

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, November 14, 2019
1:30 PM - 4:30 PM

Meeting Location:

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

(If you would like to speak to any item on the agenda, please complete a public comment form)

1. **ACTION**

Call to Order / Roll Call

- **Sheila Kuehl, Commission Chair**

2. **ACTION**

Consent

- **John Wagner, Executive Vice President**

- A. Approve Commission Meeting Summary Action Minutes and Transcript – Thursday, October 10, 2019
- B. Approve the Monthly Financial Statements Month Ending in September 30, 2019
- C. Contract: Approve Two Renewals and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board
- D. Authorize First 5 LA to Receive Funds from Los Angeles Department of Public Health (LADPH) for African American Infant and Maternal Mortality (AAIMM) Strategic Communications, Approve Resolution #2019-05 and Authorize First 5 LA Staff to Execute a Memorandum of Understanding (MOU)
- E. Approve a Strategic Partnership with Community Partners in the Amount of \$600,000 for a Period of 24 Months to Pilot Funding Focused on Child Health and Family Strengthening Policy and Advocacy Grants and Alternative Revenue Opportunities and Authorize First 5 LA Staff to Execute an Agreement for an Amount of \$600,000

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COMMISSIONERS

Los Angeles County Supervisor	Jane Boeckmann	Yvette Martinez
Sheila Kuehl	Bobby Cagle	Romalis J. Taylor
Chair	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Keesha Woods
Judy Abdo		Marlene Zepeda, Ph.D.
Vice Chair		

EX OFFICIO MEMBERS

Karla Pleitez Howell
Jonathan E. Sherin, M.D., Ph.D.
Wendy Smith, Ph.D., LCSW
Deanne Tilton

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

3. INFORMATION

Remarks by the Commission Chair of the Board
- **Sheila Kuehl, Commission Chair**

4. INFORMATION

Executive Director's Report
- **Kim Belshe, Executive Director**

5. INFORMATION

Public Hearing on Strategic Plan
A. Adopt 2020-2028 Strategic Plan; and
B. Adopt Resolution 2019-06: All Funds in First 5 LA's "Assigned" Fund Balance Shall Be Used Only for Purposes Consistent with the Parameters and Guidelines Outlined in the Adopted 2020-28 Strategic Plan
- **Christina Altmayer, Vice President, Programs**
- **Steven LaFrance, Founder and CEO, Learning for Action**

6. INFORMATION

State Policy, Practice & Will-Building: Year-in-Review
- **Kim Pattillo Brownson, Vice President of Policy & Strategy**
- **Peter Barth, Director, Public Policy & Government Affairs**
- **Gabriel Sanchez, Director, Communications**
- **Charna Martin, Senior Policy Strategist**

7. INFORMATION

Public Comment (for items not on the agenda)

8. ACTION

Adjournment

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS
THURSDAY, OCTOBER 10, 2019
750 NORTH ALAMEDA STREET, FIRST FLOOR
LOS ANGELES, CALIFORNIA 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 THURSDAY, OCTOBER 10, 2019; LOS ANGELES, CALIFORNIA

2 1:33 P.M.

3 -000-

4 SUPERVISOR KUEHL: GOOD AFTERNOON. GOOD
5 AFTERNOON. YOU'VE NEVER BEEN A THIRD GRADE TEACHER.
6 OKAY. NOW YOU'RE ALIVE.

7 WE ARE CALLED TO ORDER, AND IT IS TIME TO CALL
8 THE ROLL TO ESTABLISH A QUORUM.

9 SECRETARY: JUDY ABDO.

10 COMMISSIONER ABDO: HERE.

11 SECRETARY: ASTRID HEGER.

12 COMMISSIONER HEGER: HERE.

13 SECRETARY: DEBORAH INNES-GOMBERG.

14 COMMISSIONER INNES-GOMBERG: HERE.

15 SECRETARY: YVETTE MARTINEZ.

16 COMMISSIONER MARTINEZ: HERE.

17 SECRETARY: CAROL SIGALA.

18 COMMISSIONER SIGALA: HERE.

19 SECRETARY: ROMALIS TAYLOR.

20 COMMISSIONER TAYLOR: HERE.

21 SECRETARY: MICHELLE VEGA.

22 COMMISSIONER VEGA: HERE.

23 SECRETARY: KEESHA WOODS.

24 COMMISSIONER WOODS: HERE.

25 SECRETARY: LINDA ARAGON.

1 COMMISSIONER ARAGON: HERE.

2 SECRETARY: WENDY GAREN.

3 COMMISSIONER GAREN: HERE.

4 SECRETARY: CARLA PLEITEZ HOWELL.

5 COMMISSIONER PLIETEZ HOWELL: HERE.

6 SECRETARY: DEANNE TILTON.

7 COMMISSIONER TILTON: HERE.

8 SECRETARY: SHEILA KUEHL.

9 SUPERVISOR KUEHL: HERE.

10 SECRETARY: QUORUM IS PRESENT.

11 SUPERVISOR KUEHL: ALL RIGHT. THANK YOU SO MUCH.

12 THE QUORUM WILL THEN ENTERTAIN THE CONSENT

13 AGENDA. DOES ANY COMMISSIONER WISH TO REMOVE ANYTHING

14 FROM THE CONSENT AGENDA FOR INDIVIDUAL DISCUSSION?

15 KEESHA.

16 COMMISSIONER WOODS: I HAVE A CONFLICT WITH ITEM

17 2G, I BELIEVE IT IS.

18 SUPERVISOR KUEHL: YOU HAVE A CONFLICT?

19 COMMISSIONER WOODS: YES.

20 SUPERVISOR KUEHL: SO WE'LL RECORD YOU AS NOT

21 VOTING ON ITEM 2G. BUT THAT DOESN'T REQUIRE REMOVAL FROM

22 CONSENT.

23 MR. STEELE: IT DOES NOT.

24 SUPERVISOR KUEHL: ALL RIGHT. ANYONE ELSE?

25 SEEING NONE, DO I HAVE A MOTION ON THE CONSENT

1 AGENDA?

2 COMMISSIONER ABDO: MOVE APPROVAL.

3 SUPERVISOR KUEHL: MOVE AND SECONDED.

4 IS THERE ANY OBJECTION TO A UNANIMOUS VOTE WITH
5 THE CONFLICT NOTED ON THE CONSENT AGENDA?

6 SEEING NONE, THAT -- THE CONSENT AGENDA IS
7 APPROVED AND ADOPTED.

8 OKAY. THAT'S A LOT OF PAGES. THANK YOU VERY
9 MUCH. THAT WAS VERY EFFICIENT.

10 SO WE'LL MOVE NOW TO REMARKS BY THE CHAIR. I
11 HAVE BEEN THINKING ABOUT, YOU KNOW, A NUMBER OF THINGS.
12 FIRST OF ALL, I THINK -- KIM, ARE YOU GOING TO TALK ABOUT
13 AB-1004, OR CAN I JUST --

14 MS. BELSHE: YES. WE WOULD LOVE FOR TO YOU DO
15 THAT.

16 SUPERVISOR KUEHL: I THINK EVERYONE KNOWS THAT
17 GOVERNOR NEWSOM SIGNED SOME SPONSORED LEGISLATION BY FIRST
18 5, AB-1004. AND, ESSENTIALLY, IT'S A REALLY GOOD WIN FOR
19 US, ALTHOUGH THERE WERE MANY, I'M HAPPY TO SAY. BUT THIS
20 ONE IN PARTICULAR APPROVES THE OVERSIGHT OF DEVELOPMENTAL
21 SCREENING PRACTICES FOR OUR YOUNGEST CHILDREN IN
22 CALIFORNIA'S MEDI-CAL PROGRAM. AND, OF COURSE, IT'S A
23 RECOGNITION OF THE FACT THAT, IF OUR KIDS ARE GOING TO BE
24 READY TO SUCCEED IN SCHOOL AND LIFE, IT'S REALLY IMPORTANT
25 TO IDENTIFY ANY DELAYS AND MAYBE CONNECT EARLY -- THE

1 EARLIER THE BETTER TO DEVELOPMENTAL SERVICES AND SUPPORTS.

2 IT IS THE FIRST TIME I THINK THAT FIRST 5

3 LA-DRIVEN LEGISLATION WILL BECOME STATE LAW, AND IT'S A

4 REALLY, REALLY EXCITING --

5 (APPLAUSE) .

