the top 10 percent of CEP's overall dataset in grant size and duration. Similarly, grantees also rated First 5 LA higher than typical in providing them with intensive non-monetary assistance beyond the grant funds. Non-monetary assistance refers to other support First 5 LA staff provides to grantees. The survey lists a total of 16 types of non-monetary assistance that grantees can indicate having received, including strategic planning advice, introduction to leaders in the field, insight and advice on their field, fundraising support and usage of First 5 LA facilities among others. Based on grantees responses, a higher than typical rating indicated that they had received between three and seven different types of non-monetary assistance.

According to CEP's research, the strongest predictor of the strength of relationships between funder and grantee is the funder's overall understanding of the grantee and context in which they work. Based on the survey results from both grantees and stakeholders, First 5 LA has the opportunity to make improvements in deepening its understanding about their fields, issues and communities. Grantees rated First 5 LA less positively than typical on its level of understanding of the local communities that grantees serve. Similarly, stakeholders rated First 5 LA lower than typical about understanding the key issues. In fact, ten stakeholders mentioned in written comments that this is First 5 LA's greatest weakness, making it the second-most prevalent theme and an opportunity for growth.

Based on CEP's research findings, relationships with high-quality interactions, along with clear and consistent communication, are key predictors about how funders are perceived by grantees and stakeholders. Although grantees rated First 5 LA as a typical funder when it comes to communicating its goals and strategies, feedback indicates there needs to be more consistency in the information it provides to its grantees. Even though stakeholders rated First 5 LA as clearly communicating its strategies, they rated First 5 LA less positively about clearly communicating its goals. In terms of the quality of interactions between First 5 LA staff and its grantees and stakeholders, there are opportunities for improvement. While grantees and stakeholders indicated having high-touch interactions with First 5 LA staff, both rated staff as less responsive than typical funders. Additionally, stakeholders rated staff as less than typical on accessibility.

First 5 LA's selection and reporting processes were also rated lower than typical. Some grantees reported that First 5 LA's processes are "rigid," "cumbersome" and "constantly changing and not clear." Grantees also reported that they would like to have more flexibility with the funding so that they do not feel pressured to modify their organization's priorities to secure First 5 LA funding. This flexibility also includes exploring the possibility of providing more unrestricted funds to be in alignment with typical funders. Grantees also mentioned that First 5 LA needs to consider the actual true full cost to carry out the work being funded.

CEP's subsequent recommendations are informed by the results of the grantee and stakeholder survey, as well as their experience in working with over 300 other philanthropic organizations. They suggest that First 5 LA staff deepen and/or better communicate their general understanding about the grantees' and stakeholders' fields and their key issues. Staff would also benefit from expanding their knowledge base about the contexts, beneficiaries and communities that grantees serve. It is also recommended that First 5 LA staff improve their written and personal communications about its goals so that they are clear and consistently communicated. The organization could also prioritize and pursue ways to improve staff's responsiveness and accessibility. With regards to grantees, it is recommended that First 5 LA explore the possibility of providing them with unrestricted funds and mitigate the pressure they feel to change their organizational priorities during proposal development.

## **NEXT STEPS:**

The I & L Department provided First 5 LA staff with an overview of the key findings and recommendations of both surveys (Attachment A). Because these results have organization-wide implications, the intent is to establish a cross-departmental team to review all the findings from the Grantee and Stakeholder Perception Reports, identify key findings and themes from their diverse perspectives and recommend two to three areas First LA can focus on for improvements. Given the operational nature of the issues raised within the surveys, the prioritized areas to enhance will be incorporated within the SPR4 implementation phase.

## Key Findings and Recommendations from First 5 LA 2019 Grantee and Stakeholder Perception Reports

Prepared by The Center For Effective Philanthropy

In February and March of 2019, The Center for Effective Philanthropy conducted a survey of First 5 LA (“First 5”) grantees and stakeholders, achieving a 47 percent response rate for the grantee survey and 56 percent response rate for the stakeholder survey. The memo below outlines CEP’s summary of key strengths, opportunities, and recommendations. First 5 LA’s grantee and stakeholder perceptions should be interpreted in light of the First 5’s goals and strategies.

Context matters – both in terms of interpreting your results and in planning for future action based on these findings. Our hope is that these results will inform your planning and learning efforts by providing data and insight, from grantees’ and stakeholders’ perspectives, about First 5’s relative strengths and opportunities for improvement.



This memo accompanies the comprehensive survey results found in First 5’s interactive online reports at <https://cep.surveymresults.org> and in the downloadable online materials.

First 5 LA’s full reports also contain more information about survey analysis and methodology. CEP has included comments below that reference both positive and constructive feedback but that are representative of overall themes in grantees’ and stakeholders’ open-ended remarks.

**Note:** The term “significant” is used only when differences in mean ratings are statistically significant when tested at a  $p < 0.1$  level.

### Notable Contributions to Public Policy and Advancement of Knowledge

- ▶ On measures related to First 5 LA’s work in their fields, grantees and stakeholders provide ratings that are similar to or higher than the typical funder in CEP’s comparative datasets.
  - Both groups provide higher than typical<sup>1</sup> ratings for the extent to which First 5 LA has affected public policy in their fields.
  - Grantees rate First 5 higher than typical for the extent to which it has advanced knowledge in their fields, and stakeholders provide ratings that are similar to typical.
  - When asked how effective First 5 LA is at accomplishing each of its investment guidelines, stakeholders provide the highest ratings for First 5 LA’s focus on systems and policy change, rating on average a 5.4 on a 7-point scale.

<sup>1</sup> Throughout this summary of findings, “typical” grantee ratings are defined as ratings between the 35th and 65th percentiles in CEP’s dataset. Ratings above the 65th percentile are defined as “higher than typical,” while ratings below the 35th percentile are defined as “lower than typical.”

- ▶ In open-ended responses, grantees elaborate on the various roles that First 5 LA fulfills. One grantee, for example, highlights First 5's use of research to "inform and enhance the direction of [its] work and the partnerships [it] forms with community-based and institutional partners," while another underscores how its strong background and expertise, "lends to strategic advancement of ECE policy priorities (at the local and state level) and programs in the field."
- ▶ Ratings are similar to those at the typical funder for First 5's impact on grantees' local communities.
  - In their comments, grantees emphasized First 5's clear commitment "to the mission of educating and supporting the field and community on the importance of early childhood education, starting at home and continuing through access to community-based organizations."

## Strong Support for Grantees' Organizations, with Requests for More Flexible Funding

- ▶ A larger than typical proportion of First 5 grantees – 28 percent – report receiving intensive patterns of non-monetary support, in which they receive several different types of assistance beyond their grant.
  - Grantees who report receiving this intensive assistance rate First 5 significantly higher for many measures in the report, including its impact on grantees' fields and organizations.
  - Interestingly, nearly two-thirds of grantees – a much larger than typical proportion – report that they have never requested this kind of support from First 5 LA.
- ▶ First 5 LA funds comparatively larger organizations with grants that are much larger and longer than typical, placing First 5 in the top ten percent of CEP's overall dataset.
  - These grant characteristics are associated with significantly higher ratings for First 5's impact on grantees' organizations.
- ▶ Even with this support, grantees provide ratings that are lower than typical for First 5's impact on their organizations.
- ▶ A smaller than typical proportion of First 5 grantees report receiving unrestricted support – 5 percent compared to 29 percent – at the typical funder.
- ▶ In their suggestions for improvement, six grantees mention First 5's grantmaking characteristics, which was one of the most common themes. Specifically, four requested more flexible funding, and two requested longer grants.



*"[First 5 has a] positive impact [through its] willingness to share (bringing outsiders from other states open to others), convene folks, which accelerates the field's learning and connection with each other." - Grantee*



*“Allow for more flexibility, trust, and give grantees opportunities to shift funds as need[ed] to support emerging opportunities aligned with contract goals. Do not be so restrictive in budgeting each line within a category. Provide general operating support.” - Grantee*

## Opportunity to Deepen Understanding of Fields, Communities and Contexts

- ▶ Feedback from both grantees and stakeholders suggests that there are opportunities for First 5 LA to improve its overall understanding, as well as its openness to ideas and input.
- ▶ According to CEP’s research on grantee perceptions, one of the strongest predictors of the strength of relationships between funders and their grantees is the funder’s overall understanding of grantees and the contexts in which they are working.
  - First 5 LA is rated less positively than typical for its understanding – a composite measure constructed from seven survey questions related to understanding.
  - When asked for suggestions for how First 5 LA could improve, four grantees – tied for the most frequent theme – encouraged First 5 to better understand their local communities.
- ▶ Similarly, stakeholders rate lower than typical for First 5 LA’s understanding of key issues.
  - Ten stakeholders also cite this as First 5 LA’s greatest weakness, which is tied for the second largest theme among areas listed for growth.
- ▶ When asked about the extent to which they perceive First 5 LA to be open to their ideas about its strategy, grantees rate less positively than typical.
- ▶ Additionally, stakeholders provide the lowest ratings among a range of options for how effective First 5 LA has been at engaging partners at the earliest possible stage of activity and/or investment, rating, on average, a 4.6 out of 7.
  - In stakeholders’ open-ended responses about First 5 LA’s investment guidelines, eight comments suggest that First 5 LA could increase its openness to ideas and feedback from stakeholders and community members.



*“Listen to the end users, the community parents and caregivers about what they want and what they need. Respect the communities’ priorities. Make executives go out and actually listen to the community in small intimate settings.” - Grantee*



*“Where they have fallen far short is in really listening to community and partner priorities and being responsive to them - esp. among the most marginalized populations.” - Stakeholder*

## Opportunity to Strengthen Relationships

- ▶ CEP’s research finds that strong funder-grantee relationships – defined by high quality interactions and clear, consistent communications – are a key predictor of grantees’ perceived impact on their organizations, fields and communities.
- ▶ Although grantees often have positive perceptions of their relationships with First 5, describing staff as “engaging and open” and “very collaborative,” they rate the quality of their relationships with First 5 less positively than typical.
- ▶ Stakeholders provide similar feedback. On one hand, stakeholders most frequently cite First 5 LA’s staff as its greatest strength. On the other, when rating their overall impression of staff, ratings are, on average, lower than those of the typical funder.

### Interactions with Grantees and Stakeholders

- ▶ First 5 LA staff are highly engaged with grantees and stakeholders:
  - A larger than typical proportion of grantees report interacting with their program officer at least monthly – 67 percent compared to 29 percent at the typical funder. These grantees provide significantly higher ratings for the quality of their relationships with First 5 LA.
  - Nearly all stakeholders indicate that they have interacted with First 5 LA staff over the last year, and a larger than typical proportion report initiating contact with First 5 in the past year – 84 percent compared to 68 percent at the typical funder.
- ▶ Yet, when asked about the quality of their interactions with First 5 staff, both grantees and stakeholders suggest opportunities for improvement:
  - Grantees and stakeholders provide lower than typical ratings for their perceptions of staff responsiveness.
  - Stakeholders provide lower than typical ratings for the extent to which they perceive staff to be accessible.