6 SUPERVISOR KUEHL: BECAUSE WE TALK ABOUT SYSTEMS

7 CHANGE, AND ONE OF THE THINGS THAT WAS ALWAYS INTERESTING

8 TO ME IS ALL THE DIFFERENT SYSTEMS THAT NEED CHANGE. BUT

9 HOW IT VERY, VERY OFTEN ENDED UP IN A PLACE WHERE LAW

10 NEEDED TO BE CHANGED SO THAT THE ENTIRE STATE WOULD HAVE

11 TO SORT OF COME ALONG. AND IT'S -- IT'S REALLY AN

12 EXCITING EXAMPLE OF WHAT WE CAN DO AND HOW WELL IT WORKS

13 WHEN WE WORK WITH SO MANY COMMUNITY PARTNERS AND JUST MAKE

14 OUR PRESENCE KNOWN IN SACRAMENTO.

15 EVERYONE I'VE DISCOVERED WHO GOES TO SACRAMENTO

16 IS REALLY SORT OF IN A PETITIONER POSITION. ONE OF THE

17 REASONS I WANTED TO RUN FOR OFFICE IS SO THAT I COULD

18 BRING A BILL AND VOTE ON SOMETHING. AND IT'S KIND OF

19 FRUSTRATING SOMETIMES. BUT IT'S A REAL SKILL. SO KUDOS

20 TO EVERYONE WHO WAS ENGAGED IN THIS BECAUSE I THINK IT WAS

21 ONLY LAST YEAR THAT WE AGREED THAT FIRST 5 SHOULD ACTUALLY

22 SPONSOR LEGISLATION AND ESPECIALLY ABOUT SCREENING. AND I

23 KNOW A NUMBER OF COMMISSIONERS JOINED IN THIS EFFORT IN

24 SACRAMENTO, GOING TO EDUCATE OUR LEGISLATORS ABOUT HOW

25 IMPORTANT DEVELOPMENTAL SCREENINGS WERE.

1 AND THERE WAS A PREVIOUS BILL, AB-11, THAT WE
2 WENT UP AND TALKED ABOUT AND GOT UNANIMOUS SUPPORT FROM
3 THE LEGISLATOR BUT WAS VETOED BY JERRY BROWN.

4 AND SO THIS YEAR IS KIND OF LIKE -- AND THIS IS
5 ALSO A VERY GOOD EXAMPLE OF, YOU KNOW, LIKE WHEN YOUR MOM
6 TELLS YOU GET BACK UP ON THE BIKE. SO WE GOT BACK ON THE
7 BIKE AND REINTRODUCED THE LEGISLATION AND, AGAIN, THE
8 LEGISLATOR APPROVED UNANIMOUSLY, BUT THIS TIME THE NEW
9 GOVERNOR SIGNED IT. AND SO IT'S REALLY TWO YEARS OF WORK.

10 POLICY DEVELOPMENT AND ADVOCACY, A LOT OF
11 COLLABORATION. OUT PUBLIC POLICY AND GOVERNMENT AFFAIRS
12 TEAM WAS FANTASTIC, BUILDING AND WORKING WITH STRONG
13 PARTNERSHIPS ACROSS DIVISIONS INTERNALLY, WHICH IS
14 SOMETHING WE HAD A BIT OF A CONVERSATION ABOUT TODAY IN A
15 POSITIVE WAY. AND WITH MORE THAN 200 SUPPORTING
16 ORGANIZATIONS EXTERNALLY. IT'S GREAT WORK.

17 SO I WANTED TO THANK THE BOARD AND STAFF AND THE
18 CEO FOR POLICY AND ADVOCACY LEADERSHIP. IT REALLY SHOWS
19 WHAT WE CAN DO.

20 AND I WANT TO SAY AS A CODA TO THAT, I USED TO
21 TRY AND MEET WITH AS MANY PEOPLE AS POSSIBLE PERSONALLY.
22 A LOT OF TIMES WE'RE PUT OFF AND WE MEET WITH PEOPLE STAFF
23 WHICH I DISCOVERED LATER WAS A BETTER THING BECAUSE THE
24 STAFF KNOWS A LOT MORE THAN LEGISLATORS ABOUT A BILL.
25 YOUR IDEAS ON YOUR OWN BILL AND YOU'RE JUST LISTENING TO

1 THESE PEOPLE TALK, AND IT'S KIND OF BLAH, BLAH, BLAH, BLAH
2 BLAH, YOU KNOW, LEGISLATOR, BLAH, BLAH, BLAH, YOU.

3 I USED TO TRY TO HAVE THESE MEETINGS. AND ONE OF
4 THE TRICKS WAS THAT IN A NUMBER OF WAYS PEOPLE WERE NOT
5 PREPARED. THEY WOULD COME OR THEY WOULD READ SOMETHING TO
6 ME BUT THEY COULDN'T ANSWER A QUESTION IF I HAD ONE ABOUT
7 SOMETHING IN THE BILL.

8 IT FELT AS THOUGH PEOPLE WERE VERY WELL PREPARED
9 ON THIS AND FELT PREPARED. AND THAT I THINK IS ONE -- ONE
10 OF THE REASONS.

11 TWO THINGS MORE I WANT TO SAY LOOKING OVER THE
12 LAST SEVERAL YEARS AND THE KIND OF PIVOT THAT WE HAVE MADE
13 TO DOING THE WORK THAT WE DO, I SEE A NUMBER OF
14 INTERESTING CONCEPTS THAT HAVE ENTERED PEOPLE'S
15 CONSCIOUSNESS AND ARE NOW TAKEN FOR GRANTED. YOU HEAR THE
16 PHRASE, FOR INSTANCE, TRAUMA-INFORMED CARE, ALTHOUGH I
17 THINK THERE'S A NEW PHRASE FOR IT THAT IS NOT INFORMED
18 ANYMORE, BUT TRAUMA DIRECTED, TRAUMA EDUCATED. I DON'T
19 KNOW. WHATEVER. SOMETHING THAT RECOGNIZED THAT THIS IS
20 MUCH BROADER IN TERMS OF THE IMPACT OF LIFE AND PEOPLE'S
21 OWN EXPERIENCE.