### Communications with Grantees and Stakeholders about Goals and Strategies

- ▶ Ratings from grantees indicate that First 5 is communicating about its goals and strategies as clearly as the typical funder, but that there could be more consistency in the information it provides to its grantees.
- ▶ From stakeholders’ perspectives, First LA is communicating more clearly than typical about its *strategies*, but less clearly than typical about its current *goals*.
  - When describing First 5 LA’s greatest weakness, twelve stakeholders cite communications as the largest area for growth, making it the most commonly listed theme. Specifically, stakeholders suggest that First 5 LA better communicate about its impact and/or increase the visibility of its work, writing, for example, that it should focus on “communicating what they have learned and accomplished locally.”



*“I highly value the relationship with our Program Officer.... She is thoughtful, consistent and respectful. I know that she is highly committed to the success of our program. She makes herself available and I always feel comfortable sharing challenges and ideas with her.” - **Grantee***



*“Interactions with several staff have been very positive, engaging and collaborative. Interactions though with other staff have been less positive. Those staff often don't respond to email or phone calls and often appear less collaborative or engaging.” - **Stakeholder***

## **Time Intensive Processes with High Monetary Return for Grantees**

- ▶ Given the large size of First 5’s grants, grantees receive a higher than typical monetary return for every hour they spend on First 5 processes.
- ▶ However, grantees do report spending more time on First 5’s requirements over the lifetime of their grants than do the grantees at more than 80 percent of funders in CEP’s dataset.
  - Perhaps relatedly, grantees report high engagement during these processes – with 79 percent of grantees participating in discussions with First 5 about plans for assessment of their funded work and 87 percent discussing their submitted reports.
- ▶ When asked about the helpfulness of First 5’s selection and reporting processes, grantees provide lower than typical ratings.
  - In their open-ended responses, a handful of grantees remark that First 5’s processes are “constantly changing and not clear,” “rigid,” “cumbersome” and unclear around the renewal process.
- ▶ In addition, during the development of their proposal, grantees report experiencing more pressure than typical to modify their organization’s priorities in order to receive funding.
  - According to CEP’s research, pressure experienced by grantees is one of the key predictors of the strength of funder-grantee relationships: high pressure is associated with lower relationships ratings. Echoing this research, First 5 grantees who report experiencing the most pressure (rating a three or higher on a 7-point scale) provide significantly lower ratings for nearly all measures in the report.



*“I have found working with First 5 LA to be pretty bureaucratic - lots of red tape! The grant reporting process changed frequently... [and] was cumbersome. Despite all of that, it was worth doing because the size of the grant was significant, and it had a very positive impact on our organization.” - **Grantee***



*“Too difficult in terms of the man hours needed for grants. First 5 LA should think about stratifying their goals in a way that smaller grants can accomplish community building and other objectives.” - **Grantee***

## Recommendations

- ▶ Recognizing First 5 LA's strong advancement of knowledge and effect on public policy, consider which aspects of its approaches and practices have contributed to these perceptions and reinforce these strengths.
- ▶ Explore opportunities for First 5 staff to deepen and/or better communicate their understanding of grantees' and stakeholders' fields and key issues, as well as grantees' communities, beneficiaries and contexts.
- ▶ If it is a goal to increase impact on grantees' organizations, determine whether First 5 LA has the capacity to provide closely aligned grantees with unrestricted funding.
- ▶ Prioritize and seek ways to improve the responsiveness and accessibility of staff.
- ▶ Consider additional efforts to communicate about First 5 LA's goals, reinforcing what it has learned, the risks it has taken, and its overall impact, ensuring that the information shared is consistent across written and personal communications.
- ▶ Discuss whether First 5 is comfortable with the high level of pressure grantees experience to change their organizational priorities during proposal development, given the potential adverse effects on its relationships.

## Contact CEP

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# GRANTEE & STAKEHOLDER PERCEPTION REPORT SUMMARY FINDINGS AND STAFF ENGAGEMENT

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Manuel Fierro

Director, Integration & Learning

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- Purpose of Grantee Perception Report (GPR) & Stakeholder Perception Report (SPR)
- Our Partner for the Reports
- Response Rate
- Key Findings
- Discussion
- Next Steps

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The Grantee Perception Report & Stakeholder\* Perception Reports provide First 5 LA with:

- Candid, anonymous feedback and insights from grantees/contractors and stakeholders
- Actionable benchmarking and insights based on responses from the customizable online survey
- Comparative data to make the best choices about how to make changes for impact

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\*The Center for Effective Philanthropy defines stakeholders as organizations who partner or collaborate with First 5 LA, but don't receive any financial support

## The Center for Effective Philanthropy (CEP)

A non-profit founded in 2001 with the explicit mission “to provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and as a result, their intended impact.” 15

## Grantee

Survey Fielded	Year of Active Grants	Responses Received	Response Rate
February and March 2019	Fiscal years 2017-2018	76	47%

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## Stakeholder

Survey Fielded	Responses Received	Response Rate
February and March 2019	61	56%

## Strengths:

- Ability to Affect Policy in their Field
- Advancement of Knowledge in their Field

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## Stakeholders only

- Clarity & Consistency of First 5 LA's Strategy

## Grantees only

- Grant Size and Duration
- Non-Monetary Assistance

## Opportunities for Growth

- Deepen our Understanding of their Field, Key Issues & their Communities
- Clear, Consistent Communication
- Staff Responsiveness and Accessibility

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### Grantees only

- Grant Reporting & Selection Process
- Grantmaking Flexibility

- Deepen and/or better communicate general understanding – especially of fields, communities, and key issues
- Clearly and consistently communicate First 5 LA goals
- Prioritize responsiveness and accessibility of staff
- Determine capacity to provide unrestricted funding to closely aligned grantees
- Mitigate pressure felt by grantees to change their organizational priorities

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1. What stands out for you from the findings?
2. What would you like to learn more about?

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1. Cross-departmental team will recommend 2-3 areas for improvements.
2. Areas of improvement will be incorporated into the SPR4 Implementation Phase.
3. Updates will be provided to the Board.

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## **FIRST 5 LA**

### **SUBJECT:**

Strategic Plan Refinement Process

### **SUMMARY:**

First 5 LA launched the Strategic Plan Refinement Process in January with the targeted completion by November 2019. First 5 LA is completing the third phase of the four-phase process which focuses on refining the current Strategic Plan based on learnings to date, review of current plan progress and environment, and Board and community stakeholder input which was gathered in the first two phases of the process. The September Board meeting will be a facilitated retreat that includes an update on the refinement process and the review of proposed draft strategic priorities that articulate a focused and integrated approach to First 5 LA's work through 2028. This will be followed by breakout discussions to engage the Board in a discussion on the strategy refinement recommendations and reflections on the strategic priorities. Following the Board meeting, staff will incorporate the feedback and provide a report out at the September Special Board/Program and Planning Committee meeting.

### **BACKGROUND:**

#### **Strategic Plan Refinement Process Update**

The Strategic Plan refinement process encompasses four major phases: Review, Reflect, Refine, and Results (SPR4). The Review, Reflect and Refine phases have been completed and captured the key learnings and reflections from implementation progress to-date of the current Strategic Plan, changes in the landscape that inform First 5 LA's work going forward, and First 5 LA's capacity to do system change work effectively.

The third phase of the SPR4 process, Refine, was launched in the summer and focused on refining our strategies based on learnings from our actual experience in policy and systems change work, inputs gathered from the Review and Reflect phases, and our assessment of strategic opportunities to achieve our targeted outcomes.

This phase addressed the following questions:

- How should we refine and prioritize our strategies based on our review and reflections?
- How do we need to approach our work differently based on this review and reflection?
- How can we best communicate our refined Strategic Plan to inform our partners and stakeholders?

The strategy refinement process has been grounded in key guardrails, inputs, and guidance for prioritizing and focusing our strategies. This strategy refinement approach recognizes and builds upon the policy guidance previously articulated by the Commission through the following:

- Results for Children and Families and Long-Term System Outcomes
- Updated Investment Guidelines
- Review Phase Data Report Discussion
- Strategic Plan Refinement Critical Success Factors
- System Change Approaches

The set of guardrails, inputs, and guidance for strategy refinement was presented to the Board during the May 23 Special Board/Program and Planning Committee meeting.

## Key Strategic Issues/Questions Addressed during Strategy Refinement

Key strategy issues and questions emerged from the Review and Reflect phases as well as ongoing input during Board discussions about SPR4. Strategy Refinement teams were identified to focus on addressing the strategic issues/questions in service of generating recommended refinements to the current strategies. During the July Board meeting, the Board provided early policy direction and recommendations to the strategy refinement work on four of the ten strategy refinement topics:

- ECE Quality Supports
- Kindergarten Readiness Assessments
- Communications
- Alternative Revenue.

**Attachment 1** provides a summary of what we heard from the July Board meeting and how that input informed the strategy refinement.

The September Board meeting will provide an opportunity for the Board to engage in discussion on the recommendations for five additional strategy refinement topics:

- Built Environment
- Communities and Systems Change
- Cross Cutting Strategies: Trauma Resiliency Informed Systems Change and Family Engagement
- Early Identification & Intervention
- Home Visiting within a System of Family Supports.

## Proposed Draft Strategic Priorities

Staff proposes a draft set of four Strategic Priorities to serve as the pillars for First 5 LA's refined Strategic Plan. The four Strategic Priorities, depicted graphically at right, succinctly articulate the critical areas of work First 5 LA will focus on to make significant contributions to our results for children and families. The four priorities are interdependent: success in each requires success in the others. At the top of the graphic is our work to support the public and community systems that are critical to ensuring that all children enter kindergarten ready to succeed; the other three



– in the areas of leveraging our work with Best Start Communities, expanding influence and impact through data, and optimizing First 5 LA's organizational effectiveness – contribute to our long-term system outcomes as necessary precursors for achieving our Results and North Star. The four proposed draft Strategic Priorities, and the rationale for each, are expanded upon below.

## Proposed Draft Strategic Priorities and Rationale

Proposed Draft Strategic Priorities	Why this is a Priority for First 5 LA Now
1. Improve, integrate, and expand systems of early prevention, intervention, and learning in partnership with public and community agencies, networks and leaders ( <b>Support Public &amp; Community Systems</b> ).	Given state and county priorities, First 5 LA, with its partners, has a transformative opportunity to improve and expand the capabilities of public and community systems to better meet the needs of young children and families and promote their wellbeing.
2. Connect, maximize, and coordinate public resources and local assets within our prioritized fourteen Best Start geographies ( <b>Advance &amp; Leverage Best Start</b> ).	Our Best Start geographies provide an opportunity to demonstrate the impact and value integrating of key resources within local communities and inform countywide prevention, early intervention and early learning efforts.
3. Expand the availability, use, and communication power of data to drive policy change, practice change, and will building ( <b>Expand Influence &amp; Impact with Data</b> ).	Data is an essential tool to build public will and advance learning on early childhood and First 5 LA is well-positioned to be a critical voice and storyteller that can bring data into the conversation on young children’s needs to advance results.
4. Accelerate organizational performance to successfully lead, partner, and execute this work ( <b>Optimize Organizational Effectiveness</b> ).	To successfully lead this work, First 5 LA must align its structure, staffing, processes and culture with our strategic priorities.