22 I WAS THINKING ABOUT IT BECAUSE WE HAD A RETREAT
23 WITH MY STAFF THE OTHER DAY, AND WE WERE -- WE HAD A
24 PRESENTATION BY TWO OF MY STAFF TEAMS THAT HAD WORKED ON
25 PUTTING TOGETHER VERY LARGE TASK FORCES TO TRY AND DEAL

1 WITH AN ISSUE. ONE OF THEM IS ALTERNATIVES TO
2 INCARCERATION, WHICH WE BROUGHT THE MOTION, AND NOW, OF
3 COURSE, IT'S PUT TOGETHER. WE'RE NOT RUNNING IT. THE
4 OTHER IS THE RESPONSE TO THE WOOLSEY FIRE. AND WE WERE
5 ACTUALLY LOOKING AT THE DIFFERENCES. AND ONE OF THE
6 ISSUES WAS TRAUMA.

7 IN THE ALTERNATIVES TO INCARCERATION, WE WERE
8 DEALING WITH COMMUNITIES THAT HAVE EXPERIENCED TRAUMA FROM
9 THE FIRST MINUTE OF THEIR LIVES. IT'S JUST THERE. IT'S
10 THERE ALL THE TIME. IT'S CUMULATIVE. IT'S RAGEFUL. A
11 LOT GOING ON. BUT IN THIS TASK FORCE, BECAUSE BOB ROSS IS
12 HEADING IT UP AND BECAUSE COMMUNITY IS ENGAGED IN EVERY
13 WAY JUST LIKE THE APPOINTEES TO THE TASK FORCE, IT'S
14 MANAGED TO BE SO FRUITFUL AND SO COLLABORATIVE.

15 THEY HAD TWO RETREATS. ONE OF THE RETREATS WAS
16 ABOUT RACE AND INCARCERATION. A CONVERSATION YOU DON'T
17 HAVE A LOT, HONESTLY. AND THE SECOND WAS REALLY ABOUT
18 RESTORATIVE JUSTICE, HAVING MEMBERS OF THE
19 GABRIELINO-TONGVA COMMUNITY, WHICH IS OUR LOCAL NATIVE
20 AMERICAN COMMUNITY, REALLY TALK ABOUT WHAT IS THIS ISSUE
21 OF BRINGING PEOPLE BACK IN THE COMMUNITY, OF
22 REINTEGRATION, THOSE KINDS OF CONVERSATIONS.

23 WITH THE WOOLSEY FIRE, A LOT OF MY CONSTITUENTS
24 WERE NOT TRAUMATIZED BY LIFE, BUT THEY WERE DEEPLY
25 TRAUMATIZED WHEN THEIR HOUSES BURNED DOWN AND THEY

1 COULDN'T GET BACK IN AND THEY SOMEHOW COULDN'T EVEN GET
2 OUT. AND IT WAS -- YOU KNOW, SEEING A WALL OF FIRE COMING
3 AT YOU AT ABOUT 70 MILES AN HOUR, IT'S A DIFFERENT KIND OF
4 TRAUMA TO DEAL WITH. AND YET, BECAUSE WE HAVE THIS
5 CONCEPT, IT'S REALLY HELPING US WORK TOGETHER. AND I
6 THINK THIS IS SOMETHING WE HAVEN'T BEEN THE ONLY ONES.
7 BUT, YOU KNOW, JUST INCORPORATING IT AND THINKING ABOUT
8 CHILDREN FROM THE VERY FIRST MINUTE OF THEIR LIVES, I
9 THINK HAS BEEN VERY IMPORTANT.

10 SO I WANT TO THANK EVERYONE FOR THE WORK DONE
11 THIS YEAR. AND WE HAVE A LOT TO TALK ABOUT TODAY SO I
12 WILL TURN THIS OVER TO OUR EXECUTIVE DIRECTOR FOR HER
13 REPORT.

14 THANK YOU.

15 MS. BELSHE: THANK YOU, MADAM CHAIR.

16 I'M GOING TO RESERVE MY COMMENTS TO HELP KICK OFF
17 THE SPR4 SEGMENT. SO I'M GOING TO RETURN MY FIVE MINUTES
18 TO YOU AND USE THEM LATER. HOW ABOUT THAT?

19 SUPERVISOR KUEHL: OKAY. WELL, IF I HAVE FIVE
20 MINUTES, I'M GOING -- GOING TO TAKE ONE BECAUSE I HAD A
21 THOUGHT THE OTHER DAY ABOUT THE INTEGRATION OF THE WORK
22 THAT WE DO. IT'S A SMALL THING, BUT JUST IN TERMS OF
23 THINKING ABOUT POPULATIONS OF CHILDREN ZERO TO FIVE THAT
24 I'M NOT REALLY CERTAIN HOW WE INTERFACE WITH DIRECTLY.
25 AND I WAS THINKING OF THE CHILDREN OF OUR FOSTER CHILDREN

1 BECAUSE IN -- ALTHOUGH THERE IS A STATE LAW THAT I
2 AUTHORED, BUT THAT DOESN'T MEAN ANYBODY PAYS ATTENTION TO
3 IT, THAT WE SHOULD DO AS MUCH AS WE CAN TO PLACE A FOSTER
4 MOTHER WITH HER BABY. IT'S VERY DIFFICULT TO FIND
5 FAMILIES THAT MAY WANT TO DO THIS, AND SHE'S SO
6 TRAUMATIZED HERSELF, IT MAY NOT BE APPROPRIATE. BUT I
7 DON'T KNOW THAT THIS IS A POPULATION THAT WE'VE THOUGHT
8 ABOUT IN THE COUNTY -- AND MAYBE WE HAVE -- ABOUT WHAT THE
9 EXPERIENCE OF THESE INFANTS AND, YOU KNOW, VERY YOUNG
10 CHILDREN IS AND HOW WE MIGHT THINK ABOUT THEM.

11 SO I WAS JUST THINKING -- CAME OUT OF A MEETING
12 YESTERDAY. SO I THOUGHT, SINCE YOU GAVE ME BACK FIVE
13 MINUTES, I WOULD MENTION IT BECAUSE I THINK --

14 MS. BELSHE: ACTUALLY, I WAS GIVING MYSELF THOSE
15 FIVE MINUTES LATER IN THE DAY.

16 SUPERVISOR KUEHL: YOU SAID, I'M GIVING YOU BACK
17 THOSE FIVE MINUTES. YOU CAN HAVE THEM LATER IN THE DAY AS
18 WELL.

19 SO LET US MOVE THEN AT YOUR REQUEST TO PAST YOUR
20 REPORT TO THE NEXT ITEM, WHICH I WANT TO REMIND THE
21 COMMISSIONERS IS AN ACTION ITEM THAT WE WILL BE CALLED
22 UPON TO APPROVE OR DO SOMETHING WITH, NOT, YOU KNOW --
23 WE'LL KNOW EXACTLY. I'M SURE YOU SEE FROM THE MATERIALS
24 WHAT IT IS. BUT THIS IS THE COMPREHENSIVE ANNUAL
25 FINANCIAL REPORT, ITEM 5.