The Strategic Priorities reflect key themes in what we heard from the Board of Commissioners and other stakeholders through the Review and Reflect phases of SPR4, and are grounded in the recommendations that emerged from the work of the Strategy Refinement Teams (SRTs). Specifically, the following themes from BOC and stakeholder input that the priorities reflect include:

- F5LA is well-positioned to assume an even greater leadership role at the county and statewide levels to advance early childhood development policy and systems change;
- F5LA’s community-based work in Best Start geographies grounds our policy and systems change efforts in the direct perspective of families and provides the opportunity for amplifying parent voice;
- F5LA is uniquely positioned to use data to increase awareness of early childhood development, activate key stakeholders, and drive action; and
- F5LA has built a strong organizational foundation and also has opportunities to further strengthen its staff, structure, processes, and culture to accelerate our impact.

Furthermore, the strategic priorities reflect the critical success factors for SPR4; most notably, they articulate a highly integrated approach to focusing our work to achieve significant contribution to our results for children and families.

**DISCUSSION:**

Using a structured facilitation method known as World Café™, Commissioners will have an opportunity to test the proposed draft strategic priorities to the strategy refinement recommendations. **Attachment 2** is a summary of the strategy refinement recommendations and **Attachment 3** provides a summary of the County Partner interviews and Community Engagement Sessions conducted during the Reflect phase and presented at the June 13 Board of Commissioners meeting that could be helpful background for the September meeting discussion.

Following the breakout discussions, there will be a full group discussion regarding: 1. further reflections or guidance for staff regarding the Strategy Refinement Teams recommendations; and 2. Board considerations to how the draft strategic priorities resonate with the learnings from the breakout discussions.

**NEXT STEPS:**

Board input on proposed draft strategic priorities during the September 12 Board of Commissioners meeting/SPR4 Board Retreat will inform refinement of the strategic priorities and its objectives. During the September 26 Special Board/Program and Planning Committee meeting, staff will:

- Report back on how the input informed the updated strategic priorities and proposed objectives
- Preview the proposed Strategic Plan Review Cycle for ongoing strategy review, reflection, and refinement through 2028, including connections to the Impact Framework.



# STRATEGIC PLAN REFINEMENT (SPR4) BOARD RETREAT

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Christina Altmayer  
Vice President, Programs

Steven LaFrance  
Founder and CEO, Learning for Action



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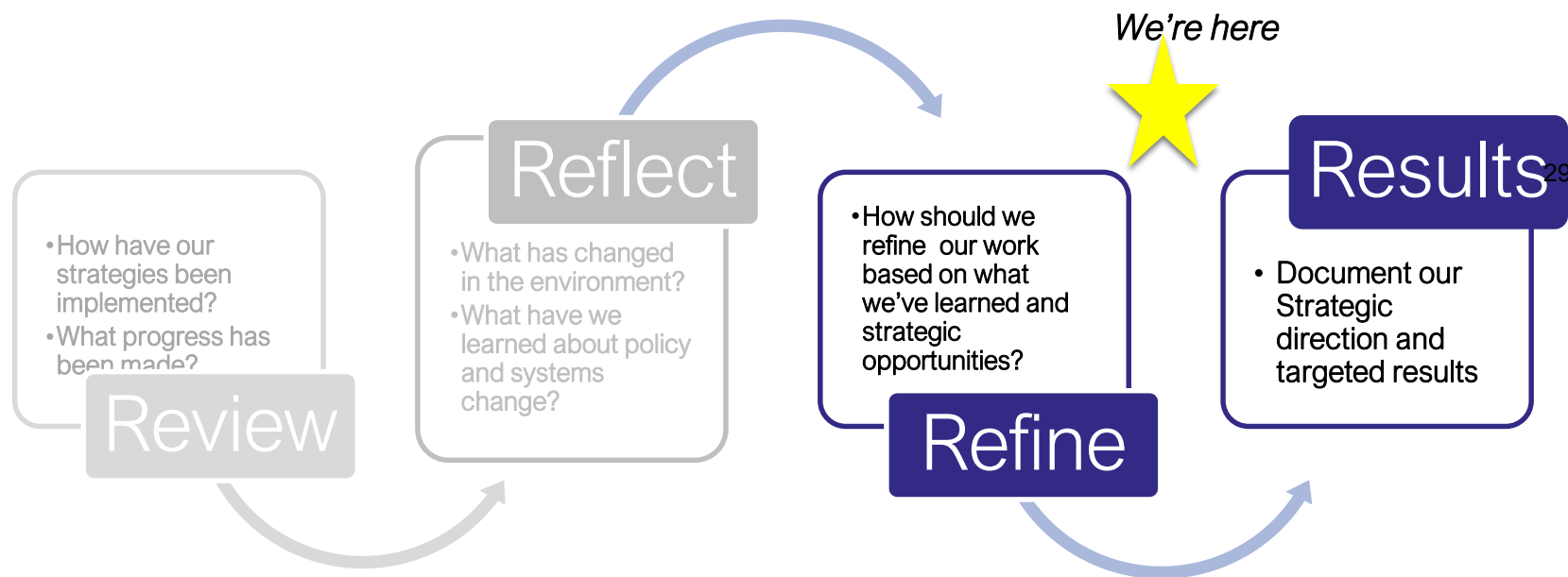
- Report out from July Board Retreat
- Preview Proposed Strategic Priorities
- Engage the Board in-depth on five strategic questions
- Review next steps leading to a refined Strategic Plan

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# Strategic Plan Refinement Process



Planning process will focus on **reviewing, reflecting, and refining** the current Strategic Plan



## WHERE WE'VE BEEN

- **May – June:** Guardrails, Inputs, and Guidance finalized for Strategy Refinement
- **June:** County Partner Interviews and Community Engagement Sessions Findings
  - Discuss Indicators for Results for Children and Families
- **June-Aug:** Strategy Refinement Process

## WHERE WE ARE

- **Jul 11:** Board Strategic Planning Session - Emerging strategy refinement recommendations 30
- **Sep :** Board of Commissioners & PPC meetings to discuss preliminary Strategic Priorities and objectives

## WHERE WE ARE GOING

- **Sep-Oct:** Refine and finalize Strategic Priorities and objectives
- **Oct:** Board of Commissioners & PPC meetings to preview refined Strategic Plan
- **Nov:** Endorsement of refined Strategic Plan
- **Nov-Mar:** Implementation Planning

- Equity** Articulates how First 5 LA is working to ensure that all children are ready to succeed in school and life, with priority focus on those facing disparities along income, racial, ethnic and geographic lines
- Impact** Clearly identifies our intended impact and means to measure our progress
- Integration** Facilitates further integration of our work, highlighting cross-cutting, systems change approaches to achieving First 5 LA’s “north star.”
- Fiscal Stewardship** Recognizes and reflects our fiscal constraints, projected revenue declines and fiscal stewardship to operate within expected resources
- Plain Speak** Is clear in language and approach for our diverse partners, staff, Board, public
- Priorities & Focus** Prioritizes and further focuses what we must do to advance our policy and systems change work programmatically, organizationally, and operationally
- Capacity-Building** Leverages the process to enhance First 5 LA’s ability, skill, and infrastructure for strategy development and implementation

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## What We're Working to Achieve

North Star

First 5 LA's overarching vision

Results

Changes in child and family conditions that reflect progress towards the North Star

Long-Term System Outcomes

Improvements in systems so that they work better for families and children

## How We'll Get There

System Change Approaches

Policy change, practice change, and will building

Strategic Priorities (In Process)

Our focused and integrated work to contribute to the results

Objectives (In process)

The specific efforts we will undertake to achieve the strategic priorities

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Engaged the Board in a discussion on four priority topics

- Early Care and Education (ECE) Quality Supports
- Kindergarten Readiness Assessments
- Communications
- Alternative Revenue

## Overarching Themes

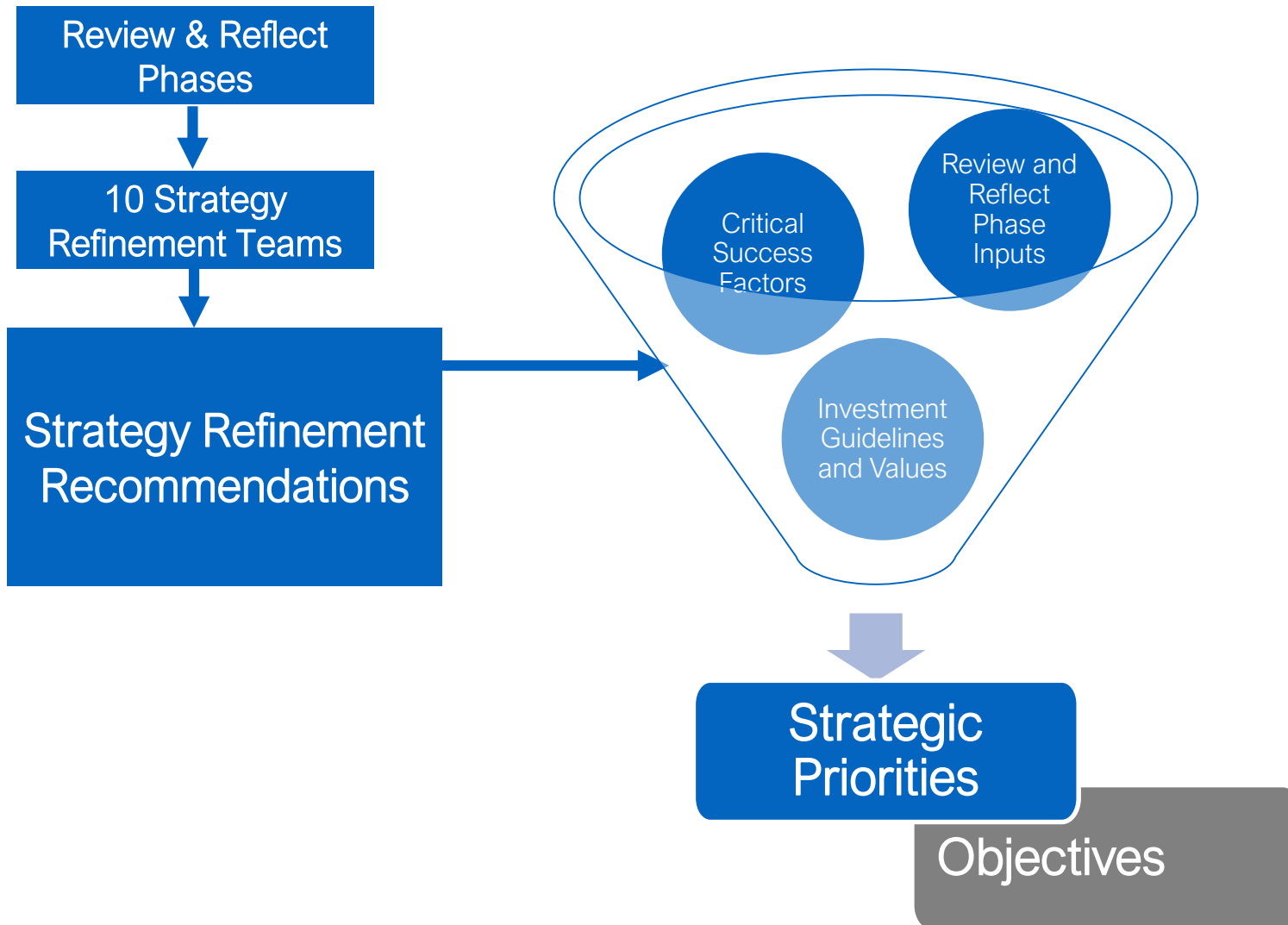
- Prioritize integration across strategies
- Use data to inform strategic opportunities and priorities to drive action
- Clarify the distinct and differentiating role(s) First 5 LA plays in implementing strategies
- Recognize that partnership opportunities that emerge from refined strategies will require First 5 LA to be nimble to capitalize on window of opportunities

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- ECE quality strategy should include Family, Friends, and Neighbors (FFN) and Family Child-Care Home Network (FCCH)
- KRA has value for First 5 LA across results and needs to be better integrated across all our work
- Prioritize communications strategies to reach targeted audience groups and clearly define goals for each audience relationship, particularly parents
- First 5 LA's sustainability framework should be applied across all strategy refinement efforts; new dedicated revenue recognized as important component

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**Please see Attachment 1 for Full Summary**



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What do our Strategic Priorities represent?