1 AND SO I WILL TURN IT OVER TO RAOUL. ALL RIGHT.

2 MR. ORTEGA: GOOD AFTERNOON, COMMISSIONER. THANK
3 YOU, COMMISSIONER AND SUPERVISOR KUEHL.

4 YES, THE PREFERENCE WOULD BE FOR YOU GUYS TO TAKE
5 A ACTION AND TO VOTE A YES ON MOVING FORWARD WITH THE
6 CAFR. AS PART OF OUR FIDUCIARY RESPONSIBILITY, WE ARE
7 REQUIRED TO BRING THE ANNUAL FINANCIAL REPORT, ALSO KNOWN
8 AS THE COMPREHENSIVE ANNUAL FINANCIAL REPORT, TO THE FULL
9 BOARD FOR THE BOARD TO TAKE ACTION SO THAT WE CAN SUBMIT
10 TO THE STATE OF CALIFORNIA AND TO OUR PARTNERS AT THE
11 AUDITOR AND CONTROLLER'S OFFICE.

12 FOR TODAY, THE PRESENTATION -- WHOOPS. I'M GOING
13 TO REALLY GO QUICKLY THROUGH OUR POWERPOINT. THIS
14 POWERPOINT HAS BEEN REVIEWED BY BOTH THE BUDGET AND
15 FINANCE AND THE EXECUTIVE COMMITTEE, AND WE ALSO PROVIDED
16 AS AN INFORMATIONAL ITEM AT THE PPC IN -- ON SEPTEMBER
17 26TH. SO I WILL BE BRIEFLY GOING THROUGH THIS POWERPOINT,
18 JUST MAKING SOME QUICK HIGHLIGHTS. AND THEN I'M GOING TO
19 SPEND SOME TIME TOWARDS THE END FOCUSING ON THE LAST
20 COUPLE OF SLIDES FOR THIS AFTERNOON.

21 SO THE OVERALL -- THE PURPOSE OF THE CAFR IS
22 REALLY TO HIGHLIGHT THE ORGANIZATIONAL -- THE
23 ORGANIZATION'S FINANCIAL ACTIVITIES THROUGHOUT THE FISCAL
24 YEAR. AND IT ALSO PROVIDES BOTH THE FINANCIAL POSITIONS
25 AND THE CONDITION OF THE ORGANIZATION AS OF THE END OF

1 JUNE 30TH, 2019.

2 THIS SLIDE REPRESENTS THE OVERALL JOURNEY. AND
3 REALLY IT PROVIDES YOU WITH THE TIME FRAME OF WHAT STAFF
4 GOES THROUGH FROM MAY TO OCTOBER. IT'S A FIVE-MONTH
5 PROCESS. AND IT ALSO PROVIDES YOU A GLIMPSE OF THE
6 DIFFERENT TOUCH POINTS THAT WE HAVE DONE WITH OUR
7 DIFFERENT COMMITTEE MEMBERS AND WITH OUR INDIVIDUAL
8 COMMISSIONERS. I THINK THE MOST IMPORTANT MEETING THAT I
9 WOULD LIKE TO HIGHLIGHT, IT'S THE FIRST BUDGET AND FINANCE
10 AND THE EXECUTIVE COMMITTEE MEETING ON 9-24. AND THE
11 REASON WHY THIS MEETING WAS THE MOST IMPORTANT FROM MY --
12 FROM MY PERSPECTIVE IS, UNDER THE GENERALLY ACCEPTED
13 ACCOUNTING -- ACCEPTED AUDITING STANDARD, THE MANAGING
14 PARTNER OF EIDE BAILLY, MR. ROGER ALFARO, MUST COMMUNICATE
15 DIRECTLY TO THE MANAGEMENT AND TO THE COMMITTEE MEMBERS
16 EIDE BAILLY'S RESPONSIBILITY DURING THE AUDIT, INCLUDING
17 COMMUNICATING ANY SIGNIFICANT MATTERS RELATED TO THE AUDIT
18 PROCESS AND/OR COMMENTS REGARDING OUR INTERNAL CONTROL.

19 AS REPRESENTED IN THIS SLIDE, I AM VERY PROUD OF
20 OUR STAFF AND VERY HAPPY TO ANNOUNCE THAT WE HAVE OUR
21 FINANCIAL STATEMENTS WERE PRESENTED FAIRLY AND WITH AN
22 UNMODIFIED OPINION. AND FOR PLAIN SPEAK, WHAT IT MEANS IS
23 A CLEAN AUDIT FOR FISCAL YEAR 18-19. THAT ALSO INCLUDE
24 THAT THERE WAS NO OBSERVATIONS, WHICH IS RARE FOR MANY
25 ORGANIZATIONS OF OUR SIZE. AND I REALLY APPRECIATE THE

1 DUE DILIGENCE FROM OUR STAFF, NOT ONLY WITHIN THE FINANCE
2 DEPARTMENT BUT ACROSS THE ORGANIZATION FOR THEIR
3 ASSISTANCE.

4 FOR THE NEXT COUPLE OF SLIDES, LIKE I SAID IN THE
5 BEGINNING OF THE POWERPOINT, I'M JUST GOING TO HIGHLIGHT
6 SOME BIGGER PICTURE. THIS SLIDE REALLY REPRESENTS THE
7 DIFFERENT LEVELS OF BUDGETING THAT THE BOARD HAS TAKEN,
8 STARTING WITH THE APPROVAL OF THE ORIGINAL BUDGET AND THEN
9 OUR MODIFIED REVISED BUDGET THAT WE TAKE IN APRIL. AND
10 THEN MOVING FORWARD, AS OF APRIL, ALL OF OUR EXPENDITURES
11 AND REVENUES ARE RECORDED AGAINST THAT REVISED BUDGET.

12 THE NEXT SLIDE REALLY REFLECTS THE TOTAL OVERALL
13 REVENUE THAT WE HAVE RECEIVED. WE DO PROVIDE A COMPLETE
14 BREAKDOWN. AND EVEN IN THE CAFR, IT GOES EVEN FURTHER,
15 PROVIDES YOU MORE DETAIL ON HOW THE REVENUE IS BROKEN
16 DOWN. BUT FOR THE FISCAL YEAR, THE OVERALL REVENUE IS
17 \$104.1 MILLION.

18 AS FOR OUR EXPENDITURES, AGAIN, JUST LIKE WE DO
19 WITH OUR REVENUE THE CAFR -- THE CAFR DOES BREAK DOWN OUR
20 EXPENDITURES AT MANY DIFFERENT LEVELS. BUT FOR THE TOTAL
21 AT THE AGGREGATE, WE HAVE A TOTAL EXPENDITURES OF \$119
22 MILLION FOR THE FISCAL YEAR.

23 SO BETWEEN THE REVENUE AND THE EXPENDITURES AND
24 THE EXISTING FUND BALANCE THAT THE ORGANIZATION STARTED IN
25 BEGINNING OF JULY 1ST, 2018, THE TOTAL FUND BALANCE AS OF

1 THE END OF JUNE 30TH, 2019, IS ROUGHLY \$352.1 MILLION.

2 THE SLIDES THAT ARE -- THE NEXT COUPLE OF SLIDES
3 REALLY REFLECT THREE-YEAR COMPARISONS OF THE THREE
4 DIFFERENT COMPONENTS: THE REVENUE, THE FUND BALANCE, AND
5 EXPENDITURES THAT WE HAVE REVIEWED, AGAIN, WITH ALL OF THE
6 COMMITTEE MEMBERS AND INDIVIDUAL COMMITTEES AND WITH
7 MANAGEMENT.