- Our priority integrated work
- Our contribution to results

How were they developed?

- Informed by Review and Reflect Phases and Strategy Refinement Teams
- Tested against our Critical Success Factors

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What is their value?

- Provides specific, focused guardrails for First 5 LA's work
- Serve as durable pillars upon which annual objectives will be established
- Facilitate communications about First 5 LA's strategy



# PATHWAY FOR SYSTEMS CHANGE

We envision...



By 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life

Board Endorsed in Nov 2018 BOC Meeting

In partnership with others, we will reach it when...



Families have what they need to optimize their child's development.

Children enter kindergarten connected to developmental services and supports

Children are safe from abuse, neglect, and other trauma.

Children have high-quality ECE experiences.

Board Endorsed in Nov 2018 BOC Meeting

We will achieve this by supporting family serving systems to be...



March 2019 PPC Meeting

We are focusing on...



March 2019 PPC Meeting

To achieve these results we prioritize...

Improve, integrate, and expand systems of early prevention, intervention, and learning in partnership with public and community agencies, networks and leaders

**(Support Public & Community Systems).**

Connect, maximize, and coordinate public resources and local assets within our prioritized fourteen Best Start geographies

**(Advance & Leverage Best Start).**

Expand the <sup>37</sup> availability, use, & communication power of data to drive policy change, practice change, and will building

**(Expand Influence & Impact with Data).**

Accelerate organizational performance to successfully lead, partner, and execute this work

**(Optimize Organizational Effectiveness).**

DRAFT

# PATHWAY FOR SYSTEMS CHANGE

We envision...

In partnership with others, we will reach it when...

To achieve these results we prioritize...



By 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life

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Children are safe from abuse, neglect, and other trauma.

Children have high-quality ECE experiences.

Board Endorsed in Nov 2018 BOC Meeting

Improve, integrate, and expand systems of early prevention, intervention, and learning in partnership with public and community agencies, networks and leaders

**(Support Public & Community Systems).**

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Connect, maximize, and coordinate public resources and local assets within our prioritized fourteen Best Start geographies  
**(Advance & Leverage Best Start).**

Expand the availability, use, and communication power of data to drive policy change, practice change, and will building  
**(Expand Influence & Impact with Data).**

Accelerate organizational performance to successfully lead, partner, and execute this work  
**(Optimize Organizational Effectiveness).**

Given strategic opportunities on the horizon, our strengths and unique role, and building on our important work to-date, First 5 LA will...

## **Improve, integrate, and expand systems of early prevention, intervention, and learning in partnership with public and community agencies, networks and leaders.**

- *Why is this a Priority for First 5 LA now?* Given state and county priorities, First 5 LA, with its partners, has a transformative opportunity to improve and expand the capabilities of public and community systems to better meet the needs of young children and families and promote their wellbeing.

## **Connect, maximize and coordinate public resources and local assets within our prioritized fourteen Best Start geographies.**

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- *Why is this a Priority for First 5 LA now?* The 14 Best Start geographies provide an opportunity to demonstrate the impact and value of integrating key resources within local communities and inform countywide systems of early prevention, intervention and learning efforts.

## **Expand the availability, use, and communication power of data to drive policy change, practice change, and will building.**

- *Why is this a Priority for First 5 LA now?* Data is an essential tool to build public will and advance learning on early childhood and First 5 LA is well-positioned to be a critical voice and storyteller that can bring data into the conversation on young children's needs to advance results.

## **Accelerate organizational performance to successfully lead, partner, and execute this work.**

- *Why is this a Priority for First 5 LA now?* To successfully lead this work, First 5 LA must align its structure, staffing, processes and culture with our strategic priorities.

**Strategy  
Refinement  
Topics:  
World  
Café™**



# Strategy Refinement Topics

## July BOC Retreat

- ✓ Alternative Revenue
- ✓ Communications
- ✓ ECE Quality Supports
- ✓ Kindergarten Readiness Assessment

## For Today's Discussion

- Built Environment
- Communities and System Change
- Cross-cutting Strategies: Trauma and Resiliency Informed Systems Change and Family Engagement
- Early Identification and Intervention
- Home Visiting within a System of Family Supports

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## For Combined Meeting of the Executive and Budget & Finance Committees (9/24/2019)

- Financial Management Guidelines

1. Feedback on Strategic Refinement Team recommendations
  - What requires further clarification?
  - What are further questions staff should consider?
  
2. Begin to consider proposed draft Strategic Priorities (for full group discussions)
  - Regroup for full group discussion on learnings from the breakout discussions
    - Given what you heard during the breakouts, do the proposed draft strategic priorities resonate with your learnings from the discussions in July and today?

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# World Café at a Glance...

- **Four (4) progressive rounds** of conversation with each round addressing one question.
- At the **end of each round**, participants are invited to **move to a different table**
- **New question discussed** while linking and connecting ideas with previous conversation rounds. Paper tablecloths provided to create a **visual memory** of the conversation<sup>43</sup>
- World Café **principles** include the following...

# PURPOSE



Opportunity to meet  
new people



Collaborative  
dialogue



Connect diverse  
perspectives

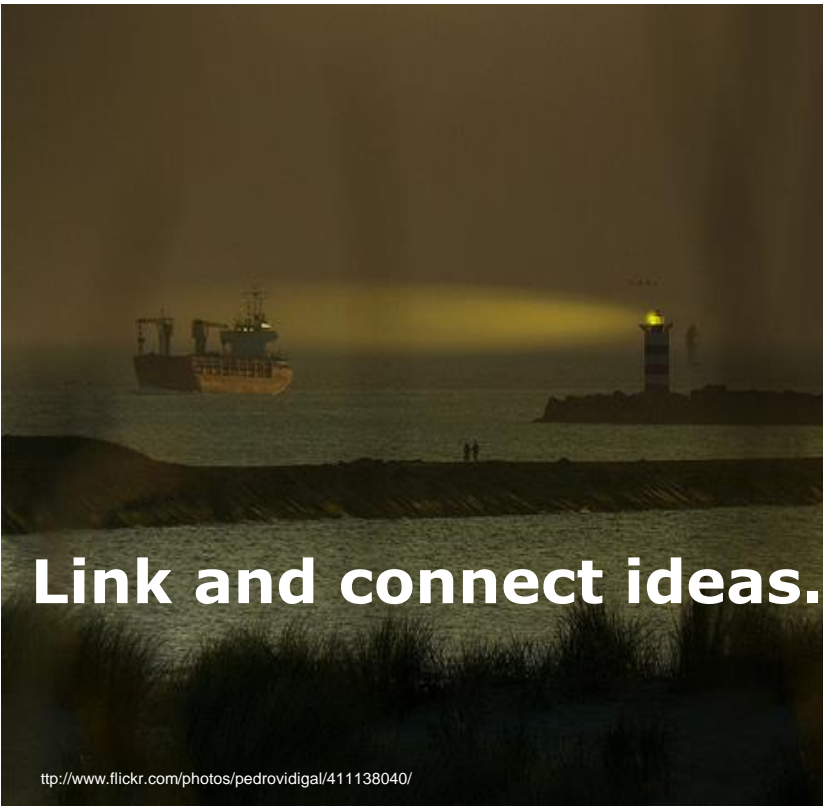
# Focus on what matters



Contribute  
your  
thinking.

Speak  
your mind  
and heart.





**Staff** at each table will act as the host, remaining at the table for each conversation round to:

- **Welcome** newcomers
- Share the **main ideas, themes and questions**
- Encourage guests to **link and connect ideas**



<b>Station</b>	<b>Overall Driving Question that was Addressed</b>
#1: Cross Cutting Strategies: Trauma Resiliency Informed Systems Change and Family Engagement	Should family engagement and trauma resiliency informed systems change be embedded within all of First 5 LA's work?
#2: Strategy Integration: Communities and System Change	How can we support the work of communities to advance local community systems change while connecting their insights, assets, and learnings to broader county and/or state systems change?
#3: Built Environment	How do we leverage the work underway to improve the built environment in the 14 Best Start communities?
#4: Home Visiting within a System of Family Supports	How can First 5 LA drive a sustainable system of home visiting within a broader system of family supports?
#5: Early Identification and Intervention	How can First 5 LA operationalize implementation of our early identification and intervention strategy to advance an integrated system of prenatal, maternal and pediatric supports?

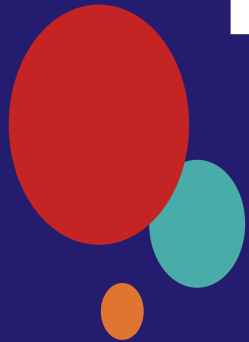
*Placeholder for breakout station assignments.*

# Round 1





# Break



# Round 2



# Round 3



# Round 4



**Full Group  
Report Out**



Given strategic opportunities on the horizon, our strengths and unique role, and building on our important work to-date, First 5 LA will...

## **Improve, integrate, and expand systems of early prevention, intervention, and learning in partnership with public and community agencies, networks and leaders.**

- *Why is this a Priority for First 5 LA now?* Given state and county priorities, First 5 LA, with its partners, has a transformative opportunity to improve and expand the capabilities of public and community systems to better meet the needs of young children and families and promote their wellbeing.

## **Connect, maximize and coordinate public resources and local assets within our prioritized fourteen Best Start geographies.**

57

- *Why is this a Priority for First 5 LA now?* The 14 Best Start geographies provide an opportunity to demonstrate the impact and value integrating of key resources within local communities and inform countywide prevention, early intervention and early learning efforts.

## **Expand the availability, use, and communication power of data to drive policy change, practice change, and will building.**

- *Why is this a Priority for First 5 LA now?* Data is an essential tool to build public will and advance learning on early childhood and First 5 LA is well-positioned to be a critical voice and storyteller that can bring data into the conversation on young children's needs to advance results.

## **Accelerate organizational performance to successfully lead, partner and execute this work.**

- *Why is this a Priority for First 5 LA now?* To successfully lead this work, First 5 LA must align its structure, staffing, processes and culture with our strategic priorities.

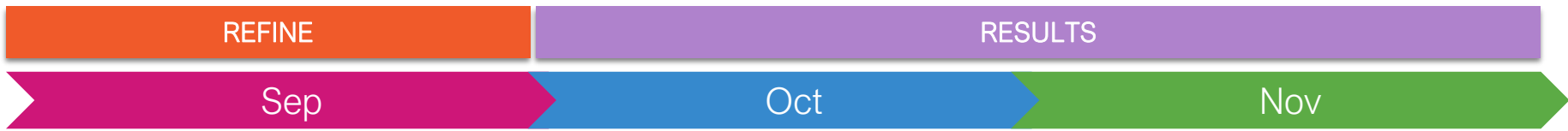
- What additional reflections or guidance do you have for staff regarding the Strategic Refinement Team recommendations?