8 SO I'M JUST GOING TO SKIP TO THESE TO GET TO WHAT
9 I FEEL IS THE MOST IMPORTANT SLIDE, WHICH IS ON PAGE 254
10 OF YOUR PACKET. AND FOR THIS, WHAT WE REALLY LIKE TO
11 ELEVATE OR NOT ELEVATE, REALLY PRESENT IS THAT THIS --
12 THIS GRAPH IS A VERY POWERFUL GRAPH BECAUSE IT ILLUSTRATES
13 A PROJECTED FINANCIAL OUTLOOK ON A PROJECTED FUND BALANCE,
14 WHICH IS THE BLUE, AND BOTH OUR PROJECTED REVENUE, WHICH
15 IS THE RED AND EXPENDITURES THAT IS REFLECTED IN THE GREEN
16 ON ONE GRAPH. OUR INTENT WITH THIS FINANCIAL OUTLOOK IS
17 NOT TO FOCUS ON THE NUMBERS, BUT TO HIGHLIGHT OUR CURRENT
18 TREND AND TO PROVIDE OUR FISCAL CONTEXT ON HOW WE MOVE
19 FORWARD, SPECIFICALLY AS WE MOVE FROM APPROVING THE SPR4
20 AND MOVING INTO THE IMPLEMENTATION OF SPR4.

21 AND THOUGH THIS IS ALARMING, I WILL SAY, FROM MY
22 PERSPECTIVE, IT IS AN OPPORTUNITY. THIS IS A TOOL THAT
23 WILL START GUIDING US ON HOW WE DO OUR WORK MOVING FORWARD
24 AND WILL HELP ENGAGE HOW WE DO OUR WORK WITH OUR
25 COLLEAGUES AND HOW WE ENTER THE IMPLEMENTATION PHASE OF

1 SPR4. IN FACT, THIS IS THE SAME GRAPH THAT WE USED AT OUR
2 COMMITTEE MEETINGS FOR BOTH BUDGET AND FINANCE AND
3 EXECUTIVE COMMITTEE MEETING TO START MOVING SOME WORK
4 FORWARD ON WHAT WE SHOULD DO MOVING FORWARD AROUND SOME
5 POLICY CONSIDERATIONS THAT WE MIGHT WANT TO CONSIDER
6 AROUND OUR RESERVE POLICY, IF WE SHOULD CONSIDER HAVING A
7 LIMIT ON OUR FUND BALANCE, AND ALSO HOW WE USE MOVING
8 FORWARD OUR LONG-TERM FINANCIAL PLAN AS A TOOL THAT
9 CREATES A GUARDRAIL. FOR EXAMPLE, LIMITS ON WHERE WE'RE
10 GOING TO SPEND IN SPECIFIC ACTIVITIES AND -- AND ALSO CAPS
11 ON SPECIFIC DOLLARS ON AN ANNUAL BASIS.

12 SO THESE GUARDRAILS ARE GOING TO BE EXTREMELY
13 HELPFUL AS WE MOVE FORWARD INTO THE IMPLEMENTATION OF OUR
14 NEXT STRATEGY PLAN AND WAS A GREAT TO START POINT TO HAVE
15 CONVERSATIONS WITH OUR -- ENGAGING OUR PARTNERS IN THE
16 BUDGET AND FINANCE COMMITTEE ON HOW WE DO THE WORK MOVING
17 FORWARD. THE CAFR -- SO THAT PRETTY MUCH SUMMARIZES THE
18 WHOLE POWERPOINT FOR TODAY.

19 OUR NEXT STEP IS REALLY, ONCE THE BOARD TAKES
20 ACTION AND APPROVES THE AUDITED FINANCIAL STATEMENTS, WE
21 WILL SUBMIT IT TO THE STATE CONTROLLER'S OFFICE AND FIRST
22 5 CALIFORNIA.

23 AND AS WE DISCUSSED AT OUR COMMITTEE MEETING, WE
24 DID PROPOSE WITH THE LONG-TERM FINANCIAL PLAN TO ALIGN IT
25 TO OUR WORK UNDER THE SPR4 IMPLEMENTATION. SO STAFF WILL

1 BE COMING BACK TO YOU WITHIN THE NEXT COUPLE OF MONTHS
2 WITH A TIMEFRAME OF WHEN WE WILL BE PROVIDING YOU THE
3 LONG-TERM FINANCIAL PLAN THAT ALIGNS, NOT ONLY TO THE WORK
4 THAT WE'RE DOING AND IMPLEMENTATION FOR SPR4, BUT ALIGNS
5 TO OUR BUSINESS PROCESSES WITHIN THE ORGANIZATION AND WHEN
6 WE APPROVE THE 20-21 BUDGET.

7 AS FOR THAT, THAT REALLY ENDS MY PRESENTATION.
8 IF THERE'S ANY QUESTIONS OR CONCERNS ON THE CAFR ITSELF?

9 SUPERVISOR KUEHL: PRETTY EXTRAORDINARY TO HAVE
10 SUCH A CLEAN BILL OF HEALTH FOR SUCH A BIG ORGANIZATION.
11 KUDOS.

12 ANY QUESTIONS OR COMMENTS?

13 ALL RIGHT THE MOTION WOULD BE TO APPROVE THE
14 DRAFT OF THE COMPREHENSIVE ANNUAL FINANCIAL REPORT,
15 INCLUDING THE INDEPENDENT AUDITOR'S REPORT FOR FISCAL YEAR
16 ENDING JUNE 30, 2019.

17 COMMISSIONER ABDO: SO MOVED.

18 SUPERVISOR KUEHL: IS THERE A SECOND?

19 SPEAKER: SECOND.

20 SUPERVISOR KUEHL: HAS BEEN MOVED AND SECONDED AS
21 STATED.

22 ANY OBJECTION TO A UNANIMOUS VOTE ON APPROVING
23 THIS FINANCIAL REPORT AND THE AUDITOR'S REPORT?

24 SEEING NONE, THAT WILL BE THE ACTION.

25 ALL RIGHT. THANK YOU ALL VERY MUCH. CLEARLY,

1 VERY EFFECTIVE. HOW ABOUT A ROUND OF APPLAUSE FOR THIS
2 TEAM? REALLY WELL DONE.

3 (APPLAUSE)

4 MR. ORTEGA: I APPRECIATE THIS. AND I WOULD LIKE
5 TO ACKNOWLEDGE NOT ONLY MY STAFF WITHIN THE FINANCE
6 DEPARTMENT, BUT THIS IS AN OVERALL EFFORT OF THE
7 ORGANIZATION. SO THE APPLAUSE IS NOT ONLY FOR ME, GUYS,
8 IT'S FOR ALL OF YOU BACK THERE.

9 MS. BELSHE: AND EVERYONE LISTENING IN.

10 SUPERVISOR KUEHL: FROM CANADA TO THE MEXICAN
11 BORDER.

12 SO LET US THEN MOVE TO THE NEXT ITEM, WHICH MAY
13 LOOK JUST A LITTLE FAMILIAR, BUT IT MOVES ALONG EACH TIME
14 AS WE KNOW. RAOUL REFERRED TO SPR4. WE KNOW THAT VERY
15 WELL TO BE OUR STRATEGIC PLAN REFINEMENT. SO I BELIEVE WE
16 WILL BEGIN WITH OUR EXECUTIVE DIRECTOR.

17 MS. BELSHE: EXCELLENT. YES. THANK YOU.

18 YES. WE'VE ALL BECOME VERY FAMILIAR WITH SPR4,
19 AND WE'RE ALREADY WITH A NEW ACRONYM TO CAPTURE
20 IMPLEMENTATION, BUT YOU'RE JUST GOING TO HAVE TO WAIT
21 UNTIL NOVEMBER. SOMETHING TO LOOK FORWARD TO, YES. PINS
22 AND NEEDLES.

23 SO I ACTUALLY GET TO MAKE A FEW COMMENTS TO HELP
24 SET THE STAGE FOR WHAT IS A REALLY EXCITING BODY OF WORK
25 THAT WE ARE PROPOSING TO THE BOARD AND CONVERSATION WE ARE

1 EAGER TO HAVE WITH YOU. AND I WANTED TO BEGIN WHERE I
2 BEGAN IN MY EXECUTIVE DIRECTOR'S REPORT FOR THIS MONTH
3 WHEN I REFLECTED ON MY FIRST DAY AS HEIDI BELSHE' WALKING
4 INTO FIRST 5 LA. AND I ACTUALLY THOUGHT THE OFFICE WAS
5 OVER IN THE HALL OF ADMINISTRATION. THAT WAS MY FIRST --
6 I THOUGHT IT WAS IN THE BASEMENT. I WAS SO DELIGHTED TO
7 LEARN WE HAD OUR OWN OFFICE. IT WAS REALLY -- AND NOW I'M
8 EVEN MORE DELIGHTED TO KNOW WE'RE GOING TO RENOVATE THIS
9 OFFICE; RIGHT, JOHN?

10 MR. WAGNER: YUP.

11 MS. BELSHE: BUT I'VE SHARED THIS WITH STAFF THAT
12 THERE WERE A COUPLE OF REFLECTIONS THAT REALLY DREW ME TO
13 FIRST 5 LA. FIRST AND FOREMOST WAS JUST A CLEAR
14 UNDERSTANDING OF HOW COMPELLING THE ISSUES AROUND EARLY
15 CHILDHOOD DEVELOPMENT ARE AND HOW, IF WE CARE ABOUT OUR
16 COMMUNITIES, OUR STATES, OUR NATION'S FUTURE, WE HAD TO
17 CARE ABOUT LITTLE KIDS. AND SO THE ISSUES ITSELF WERE
18 VERY COMPELLING TO MY HEAD AS WELL AS MY HEART.

19 I ALSO CAME FROM THE EXPERIENCE OF MANY YEARS IN
20 SACRAMENTO, WHICH JUST REALLY UNDERScoreD THE DISCONNECT
21 BETWEEN THE IMPORTANCE OF THE EARLIEST YEARS IN A CHILD'S
22 LIFE AND THE FAMILIES THAT SUPPORT THEM AND THE
23 COMMUNITIES AND WHAT POLICYMAKERS PRIORITIZE, AND A
24 DISCONNECT BETWEEN WHAT WE HEAR FROM PARENTS ABOUT WHAT
25 THEY NEED TO HELP NAVIGATE COMPLEX SYSTEMS OF SERVICES AND

1 SUPPORTS TO STRENGTHEN THEIR FAMILIES AND OPTIMIZE THEIR
2 CHILD'S WELL BEING, AND HOW THOSE SERVICES AND SUPPORTS
3 ARE ACTUALLY DELIVERED.

4 AND I WAS REFLECTING ON THIS THING CALLED FIRST 5
5 LA THAT WAS THE LARGEST FUNDER OF EARLY CHILDHOOD
6 DEVELOPMENT IN THE STATE, IF NOT THE NATION, AND WORKING
7 IN THE MOST DYNAMIC AND COMPLEX AND EXCITING COUNTY IN
8 CALIFORNIA, AND REALLY REPRESENTED AN ORGANIZATION THAT I
9 FELT HAD AN OPPORTUNITY TO ACCELERATE ITS IMPACT AT A MUCH
10 BROADER SCALE AND MUCH MORE SUSTAINABLE WAY. SO NOT AT AN
11 INDIVIDUAL LEVEL, BUT AT A POLICY AND SYSTEMS CHANGE
12 LEVEL, AT A POPULATION LEVEL; FIRST AND FOREMOST WITHIN
13 OUR BOUNDARIES, BUT RECOGNIZING, WHEN WE CAN EFFECT CHANGE
14 IN LA, IT HAS RIPPLE EFFECTS FAR BEYOND.

15 SO FAST FORWARD TO WHERE WE ARE TODAY, AND I FEEL
16 MY NEARLY SEVEN YEARS HAS UNDERSCORED THE ENDURING NATURE
17 OF THOSE FUNDAMENTAL TRUTHS AS WELL AS THE CONFIDENCE THAT
18 BROUGHT ME TO FIRST 5 LA, AND I BELIEVE IT'S CONFIDENCE WE
19 ALL SHARE, THAT THIS IS AN ORGANIZATION THAT HAS UPPED ITS
20 GAME AND IS POISED TO FURTHER ACCELERATE ITS IMPACT AS A
21 LEADING VOICE FOR YOUNG KIDS AND AS A LEADING AGENT OF
22 SYSTEMS AND POLICY CHANGE MORE BROADLY.

23 SO THE PLAN WE ARE BRINGING TO YOU TODAY IN
24 DRAFT, WE ARE EXCITED TO SHARE. IT IS A PLAN THAT IS
25 GROUNDED IN ALMOST 20 YEARS OF WORK. THERE IS A LOT OF

1 REALLY POWERFUL LEGACY WORK THAT MANY OF OUR COLLEAGUES
2 WHO PRECEDED ALL OF US, OTHER THAN DEANNE, ARE ASSOCIATED
3 WITH, PARTICULARLY IN THE AREAS OF HOME VISITING AND OUR
4 COMMUNITY CAPACITY BUILDING WORK IN OUR 14 BEST START
5 GEOGRAPHIES. IT'S A PLAN THAT REFLECTS FEEDBACK WE'VE GOT
6 FROM ALL OF YOU, AS WELL AS OUR MANY STAKEHOLDERS AND
7 PARTNERS, INCLUDING POSITIVE FEEDBACK AS WELL AS SOME
8 TOUGH LOVE FEEDBACK, BUT A LOT OF LEARNING ABOUT OUR MOST
9 RECENT EXPERIENCE IN POLICY AND SYSTEMS CHANGE, NOT JUST
10 AS A FUNDER BUT AS A CONVENER, A CATALYST, A CONNECTOR.

11 IT'S A PLAN THAT LEVERAGES WHAT I THINK WE HAVE
12 TALKED A LOT ABOUT THIS YEAR, WHICH IS THAT THIS IS A
13 MOMENT IN TIME. WE HAVE CIRCUMSTANCES AT THE LOCAL,
14 COUNTY, AND STATE LEVEL FOR WHICH WE HAVE AN OPPORTUNITY
15 TO MAXIMIZE AND ACCELERATE CHANGE. AND WINDOWS OF
16 OPPORTUNITY DON'T ALWAYS STAY OPEN. SO THERE'S AN URGENCY
17 THAT'S REFLECTED IN THE PLAN.