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- Given what you heard during breakouts, do the proposed draft strategic priorities resonate with your learnings from the discussions in July and today?

- **9/24, Special Meeting of the Board of Commissioners (Combined Meeting of the Executive and Budget & Finance Committees) – Update on Financial Management Guidelines**
- **9/26, Special Board/Program and Planning Committee Meeting**
  - Present Updated Strategic Priorities and draft objectives
  - Preview proposed Strategic Plan Review Cycle and Connection to Impact Framework
  - Present revised indicators for Results for Children and Families
- **10/10, Board of Commissioners Meeting**
  - Preview refined Strategic Plan

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- ❑ Sep 12: Board Strategic Planning Session
- ❑ Sep 24: Special Meeting of the Board of Commissioners (Combined Meeting of the Executive and Budget & Finance Committees) – Update on Financial Management Guidelines
- ❑ Sep 26: Special Board/Program and Planning Committee Meeting to report back from 9/12 BOC Retreat

- ❑ Oct 10: BOC Meeting to preview draft Strategic Plan
- ❑ Oct 24: Special Board/Program and Planning Committee Meeting

- ❑ Nov 14:  
BOC Meeting to endorse refined Strategic Plan;  
Implementation Planning preview

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# Attachment 1

## July 11 Board of Commissioners

### Strategic Planning Retreat Summary Report

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First 5 LA launched the Strategic Plan Refinement Process (SPR4) in January with the targeted completion by November 2019. First 5 LA is launching the third phase of the four-phase process which focuses on refining the current Strategic Plan based on learnings to date, review of current plan progress and environment, and Board and community stakeholder input which was gathered in the first two phases of the process. The July Board meeting was a facilitated retreat led by Steven LaFrance of LFA to engage the Board in a discussion on four strategic questions that were been prioritized for Board discussion from ten identified.

The four strategy refinement questions from this list of ten were prioritized for discussion at the July Board meeting based on the following criteria:

- Strategy team focus/questions represent an area in which the Board has previously expressed interest or sought staff recommendations
- Team recommendations are anticipated or may result in a significant change from current Strategic Plan focus
- Strategy team focus/questions represent a new strategy that has not been previously discussed by the Board in any significant way

During the July Board meeting, Commissioners participated in four small group breakout topics on four priority topics using the criteria outlined above (see [Appendix 1](#) for discussion questions):

- Early Care and Education (ECE) Quality Supports
- Kindergarten Readiness Assessments
- Communications
- Alternative Revenue.

This report provides a summary of the discussions during the breakout sessions, capturing responses to the discussion questions, what it means for strategy refinement, and considerations for implementation or further planning.

### Overarching Themes – What we Heard

- Prioritize integration across strategies, including how alternative revenue and communications strategies align with strategic priorities, system change approaches and outcomes
- Use data to inform strategic opportunities and priorities to drive action
- Consider and clarify the role(s) First 5 LA needs to play in implementing strategies
- Recognize that partnership opportunities that emerge from refined strategies will require First 5 LA to be nimble to capitalize on window of opportunities

**Attachment 1**  
**July 11 Board of Commissioners**  
**Strategic Planning Retreat Summary Report**

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<b>ECE Quality Supports</b>	
<b><i>What we Heard</i></b>	<b><i>What This Means for Strategy Refinement</i></b>
<ul style="list-style-type: none"> <li>• First 5 LA should prioritize supports for Family, Friends, and Neighbors (FFN) and Family Child-Care Home providers (FCCH):               <ul style="list-style-type: none"> <li>○ Need for increased data and research on FFN landscape</li> <li>○ Make funding streams more flexible and available for FFN providers</li> <li>○ Strengthen partnerships with FFN and Resource &amp; Referrals (R&amp;Rs)</li> <li>○ Include FFN in state tiered reimbursement and incentives for FFN; rating system must address unique needs of FFN</li> </ul> </li> <li>• Continue to prioritize workforce development:               <ul style="list-style-type: none"> <li>○ ECE can be isolating and lonely work. Addressing workforce retention requires considering these factors.</li> <li>○ Preparation of the workforce to meet the needs of dual-language learner (DLL) population, considering that most of the workforce is monolingual</li> <li>○ Build the early learning workforce as policy makers? expand access: through Incentives, creating pipeline from Home Visiting, foster care youth</li> </ul> </li> <li>• Build upon existing Quality Start LA Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize supports for FFN and FCCH - elevate settings serving infants, toddlers, dual language learners, and children with disabilities and the providers serving them.</li> <li>• Refinement recommendations should place further emphasis on workforce considerations, considering the needs of the current and emerging workforce.</li> </ul> <p style="text-align: right;">62</p>

**Attachment 1  
 July 11 Board of Commissioners  
 Strategic Planning Retreat Summary Report**

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<b>Kindergarten Readiness Assessments</b>	
<i><b>What we Heard</b></i>	<i><b>What This Means for Strategy Refinement</b></i>
<ul style="list-style-type: none"> <li>• KRA should be a core part of the Impact Framework, given our North Star               <ul style="list-style-type: none"> <li>○ EDI data is valuable and can serve many purposes</li> <li>○ Need to capture EDI data and change over time and community success</li> <li>○ First 5 LA should create models to show success</li> <li>○ First 5 LA should broaden its scope to include more districts; balancing tension between penetration and equity and fiscal stewardship</li> <li>○ While EDI is the only valid, population-level, whole child measure, there are potential limitations of the tool. EDI data must be considered within the community context.</li> <li>○ Layer EDI data and visualize it geographically with other community assets</li> <li>○ Support communities to use EDI data to inform resource assets and needs within their community</li> <li>○ EDI data can serve as a starting point to larger community conversations and planning</li> <li>○ First 5 LA needs to capture areas of vulnerability as well as communities where children are ready and “bucking the trend”</li> </ul> </li> <li>• Data can be useful to strengthen the practices in pre-K and to leverage connections to existing state and federal policy               <ul style="list-style-type: none"> <li>○ Caution against potential risk of EDI and the push down effect (emphasize the importance of developmentally appropriate instructions)</li> </ul> </li> <li>• First 5 LA needs to create funding options to bring EDI to scale countywide</li> </ul>	<ul style="list-style-type: none"> <li>• KRA has value for First 5 LA and needs to be better integrated across all our work</li> <li>• KRA data needs to be layered with other First 5 LA and community data to provide a comprehensive picture of children’s needs and mobilization efforts.</li> <li>• KRA should be part of the Impact Framework and support measuring our north star. <span style="float: right;">63</span></li> <li>• First 5 LA’s role should be to drive expansion of KRA in multiple communities, not for data sake, but to drive community conversations and planning and improved outcomes for children. First 5 LA should consider working with communities that are well-positioned to utilize data due to existing partnerships between city agencies, community-based organizations, and schools; communities that could most benefit from having data to spark stronger community partnerships; and use data to promote stronger conversations about not only how the community can better prepare children for school but how schools can prepare to serve children.</li> <li>• First 5 LA should seek to improve the tool while expanding its adoption to ensure it accurately reflects LA County, and California’s, increasingly diverse population</li> <li>• First 5 LA should go deeper in the use of data with communities because data is a valuable resource in communities.</li> </ul>

**Attachment 1  
July 11 Board of Commissioners  
Strategic Planning Retreat Summary Report**

<b>Kindergarten Readiness Assessments</b>	
<i>What we Heard</i>	<i>What This Means for Strategy Refinement</i>
	<ul style="list-style-type: none"> <li>KRA data over time is essential to get not only a snapshot of child wellbeing, but also to show change over time.</li> </ul>

<b>Communications</b>	
<i>What we Heard</i>	<i>What This Means for Strategy Refinement</i>
<ul style="list-style-type: none"> <li>Align communications efforts with First 5 LA’s Strategic Plan               <ul style="list-style-type: none"> <li>Build awareness, support and public will for revenues to expand investments in early child development</li> <li>Engage parents to broaden awareness and create demand for critical child development services, like early developmental screenings and quality ECE</li> <li>There is a window of opportunity for each audience so the goal for communications efforts should be aligned to greater overall efforts and prioritized by strategies (e.g., alternative revenue, whether communication efforts are aligned to the north star)</li> </ul> </li> <li>Prioritize target audiences communication strategies               <ul style="list-style-type: none"> <li>Target audiences include parents, policy/decision-makers, community members and potential partners/stakeholders</li> <li>All audiences should know who we are and correct the perception that we are not just “a grant funder”</li> <li>Elected officials and government decision makers should be a prioritized audience; to this audience, building our recognition as a trusted and established resource in the field is important</li> <li>Consider pediatricians in our identified target audiences</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Align and sequence communications priorities, audiences and objectives to refined strategies emerging from the strategy refinement process.</li> <li>Determine which audiences should be more aware of our brand (i.e. lawmakers) and which audiences should be more of aware of ECD issues/supports (i.e. parents and community)</li> <li>Develop a variable/sequenced audience engagement strategy to reach each identified audience group and clearly define goals for each audience relationship (i.e. build public will to boost engagement with elected officials)</li> <li>Create a two-pronged approach to build a more robust strategy to reach our parent audience to first inform and educate them on the issues critical to early child development that are a strategic plan focus for First 5 LA; secondly, empower their voice as their child’s first advocate and teacher</li> <li>Explore additional audience groups, like philanthropies and other funders, to support alignment with F5LA strategic priorities</li> </ul>

**Attachment 1  
 July 11 Board of Commissioners  
 Strategic Planning Retreat Summary Report**

<b>Communications</b>	
<i>What we Heard</i>	<i>What This Means for Strategy Refinement</i>
<ul style="list-style-type: none"> <li>○ Consider philanthropies, high net worth individuals, other foundations as an additional audience group</li> <li>● There should be considerations for each identified audience and clear strategies on how to reach and engage them               <ul style="list-style-type: none"> <li>○ First 5 LA can serve as a resource for parents and use communications efforts to help parents navigate complex systems</li> <li>○ Increase awareness of parents about early childhood development issues and the actions they can take as a parent to support their child’s optimal development</li> <li>○ Parental communication should start with the education of parents on the issues critical to child development (i.e. developmental screenings/early identification)</li> <li>○ One of our greatest assets is the relationship First 5 LA has with parents; First 5 LA does not speak for them, but we lift their voice, we support and serve them.</li> <li>○ First 5 LA should communicate effectively to communities to get them on board on issues critical to early child development and have real vocal power</li> <li>○ It’s important to not lose sight of the personal relationships that are not represented by produced communications</li> </ul> </li> <li>● First 5 LA is the “moral thermometer”; we know what works, based on studies and experience, and we bring both facts and urgency to improving results for children and families, because we can’t afford not to</li> <li>● Consider First 5 CA and their role in elevating the First 5 brand &amp; educating the public on some of the more general issues</li> </ul>	65

**Attachment 1**  
**July 11 Board of Commissioners**  
**Strategic Planning Retreat Summary Report**

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**Attachment 1  
 July 11 Board of Commissioners  
 Strategic Planning Retreat Summary Report**

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<b>Alternative Revenue</b>	
<b><i>What we Heard</i></b>	<b><i>What This Means for Strategy Refinement</i></b>
<ul style="list-style-type: none"> <li>• First 5 LA must align its approach to alternative revenue and sustainability strategy with the Strategic Plan, and policy and systems change goals and outcomes               <ul style="list-style-type: none"> <li>○ Ensure opportunities are aligned with our Strategic Plan and policy and systems change goals</li> <li>○ First 5 LA can look at both funding that will flow through First 5 LA, and funding that can impact programs not funded by First 5 LA, but which have been prioritized by First 5 LA</li> <li>○ Areas to look at for large scale impact are: Home Visiting; children’s health; ECE; Universal Pre-K</li> </ul> </li> <li>• First 5 LA should look at what other First 5s/communities are doing as it relates to an Alternative Revenue framework.</li> <li>• Possible venues for alternative revenue include:               <ul style="list-style-type: none"> <li>○ Local versus state - why not both?</li> <li>○ Address more locally to get more share of the revenue</li> <li>○ Source matters – local funding may have more impact on F5LA and/or local programs; state-funding will have need to be spread out across multiple counties, for example</li> <li>○ Cannabis at various levels of government</li> <li>○ Consider opportunities for scale - Look at sustainability through programs that the government values and would invest in</li> <li>○ Look at examples from other states and localities- ex. Soda taxes</li> </ul> </li> <li>• Critical importance of data to drive alternative revenue strategies and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• First 5 LA’s sustainability framework should be applied across all strategy refinement efforts; alternative revenue is included in the framework as one of the sustainability strategies               <ul style="list-style-type: none"> <li>○ Opportunities should be aligned with F5LA Strategic Plan and its policy and systems changes goals.</li> <li>○ Determine considerations to inform whether First 5 LA can play a policy and systems change role at the local, county and state level<sup>67</sup></li> <li>○ Identify evidence-based early childhood investment opportunities that can be sustained and scaled with support of new revenues</li> </ul> </li> <li>• Alternative revenue priorities will need to be considered through the lens of recommended strategies that emerge through the strategy refinement process.</li> <li>• Clarify and prioritize considerations and criteria to prioritize opportunities, venue (state, local), and potential F5LA role(s).</li> </ul>

**Attachment 1  
July 11 Board of Commissioners  
Strategic Planning Retreat Summary Report**

<b>Alternative Revenue</b>	
<i>What we Heard</i>	<i>What This Means for Strategy Refinement</i>
<ul style="list-style-type: none"> <li>○ Data demonstrates what works. We want to make sure opportunities are tied to demonstrated outcomes</li> <li>○ Data establishes and influences public opinion-- Politicians are now making the connection between preschool and long-term outcomes; use polling data</li> <li>○ Data to demonstrate program impact</li> <li>● Partnership/coalitions implications               <ul style="list-style-type: none"> <li>○ Develop coalitions to improve turn-out on any potential ballot measure</li> <li>○ Highlight collaboration and funding leveraging</li> </ul> </li> <li>● Identify windows of opportunity and communications role for First 5 LA               <ul style="list-style-type: none"> <li>○ Recognize that prevention and children’s health is language that may be more successful in building public will; focus on the holistic nature of the child</li> <li>○ Communication/messaging needs to be clear (i.e., voters don’t want new taxes that will go to bailing systems out)</li> <li>○ Message the connection between participation in programs like preschool and good outcomes throughout life.</li> <li>○ Identify best practices on how to get people to vote for new revenues – it must be helpful to them</li> <li>○ Examine the impact on young children to inform where First 5 LA ought to focus its strategy and activities</li> <li>○ Ensure that our effort is not tied to a “failing” system or bailing it out- instead tie it to children and demonstrated outcomes</li> <li>○ What is the next model we want to prove? New programs that can demonstrate impacts?</li> </ul> </li> </ul>	68

**Attachment 1**  
**July 11 Board of Commissioners**  
**Strategic Planning Retreat Summary Report**

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# Attachment 1

## July 11 Board of Commissioners

### Strategic Planning Retreat Summary Report

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## What Needs to be Addressed in Implementation or Needs Further Planning

### ECE Quality Supports

- Landscape analysis of FFN providers/settings in L.A. County
- Partnership building with FFN providers, R&Rs and other community-based orgs to build out this strategy
- Integration with KRA strategy
- Integration with Home Visiting and other existing First 5 LA investments

### Kindergarten Readiness

- How to work with school districts and communities to ensure data is used appropriately
- How to recruit and engage school districts; how to prioritize districts based on specific criteria
- What should be First 5 LA's investments be; which partners to engage; how to build sustainability?
- Where/how should KRA be structured within First 5 LA's operations

### Communications

- Identify and prioritize where communications is a critical enabler of First 5 LA's strategic priorities.
- Consider in-house versus contracted communications staff to execute strategies and audience engagement
- Develop cadence and/or sequencing of communications efforts to reach and engage target audiences
- Set expectations for agency-wide responsibility and collaboration to further communications efforts
- Measure the effectiveness of communications efforts
- Consider how communications efforts will help provide monitoring and measurement data for Impact Framework (i.e. research studies/survey results)

### Alternative Revenue

- Implications for integration across strategy areas and departments, including communications
- First 5 LA should clearly understand its legal guardrails and how deeply First 5 LA is able to be involved in the political landscape
- Assess the local landscape – Recognize and analyze relationships such as new partnerships (i.e., building partnerships with labor)
- Develop the Alternative Revenue Framework that clarifies revenue for what, criteria and different considerations that will inform opportunities
  - Clarify criteria/considerations that may vary by venue
  - Clarify F5LA role(s) by opportunity, including opportunities that are in alignment with our priorities regardless of whether or not these revenues pass through First 5 LA

# Attachment 1

## July 11 Board of Commissioners

### Strategic Planning Retreat Summary Report

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- First 5 LA should consider how to work with and engage with communities (i.e., Best Start and how to connect communities to Alternative Revenue opportunities within legal constraints)
- Examine the role that First 5 LA can play externally within the political field to help push policy and systems change (i.e., by funding polling or partnering with new partners such as the labor movement, this begins to place First 5 LA in different contexts)
  - Confirm criteria for roles that First 5 LA can play in effort and in possible venues (i.e., when First 5 LA can be the lead, a convener, a host, a thought-partner, a content expert, etc.)
- Where/how Alternative Revenue should be structured within F5LA operations

### Other Considerations for our Work

- Consider how such issues as immigration and poverty play a role in child development.
- Consider how First 5 LA strategies and activities contribute to addressing isolation of mothers.
- Consider the “risk reward analysis” that other First 5s have conducted when examining their roles and what they can do in pursuing alternative revenue.
- Examine and identify roles that First 5 LA can engage in to help advance our policy and systems change approach.
  - Lead on a Project
  - Thought Partner
  - Convener
  - Endorser
  - Facilitator
  - Host
  - Collaborator
  - Content Expert
  - Messenger
  - Communicator
  - Observer

### Next Steps

Board input on these topics and discussion topics during the July 11 Board of Commissioners meeting/SPR4 Board Retreat will inform strategy refinement and updates from the Refine phase will be presented at the September 12 Board of Commissioners and September 26 Special Board/Program and Planning Committee meetings.

# Attachment 1

## July 11 Board of Commissioners

### Strategic Planning Retreat Summary Report

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#### APPENDIX 1: BOARD RETREAT DISCUSSION TOPICS AND QUESTIONS

Strategy Refinement Topic	Purpose of Discussion	Discussion Questions
<b>ECE Quality Supports</b>	To review First 5 LA’s current approach to improving quality in early learning settings. Discuss what adjustments need to be made based on learnings from Quality Start Los Angeles and the diversity of settings in the current environment.	<ul style="list-style-type: none"> <li>• How should our current efforts, which prioritize quality support services for center-based care for 4-year olds, evolve given family needs and our own learnings?</li> <li>• What should we consider as we better align our quality support strategy with the diversity of early learning settings?</li> <li>• How do we ensure that our quality support efforts have a direct link to improving child outcomes, particularly the needs of dual language learners?</li> <li>• How do our quality support efforts strengthen the existing early learning workforce?</li> </ul>
<b>Kindergarten Readiness Assessment (KRA)</b>	To explore the value of KRA in helping First 5 LA achieve our North Star through building public will and community capacity as well as strengthening our own measurement and accountability.	<ul style="list-style-type: none"> <li>• What is the value of having KRA data from a policy, program, community, learning, and accountability perspective?</li> <li>• What should First 5 LA’s long-term objective be? Statewide KRA? Countywide KRA? KRA in specific communities?</li> </ul>
<b>Communications</b>	To discuss how communications could support First 5 LA’s systems change efforts and receive guidance on strategies and target audience(s).	<ul style="list-style-type: none"> <li>• Does this crosswalk reflect priority audiences? Are there any audiences that are missing from this crosswalk?</li> <li>• Is there a need to prioritize audiences? If so, what considerations should drive prioritization?</li> </ul>
<b>Alternative Revenue</b>	To gather Board feedback on First 5 LA’s sustainability framework (alternative revenue as a component of, not substitute for, other sustainability strategies), revenue priorities (revenue for what?), and alternative venues (state/local).	<ul style="list-style-type: none"> <li>• How will F5LA organize its sustainability strategy and approach to alternative revenue?</li> <li>• What are F5LA’s overriding goals for generating revenue (revenue for what)?</li> <li>• What venues for alternative revenue are potentially available and what considerations should inform where F5LA ought to focus its strategy and activities?</li> </ul>



# Early Identification and Intervention

## Overall Driving Question

How can First 5 LA operationalize implementation of our early identification and intervention strategy to advance an integrated system of prenatal, maternal and pediatric supports?

## Priority Sub-Questions

- ❖ How could such integration advance our efforts to reduce EII disparities?
- ❖ How could such integration leverage our health plan partnerships to align systems for maternal and pediatric care?
- ❖ What role could First 5 LA play in advancing an integrated strategy? How does this inform our emerging partnerships with health plans?
- ❖ How do our efforts to reduce EII disparities support and link to this strategy?
- ❖ How should this strategy be aligned with F5LA and county efforts on prevention?
- ❖ How can we ensure a balanced approach that encompasses both screening/ identification/ referral as well as service delivery?

## Summary Recommendation(s)

**Rec 1:** Advance a comprehensive commitment to EII that supports greater coordination and integration of First 5 LA’s efforts, Home Visiting and HMG, and establishes a family-centered continuum of care for pregnant women and children through age 5.

**Rec 2:** Advance policy to hold public systems delivering EII accountable for timely access.

- Prioritize the reduction of disparities across maternal and pediatric health with an emphasis on decreasing maternal mortality, infant mortality and developmental-behavioral delay

**Rec 3:** Advance practice transformation and innovation to improve access, quality and equity of maternal and pediatric EII care and services.

**Rec 4:** Bolster consumer demand for appropriate maternal and pediatric EII for all.

## How it Refines our Current Approach

Expands the EII strategy, to address health and well-being “upstream” at the earliest phase to positively influence birth and child outcomes.