18 AND FINALLY, THE PLAN I THINK IN MANY RESPECTS
19 REPRESENTS WHAT I WOULD CHARACTERIZE AS KIND OF THE NEXT
20 GEN FIRST 5 LA, A FIRST 5 LA THAT IS THE STATE'S LEADING
21 SYSTEMS CHANGE AGENT AS IT RELATES TO EARLY CHILDHOOD
22 DEVELOPMENT AND A GO-TO RESOURCE PARTNERING WITH PARENTS,
23 PROVIDERS, POLICYMAKERS TO ENSURE THAT ALL OF THE KIDS IN
24 OUR COUNTY AND ULTIMATELY STATEWIDE ENTER KINDERGARTEN
25 READY TO SUCCEED IN SCHOOL AND LIFE.

1 SO THAT'S OUR BOLD GOAL. THIS DRAFT PLAN IN
2 ANCHORED IN THAT BOLD GOAL. AND I THINK YOU'LL FIND THAT
3 THE DRAFT PLAN REPRESENTS A MORE MUSCULAR FIRST 5 LA. WE
4 ARE GROWING INTO OUR 21 YEARS, SO WE ARE ALMOST READY TO
5 SMOKE CIGARETTES. BUT WE ARE EMERGING FROM OUR -- IT'S
6 JUST CRAZY WHAT YOU CAN AND CANNOT DO WHEN YOU'RE 21. BUT
7 WE ARE ALMOST 21 AS OF NEXT MONTH. AND IT REFLECTS A
8 FIRST 5 LA THAT'S REALLY EMERGING INTO AND OUT OF OUR
9 ADOLESCENCE AND OUR YOUNG ADULTHOOD WITH AN URGENCY THAT
10 REFLECTS HOW IMPORTANT THIS WORK IS AT THIS MOMENT IN
11 TIME. IT REFLECTS CONFIDENCE IN OUR ABILITY TO BRING OUR
12 VOICE AND OUR LEADERSHIP TO SIGNIFICANT POLICY AND SYSTEMS
13 CHANGE IN ALL THE DIVERSE ROLES THAT INVOLVES. AND IT
14 ALSO REPRESENTS, WHICH IS SOMEWHAT UNUSUAL FOR 21-YEAR
15 OLD, HUMILITY; HUMILITY THAT WE REALLY CAN'T DO THIS WORK
16 ALONE.

17 SO IN MANY RESPECTS, I THINK THE PLAN CAPTURES A
18 FIRST 5 LA THAT IS EVOLVING. WE SEE OURSELVES AS A PART
19 OF THE LARGER SYSTEMS THAT INFLUENCE AND SHAPE THE
20 WELL-BEING OF KIDS AND FAMILIES. AND IT'S A FIRST 5 LA
21 THAT RECOGNIZES WE NEED TO BE REALLY FOCUSED ON WHAT IS
22 OUR UNIQUE DIFFERENTIATOR, WHAT IS THE VALUE ADD WE BRING
23 WITHIN THESE COMPLEX SYSTEMS.

24 SO WE ARE EXCITED TO SHARE WITH YOU THE PRODUCT
25 OF A LOT OF WORK THAT YOU ALL HAVE BEEN INVOLVED IN. AND

1 WE THANK YOU FOR THAT TIME AND INPUT. YOU HAVE CHALLENGED
2 OUR THINKING. YOU HAVE COMPLICATED OUR THINKING, EVEN AS
3 YOU'VE REMINDED US TO NOT COMPLICATE BUT SIMPLIFY OUR
4 LANGUAGE AND COMMUNICATIONS. THE DRAFT IS STRONGER AND
5 HOPEFULLY CLEARER AS A RESULT OF THAT ENGAGEMENT AND
6 COUNSEL.

7 AND I WANT TO FINALLY THANK OUR STAFF. WHAT THE
8 BOARD WILL BE WRESTLING WITH FURTHER TODAY AND YOU HAVE
9 BEEN IN RECENT MEETINGS IS THE PRODUCT OF THE ENGAGEMENT
10 OF OVER 95 STAFF WHO PARTICIPATED IN ONE OR MORE OF THE
11 TEN WORKING GROUP TEAMS THAT WE'VE TALKED WITH YOU ABOUT.
12 THEY ARE THE ONES WHO REALLY BROUGHT FORWARD SO MUCH
13 EXCELLENT LEARNING AND KNOWLEDGE INFORMED BY OUR
14 EXPERIENCE TO DATE, REALLY DOUBLING DOWN ON WHERE WE'RE
15 MAKING A DIFFERENCE, SUGGESTING SOME REFINEMENTS THAT WILL
16 ACCELERATE OUR GROWTH AND HELPING US THINK ABOUT WHERE WE
17 WILL NEED TO PRIORITIZE OUR WORK FURTHER.

18 SO WE ARE PROUD OF THE PRODUCT. AND I WANT TO
19 CLOSE BY NOTING I'M REALLY PROUD OF THE PROCESS. STAFF
20 HAVE ENGAGED IN VERY THOUGHTFUL AND COLLABORATIVE WAYS,
21 NOT JUST THE 95 MEMBERS OF THE TEAM, BUT REALLY
22 ORGANIZATION AS A WHOLE THAT HAVE HELPED TO SHAPE THE CLAY
23 IN DIFFERENT WAYS THROUGHOUT THE COURSE OF YEAR. AND I
24 THINK THE STAFF IS REALLY LIVED AND DEMONSTRATED OUR
25 VALUES OF COLLABORATION, LEARNING, INTEGRITY, AND

1 DIVERSITY, EQUITY, AND INCLUSION.

2 AND IN TERMS OF DEI, THAT IS A NEW VALUE. IT IS
3 A NEW INVESTMENT GUIDELINE. AND WE HOPE YOU WILL SEE A
4 FOCUS ON OUR NEW EQUITY INVESTMENT GUIDELINE THROUGHOUT
5 OUR STRATEGIC PRIORITIES AND OBJECTIVES. THE INVESTMENT
6 GUIDELINE HAS BEEN VERY HELPFUL IN TERMS OF KEEPING US
7 FOCUSED ON THOSE AREAS AND SUBPOPULATIONS THAT ARE
8 EXPERIENCING THE GREATEST GAPS IN OUTCOMES AND
9 OPPORTUNITIES, ALONG VARIOUS LINES CONSISTENT WITH THAT
10 PRINCIPLE.

11 SO WE DEFINITELY HAVE WORK TO DO AND WE CAN TALK
12 ABOUT MORE TO COME. BUT FOR NOW, WE ARE EAGER TO SHARE
13 WITH YOU THE DRAFT PLAN. THIS IS YET ANOTHER OPPORTUNITY
14 TO FURTHER SHAPE AND INFORM. AND WE ARE EVEN MORE EAGER
15 TO COME BACK TO YOU IN NOVEMBER TO INVITE YOUR ENDORSEMENT
16 SO THAT WE CAN BEGIN TO MOVE FROM PLANNING TO ACTUAL
17 IMPLEMENTATION AND EXECUTION.