## System Change Approaches

**Rec 1:**

- Practice Change
- Policy Change
- Will Building

**Recs 2, 4:**

- Practice Change
- Policy Change
- Will Building

**Rec 3:**

- Practice Change
- Policy Change
- Will Building

## Key Organizational/Operational Implications

- ❖ Develop organizational capacity (policies, procedures, processes, staff) to become a successful applicant for public and private EII-related/health equity grants.
- ❖ Use expansion into equity and maternal health as a launching pad to bolster the capacity of new partners, and to pursue new financing, specifically becoming a grant seeker where necessary.
- ❖ Strengthen First 5 LA’s staff competencies in establishing and developing data partnerships.
- ❖ Further staff’s skills and expertise or utilize consultant support to develop and support a maternal EII/policy and data advocacy agenda.
- ❖ Ensure equity is a deliberate operating principle in how we do our work, train and retrain our staff, and evaluate our progress as a systems change agent and grant-maker.



## Overall Driving Question

How do we leverage the work underway to improve the built environment in the 14 Best Start communities?

## Priority Sub-Questions

- ❖ How does our focus on the three priority areas - transportation, healthy food and open space access - align with emerging County opportunities as well as community priorities?
- ❖ How can F5LA maximize parent voice and community engagement in implementing this strategy?
- ❖ What should be the approach to evaluating this strategy and how does it link to the Best Start Learning agenda? When and what type of learning will we have to inform our future work?

## Summary Recommendation(s)

**Rec 1:** Implement current Built Environment projects centered in the Best Start communities and leverage opportunities for equitable policy change.

**Rec 2:** Commit to the three built environment priority areas – transportation, healthy food, and open space access – and explore the concrete roles First 5 LA can play to support issues of housing and environmental health.

**Rec 3:** Build and sustain the will, relationships, and networks with critical partners and Best Start communities to support and strengthen family-friendly policies and practices that influence the built environment in the Best Start communities.

**Rec 4:** Evaluate the Built Environment Strategy based on the Best Start Learning Agenda and learning from qualitative data to help inform Indicators #8 (Participation of eligible families in CalWORKS, CalFresh, WIC, and Medi-Cal) and #10 (Rate of families with children prenatal to 5 that have access to parks and open spaces).

## System Change Approaches

### Recs 1, 2, 3:

- Practice Change
- Policy Change
- Will Building

### Rec 4:

- Practice Change
- Policy Change
- Will Building

## Key Organizational/Operational Implications

- ❖ Explore multi-year funding. 74
- ❖ Clearly define and operationalize roles and responsibilities of the Communities Department.
- ❖ Clearly define and operationalize roles and responsibilities of the strategic-enabling departments.
- ❖ Strategically collaborate on the development of the First 5 LA Legislative Agenda as it relates to the built environment priorities.
- ❖ Create a cross departmental/division Built Environment Strategy Team.

## How it Refines our Current Approach

- ❖ Offers First 5 LA an opportunity to “lean in” to a diversity of roles as a catalyzer, funder, connector, champion, collaborator, and convener, not only as a convener and strengthener of existing advocacy groups.
- ❖ Encourages First 5 LA to continue deepening relationships with parents and families, advocacy groups, municipalities, and systems partners to help strengthen the connections and relationships within Best Start regions.
- ❖ Encourages First 5 LA to view the built environment in a comprehensive lens grounded in the framework of social determinants of health. For example, First 5 LA can drive lasting change by focusing on safe, accessible, and equitable neighborhoods and communities.



## Overall Driving Question

How can we support the work of communities to advance local community systems change while connecting their insights, assets, and learnings to broader county and/or state systems change?

## Priority Sub-Questions

- ❖ How do we better leverage and integrate our public system change efforts with our community system change efforts
- ❖ How can we support integration of our work across the systems we address at a countywide and community level (ECE, Health, and Family Supports)?
- ❖ How should this strategy be aligned with F5LA and county efforts on prevention?
- ❖ How do we connect the voice of parents and families and our community work with our county/state system change strategies?
- ❖ Is there a relative priority between driving local and county/state system change?

## Summary Recommendation(s)

**Rec 1:** Affirm Best Start regional and local networks as a core investment strategy for First 5 LA by allocating funding through June 2028.

**Rec 2:** Partner with Best Start regional and local networks to advance priorities that reflect alignment between community, county and state efforts.

**Rec 3:** Coordinate and integrate First 5 LA and public/private investments within 14 Best Start geographic areas to demonstrate “proof of concept” for countywide prevention efforts.

**Rec 4:** Deepen collaboration with county-system partners to improve how public agencies engage, partner with, serve and are accountable to families and communities.

## How it Refines our Current Approach

- ❖ Rooted in a trauma and resiliency, socio-ecological perspective, rather than an emphasis on protective factors.
- ❖ Focuses on networks to diversify and knit together resources, deepen collaboration, spark innovation, and cultivate a resilient ecosystem of supports for families.
- ❖ Highlights Best Start geographic areas as places to demonstrate “proof of concept” to inform county and state level systems changes.

## System Change Approaches

### Recs 1, 2, 4:

- Practice Change
- Policy Change
- Will Building

### Rec 3:

- Practice Change
- Policy Change
- Will Building

## Key Organizational/Operational Implications

- ❖ Clarify how F5LA uses Best Start geographic boundaries for programmatic design and implementation across strategies. 75
- ❖ Align internally on how we work with parents and residents to avoid pragmatism and tokenizing.
- ❖ Increase staff and team autonomy and corresponding accountability in order to address emergent issues at the geographic areas.
- ❖ Consider multi-year contracts, pooled funding, and master agreements.
- ❖ Explore how First 5 LA policies and contracting are facilitators or barriers to internal integration, greater community engagement, and partnering with other public agencies.



## Overall Driving Question

Should family engagement and trauma resiliency informed systems change be embedded within all of First 5 LA's work?

## Priority Sub-Questions

- If so...
- ❖ What is the role of F5LA in increasing the capacity of early childhood systems (health, ECE, child welfare, etc.) to be trauma informed and to engage families?
  - ❖ Should F5LA prioritize county systems in this work?
  - ❖ What do we see as F5LA's role in increasing the capacity of the county systems we work with to be trauma-informed and/or to engage families? How do we see this work evolving in our work with county partners?
  - ❖ How does F5LA define family engagement in the context of policy and systems change?
  - ❖ What are the opportunities for F5LA to institutionalize family engagement at a system level?
  - ❖ How should this strategy be aligned with F5LA and county efforts on prevention?
  - ❖ How does F5LA embed an approach around trauma informed resiliency and family engagement into its system change work?

## Summary Recommendation(s)

**Internal:** Together these recommendations address our overall driving question of how First 5 LA can embed family engagement and trauma-resiliency informed systems change into all its work.

**Rec 1:** Become a trauma-informed and family-centered organization. This is how First 5 LA serves as a model to inspire other organizations to adopt family engagement and trauma-informed practices.

**Rec 2:** Embed trauma and resiliency-informed and family engagement approaches in our programmatic work.

**External:** Together these form a bottom-up and top-down strategy to integrate family engagement and trauma and resiliency informed approaches into public systems.

**Rec 3:** In local contexts, establish a template to support agencies and organizations in becoming trauma-informed and/or family-centered.

**Rec 4:** Support leaders in integrating family engagement and trauma-informed approaches into family-serving public systems.

## How it Refines our Current Approach

- ❖ Applies a TRISC or FE lens to our other programmatic strategies (beyond Health and Family Supports outcome areas) and breaks down silos between departments.
- ❖ Articulates external TRISC strategy and places family engagement strategies in a system change context.

## System Change Approaches

### Recs 1, 2, 4:

- Practice Change
- Policy Change
- Will Building

### Rec 3:

- Practice Change
- Policy Change
- Will Building

## Key Organizational/Operational Implications

- ❖ Examine our current HR policies and internal practices for new opportunities to become a trauma-informed and family-centered organization. <sup>76</sup>
- ❖ Train staff (Including CAP department) in TRISC and FE principles to embed across programmatic work
- ❖ Consider how TRISC and FE principles might be included in First 5 LA's procurement policy or develop a set of questions program officers can answer to determine points of integration in emerging projects or partnerships.
- ❖ Leverage resources of philanthropic partners and consider pooled funding to capture the full cost needed for systems change.



# Home Visiting within a system of Family Supports

## Overall Driving Question

How can First 5 LA drive a sustainable system of home visiting within a broader system of family supports?

## Priority Sub-Questions

Given the Board of Supervisors endorsed vision for a universal system of voluntary home visiting, what infrastructure is necessary to make that vision a reality in terms of leadership structures, financing, quality and integration with other family supports?

- ❖ What is our role in supporting implementation of this vision?
- ❖ Who are the critical partners to move this work forward?
- ❖ How should this strategy be aligned with F5LA and county efforts on prevention?
- ❖ How can F5LA’s work in HV be leveraged to integrate more effectively with EII and other child and family supports?

## Summary Recommendation(s)

**Rec 1:** Support the development of a universal, tiered system of home visiting by building on the infrastructure developed to date.

**Rec 2:** Lead the development and diversification of funding sources to support the home visiting system building efforts and the necessary infrastructure for implementation.

**Rec 3:** Lead data and evaluation efforts to demonstrate effectiveness and ensure continuous quality improvement for home visiting programs.

**Rec 4:** Support efforts that target recruitment and retention of a home visitation workforce and that establishes home visitation as a professional occupation.

**Rec 5:** Lead efforts to incorporate best practices and quality implementation of home visiting programs and build the capacity of home visiting providers and the communities they serve to best meet family needs.

## How it Refines our Current Approach

- ❖ Incorporates new models and funders into a coordinated system, along with efforts to establish a high-quality, county-wide system of home visiting supports.

## System Change Approaches

### Recs 1 and 4:

- Practice Change
- Policy Change
- Will Building

### Rec 2:

- Practice Change
- Policy Change
- Will Building

### Rec 3:

- Practice Change
- Policy Change
- Will Building

### Rec 5:

- Practice Change
- Policy Change
- Will Building

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## Key Organizational/Operational Implications

- ❖ Update procurement policy to allow flexibility to work with partners.
- ❖ Assess contract language, as new relationships may require different contractual stipulations, such as for contract termination, data sharing, holding of Personal Health Information, and adherence to HIPPA regulations.
- ❖ Modify current policies regarding data sharing processes
- ❖ Train F5LA staff on HIPPA regulations.
- ❖ Establish processes to leverage and account for its funding, particularly if we are the recipient or administrator of external funding.
- ❖ First 5 LA staff time will be needed to ensure alignment with other efforts.

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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As part of the second phase of First 5 LA's strategic plan refinement process – Reflect – input from key partner agencies and from select Best Start Communities was gathered through interviews and community engagement sessions to inform First 5 LA's strategies and how to approach its work. This document synthesizes input from community partners and key stakeholders to support the strategy refinement process undertaken by the Strategy Refinement Teams (SRTs). The input is organized by SRT to make it most actionable for the SRTs. Note that there wasn't thematic stakeholder feedback relevant to Kindergarten Readiness Assessment and the heading do not appear below.

**County Partner Interviews:** Learning for Action staff conducted phone interviews with 19 stakeholders consisting of 17 County Partners as well as representatives from First 5 CA and the First 5 Association.

**Community Engagement Sessions:** First 5 LA staff conducted ten engagement sessions with key stakeholders. The sessions engaged over 130 stakeholders once completed. First 5 LA also held nine input session with Best Start Communities.

#### Overarching Themes

##### Overarching Recommendations for First 5 LA's Role

- First 5 LA plays an important role in setting a statewide agenda around early childhood issues and priorities, including through partnership with the First 5 Association and First 5 California. However, policy efforts at the state level need to be informed by deeper understanding of what programmatic efforts look like in other regions and other counties. Systems change efforts may also benefit from collaboration with other First 5 commissions.
- First 5 LA can better clarify its identity and role, particularly as it emerges out of the current strategy refinement process. Two stakeholders noted that there is some confusion about First 5 LA's role, which makes it difficult for others to know how best to partner with them. Some stakeholders noted that many still think of First 5 LA as a grantmaking organization that funds direct services.
- Focus on families living in poverty, families of color, and specific geographies in the county where needs for comprehensive supports for family can have the greatest positive impact.
- First 5 LA should share more information about their work with other First 5 county commissions, First 5 California, and the First 5 Association. Representing the largest county in the state, First 5 LA can pursue some approaches that other smaller First 5 organizations cannot. The resulting plans, resources, data, and learnings could be valuable for other counties working on similar efforts.
- Continue policy advocacy efforts to advance ECE priorities in alignment with County and State budget and ECE policy opportunities.
- Stay closely connected to families and communities, including their voices through ongoing input processes and collaboration to better understand their needs and definition of progress/success on shared goals.

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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- Continue to engage in parent engagement, with careful mindfulness of cultural differences and different family structures.

#### **First 5 LA's Role in Advancing County Efforts**

- First 5 LA could deepen engagement in policy advocacy at the county level, in line with the excellent work they already do at the state and federal level. In particular, First 5 LA could play a critical role to ensure that county level efforts are informed by policies and opportunities at the state and federal levels. This will be especially important in helping the county optimize ECE opportunities put forth by Governor Newsom.
- In addition, First 5 LA could enhance opportunities for County-level collaboration through:
  - “Networking the networks” – develop regional approach engaging county departments and CBOs in adjacent, complementary, and overlapping initiatives.
  - Aligning work across partners engaged in common strategies (e.g., home visiting).

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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#### Input Linked to Specific Strategy Refinement Teams

Stakeholders identified the following ways in which First 5 LA could lead or support County-level efforts:

#### Built Environment

##### *Community Engagement Sessions*

- Continue to support capacity building, technical assistance and community leadership development opportunities in Best Start communities.
- Advocate for policies that promotes equitable development of parks, transportation and housing.
- Consider funding research on dual enrollment (CalFresh, WIC, CalWorks, etc.) approaches to integrate services/benefits for families.

#### Communities and System Change

##### *County Partners*

- Continue to partner with county agencies to gather community input in a meaningful way. First 5 LA is positioned to leverage community voice and elevate family needs in a way that County partners cannot. First 5 LA can enhance county partners' access to parent and community perspective, which is a gap for the County. There is a valuable infrastructure in place via the Best Start Communities.
- Determine which voices may not be at the table and consider lifting them up. One interviewee encouraged First 5 LA to consider identifying and engaging communities they may not be reaching currently, like the faith-based community.
- Partner in county-wide efforts that may not necessarily seem directly tied to early childhood, for instance workforce development, affordable housing, and economic stability. The impacts of these aspects of community life on families and children is profound.
  - For example, reducing homelessness is a critical effort in the county that would address child poverty and a number of other risk factors for children 0 to 5. A number of county partners (e.g., Department of Public Social Services, Human Services and Child Welfare) are focused on addressing homelessness in some way and would welcome collaboration and support from First 5 LA.

##### *Community Engagement Sessions*

- Best Start sites recommend that First 5 LA continue to invest in parent/resident leadership to enhance their skills and opportunities to advocate and help shape policies and practice improvements. This includes providing funding for capacity building and advocating for other funders to invest in similar efforts. In addition, First 5 LA can consider partnering with more faith-based institutions, given the role of many as gatekeepers in the community. Faith-based institutions can help First 5 LA increase the reach of its efforts, especially around policy and system change.
- First 5 LA can also consider strategies to enhance partner organizations' understanding of systems change while keeping residents at the center of efforts, informing efforts with resident feedback.

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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- First 5 LA can consider providing funding for capacity building to continue to invest in community leaders.
- Identify and connect community members to opportunities in which they can participate in the decision-making process in County efforts (e.g., increasing awareness of opportunities, advocating for community partnership in advisory/working groups, connecting community members to opportunities to provide public input, etc.).

### Cross Cutting Strategies: Trauma Informed Care and Family Engagement

#### *County Partners*

- Address systems (such as reimbursement models) that pathologize family support.
- Expand access to services for mild to moderate behavioral health needs; while there has been a focus on screening and linkage to services, some stakeholders noted that there aren't enough services to meet the needs identified through screening.
- Support a large-scale data sharing initiative, linking county partners (e.g. DCFS, DSS, DMH, Probation) to enable care coordination and provision of optimal supports for families who touch multiple systems.
- Serve as a leader for County-wide prevention effort that brings together county departments, funders, and CBOs, and weaves together a network of prevention and aftercare supports.

#### *Community Engagement Sessions*

- Family Engagement: More investments are needed to support the engagement of African American and Latino fathers.
- First 5 LA can help bring awareness about root causes to inequities and to the leftover effects of trauma to move the focus on other risk factors such as lack transportation.
- Support evidence-based programs for fathers.

### Early Identification and Intervention

#### *Community Engagement Sessions*

- Partner with provider professional organizations to ramp up training in assessment and developmental screening.
- Partner with others to develop a recommendation for a standard county-wide evidence-based assessment tool.
- Support systems integration to effectively connect families to resources/services following identification of developmental delays.
- Advocate for state payment reform.
- Explore strategies for practice transformation (e.g., integrating pediatric care and maternal health).

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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#### Home Visiting within a System of Family Supports

##### *County Partners*

- Enhance focus on maternal and infant health, specifically efforts to serve African American mothers and babies.
- Facilitate connection to developmental supports/services for children with mild to moderate needs.
- Increase focus on ACES and the impacts of trauma on brain development:
  - Lift up the neuroscience research base.
  - Build out the system of care for addressing needs of children with ACES exposure, bearing in mind that screening cannot take place in absence of linkages to of appropriate services.
  - One stakeholder suggests that First 5 LA pull back from the focus on trauma informed care, citing that there already many players in this space.
- One stakeholder noted that although they agree that early intervention and engagement through home visiting is important, it is also labor and resource intensive; in addition to or instead of home visiting, First 5 LA might consider whether or not there are other lower-cost opportunities to potentially impact more people.

##### *Community Engagement Sessions*

- Stay the course with current home visiting efforts, working towards universal access.
- Increase awareness and coordinated support between maternal health and ECE efforts.

#### Data Strategy

##### *County Partners*

- Assist in the development of data that can help County Partners to advocate for sustainable funding in the face of declining fiscal support from First 5 LA.
- Convene/facilitate connections and data sharing across partners within the County, and consider what partners outside the County should also be engaged in data sharing.
- Facilitate some foundational conversations to generate shared agreement on outcomes, and consider gathering community input on what outcomes are most important to them.
- Communicate with the public about the importance of tracking outcomes (and data sharing) while also responding to concerns about privacy and transparency.
- Support predictive risk modeling to better identify vulnerable populations and serve the needs of the community.
- Partner with DCFS to establish the evidence base for prevention services/interventions (to expand services in alignment with the Family First Services Prevention Act).

##### *Community Engagement Sessions*

- First 5 LA can play a stronger role in aligning and working toward a shared and integrated data system.

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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- Best Start sites suggest First 5 LA continue to expand efforts to gather data on population-level change and EDI, and to understand what is needed, what is working and not in what areas to support children and families. First 5 LA should also be clear about how data are used and how data inform its work.

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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## APPENDIX

### County Partners Interview Questions

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- 1) Please briefly describe your role in your agency and the ways in which you have worked with First 5 LA to date.
- 2) What are the ripest opportunities for First 5 LA to partner with you and your agency to make significant progress on our results for children and families, given the issues and priorities you're working on and in the context of First 5 LA's systems and policy change strategy?
  - a. Considering existing systems change, advocacy, or policy-related efforts designed to make significant progress on outcomes for children and families, where could First 5 LA and our partners go deeper, change tack, or pull back to make room for other more pressing priorities?
  - b. First 5 LA is considering strategic synergies with and across, county departments. Does your department have a current strategic plan that you could share with us as part of First 5 LA's strategic planning?
- 3) In what ways, if any, does your department bring parent/community voice into its planning and implementation processes? To what extent, if at all, would it be helpful to partner with First 5 LA to gain access to direct parent/community perspectives?
- 4) Is your organization doing anything specifically to address inequities in the prenatal to five space, and if so, what are the opportunities for First 5 LA to work in partnership with your organization in doing so?
- 5) What regional or local networks, if any – such as the Regional Community Alliances or SPA Advisory Committees – does your department participate in or work/coordinate/partner with?
- 6) Thinking about First 5 LA's results for children and families, are there systems change, advocacy, or policy initiatives that First 5 LA could launch or advance, and if so, in partnership with whom?
- 7) Envisioning success together: [TIME PERMITTING]
  - a. Thinking about the results for children and families, how would you define success if the work of First 5 LA together with our partners was wildly successful? Think about a 3-4 year timeframe, 5-7 year timeframe, and an 8-10 year timeframe.
    - i. What indicators and data sources would you use to measure success?
    - ii. Relative to this result, what populations are experiencing greater inequities?
    - iii. What models or approaches are you aware of that could address these inequities?

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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- 8) Are there any closing comments you would like to make to inform First 5 LA's work as it refines its Strategic Plan?

### Community Engagement Sessions Questions

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- 1) What opportunities exist to partner with you and your agency to make significant progress on our Result for children and families, given the issues and priorities you're working on and in the context of First 5 LA's systems and policy change strategy?
- 2) Considering existing systems change, advocacy, or policy-related efforts designed to make significant progress on our Result for children and families, where could First 5 LA and our partners go deeper, change tack, or pull back to make room for other more pressing priorities?
- 3) Also drawing on your experience, and with an invitation for full candor, what do you consider to be critical areas for First 5 LA to grow or strengthen its capabilities to effectively partner to achieve systems and policy change in service of our results for children and families?
- 4) Thinking about our Result for children and families, how would you define success if the work of First 5 LA together with our partners was wildly successful? Relative to this result, what populations are experiencing greater inequities? What models or approaches are you aware of that could address these inequities?
- 5) (time permitted): Are there any closing comments you would like to make to inform First 5 LA's work on the SPR4 process?
- 6) (time permitted): Thinking about our Result for children and families, are there systems change, advocacy, or policy initiatives that First 5LA could launch or advance, and if so, in partnership with whom?
- 7) (time permitted): Given your experience working with First 5 LA, what do you consider to be our strengths and assets?

## ATTACHMENT 3

### Stakeholder Input: County Partner Interviews & Community Engagement Sessions

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#### Community Engagement Sessions

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##### Community Meetings and Forums

- African American Infant and Maternal Mortality Steering Committee
- Best Start Region 1
- Best Start Region 2
- Best Start Region 3
- Best Start Region 4
- Best Start Region 5
- Child Care Planning Committee, County of Los Angeles
- ELA Alliance Meeting
- First Connections Grantees Convening
- First 5 LA Maternal and Child Health Managed Care Meeting
- LA Care Child Health Advisory Committee
- Los Angeles County Commission for Children and Families
- Los Angeles County Perinatal and Early Childhood Home Visitation Consortium
- Los Angeles County Policy Roundtable for Childcare and Development
- PEACH Monthly Meeting