18 SO THANK YOU. AND WITH THAT, I THINK CHRISTINA
19 AND STEVEN ARE GOING TO DO A LITTLE TAG TEAM.

20 SUPERVISOR KUEHL: AND JUDY.

21 MS. BELSHE: YES, AND JUDY.

22 SUPERVISOR KUEHL: CHRISTINA IS FIRST.

23 MS. ALTMAYER: GOOD AFTERNOON. THANK YOU.

24 WE ARE EXCITED TO PRESENT THE DRAFT VERSION OF
25 THIS STRATEGIC PLAN. AND WE WILL BE STARTING THIS

1 CONVERSATION WITH A REPORT BACK FROM THE SEPTEMBER BOARD
2 MEETING, AS WELL AS THE SEPTEMBER PPC MEETING. WE REALLY
3 APPRECIATE, AS KIM MENTIONED, THE QUALITY FEEDBACK ON THE
4 DRAFT SET OF DOCUMENTS ALL ALONG THIS PROCESS AND,
5 PARTICULARLY, REALLY THE FEEDBACK THAT WE RECEIVED ON HOW
6 TO MORE EFFECTIVELY CONVEY AND SIMPLIFY OUR MESSAGES TO
7 ENGAGE OUR PARTNERS, TO ENGAGE THE PUBLIC, TO ENGAGE
8 MEMBERS OF THE COMMUNITY. AND WE'VE TAKEN THAT TO HEART
9 AND REALLY TRIED TO SIMPLIFY OUR WORK.

10 SO AS I MENTIONED, WE DEDICATED THE SEPTEMBER PPC
11 TO REALLY AN IN-DEPTH DISCUSSION OF OUR STRATEGIC PLAN.
12 AND I'D LIKE TO INVITE COMMISSIONER ABDO TO MAKE SOME
13 REFLECTIONS BASED ON THAT MEETING.

14 COMMISSIONER ABDO: OKAY. THE PRESENTATION THAT
15 WE'RE GOING TO SEE HERE TODAY IS THE SAME OR SIMILAR TO
16 WHAT WE HEARD AT THE P AND P MEETING. SO IT WILL LOOK
17 FAMILIAR TO THOSE OF US WHO WERE THERE.

18 WE DISCUSSED THE FINAL REMAINING ELEMENTS OF THE
19 STRATEGIC PLAN REFINEMENT. AND AT THE MEETING, WE
20 PARTICIPATED IN A GALLERY WALK TO LEARN MORE ABOUT THE
21 FIRST 5 LA STRATEGIC PRIORITIES AND TO INFORMALLY ASK
22 QUESTIONS OF STAFF REGARDING THE PROPOSED PRIORITIES AND
23 OBJECTIVES.

24 THE PRIORITIES ARTICULATE HOW WE WILL FOCUS FIRST
25 5 LA EFFORTS AND CONTRIBUTIONS TO ACHIEVE OUR TARGETED

1 RESULTS FOR CHILDREN AND FAMILIES. AND THE OBJECTIVES
2 FURTHER DEFINE THE SPECIFIC WORK WE WILL UNDERTAKE.

3 PPC BOARD MEMBERS HAD THE OPPORTUNITY TO DISCUSS
4 BOTH THE PROPOSED STRATEGIC PRIORITIES AND SPECIFIC WORK
5 THAT IS ENVISIONED UNDER EACH OF THE -- EACH OF THESE THAT
6 WE'RE GOING TO BE SEEING TODAY. SO SOME OF THE FEEDBACK
7 THAT THE BOARD MEMBERS PROVIDED WERE: USE PLAIN SPEAK IN
8 STRATEGIC PRIORITY AND OBJECTIVES LANGUAGE. EVERYBODY'S
9 SURPRISED ABOUT THAT, I KNOW. INCLUDE FOCUS ON FAMILIES
10 AND THEIR CHILDREN. THAT IS UPDATED LANGUAGE IN STRATEGIC
11 PRIORITY NUMBER 1. AND UPDATE THE PATHWAYS GRAPHIC TO
12 MORE VISIBLY HIGHLIGHT CHILDREN AND FAMILIES.

13 CHRISTINA WILL HIGHLIGHT OTHER EXAMPLES OF
14 FEEDBACK FROM THE PPC MEMBERS THAT HAS ALREADY BEEN
15 INCORPORATED BY STAFF.

16 AFTER CONSIDERATION AND FEEDBACK, AND MUCH
17 DISCUSSION, THE PPC MEMBERS PROVIDED AN ENDORSEMENT OF THE
18 PROPOSED STRATEGIC PRIORITIES AT THE SEPTEMBER MEETING.
19 AND CHRISTINA WILL TELL US ABOUT HOW WE NEED TO ENDORSE
20 THIS AS A BOARD.

21 MS. ALTMAYER: YES, THAT IS OUR HOPE FOR THE
22 NOVEMBER BOARD MEETING. SO TODAY WILL BE AN OPPORTUNITY
23 FOR US TO PREVIEW THIS, INCORPORATE ANY FEEDBACK.

24 SO WE ARE AT THIS LAST STAGE. WE'VE BEEN SHOWING
25 YOU THIS GRAPHIC SINCE JANUARY ABOUT OUR PROCESS. AND

1 WE'RE HERE. WE'RE -- WE HAVE DOCUMENTED OUR STRATEGIC
2 DIRECTION, OUR TARGETED RESULTS. THANK YOU, COMMISSIONER
3 ABDO, FOR PARTICIPATING AND LEADING OUR DISCUSSION AT THE
4 SEPTEMBER PPC. AND WE'RE EXCITED TO SHARE WITH YOU TODAY.

5 SO WITH THAT, I'D LIKE TO INTRODUCE STEVEN
6 LAFRANCE WHO HAS BEEN GUIDING US THROUGH THIS PROCESS TO
7 BRING US BACK TO THE SEPTEMBER BOARD OF COMMISSIONERS
8 MEETING.

9 SUPERVISOR KUEHL: THANK YOU, CHRISTINA.

10 STEVE, JUST BEFORE YOU BEGIN, I WANT TO LET THE
11 COMMISSIONERS KNOW THAT ONE OF THE THINGS THAT STAFF WOULD
12 LIKE AS WE LISTEN TO THIS, AS WE GO ALONG -- REALLY KIND
13 OF TWO THINGS. IF THERE'S ANYTHING -- ANY SORT OF LAST
14 THING THAT WE WANT TO TALK ABOUT IN TERMS OF REFINING IN
15 ANY WAY THESE FOUR PRIORITIES THAT WE'VE SEEN AND ARE VERY
16 FAMILIAR, BUT STEVE IS GOING TO SHOW US THE CURRENT AND
17 PRETTY FINAL VERSION. AND STAFF IS ALSO ASKING FOR A KIND
18 OF -- AN INFORMAL ENDORSEMENT OF THE DIRECTION SO THAT
19 THEY KNOW THAT GENERALLY WE LIKE OR -- YOU KNOW, MOSTLY
20 LIKE OR WHATEVER IT IS.

21 SO I'M GOING TO ASK AT THE END -- AND THEY DID
22 THE SAME THING AT PPC AND I BELIEVE THEY GOT A UNANIMOUS
23 ENDORSEMENT TO KEEP GOING IN THIS DIRECTION. BUT JUST TO
24 LET YOU KNOW AS YOU LISTEN, THAT WE WILL NOT BE OFFICIALLY
25 APPROVING THESE UNTIL THE NEXT MEETING. BUT THEY DO WANT

1 TO KNOW IF WE FEEL, YES, THIS LOOKS GREAT, KEEP GOING, AND
2 FINALIZE THESE.

3 SO GO AHEAD, STEVE. THANK YOU.

4 MR. LAFRANCE: WONDERFUL. THANK YOU, SUPERVISOR
5 KUEHL AND MADAM CHAIR.

6 GOOD AFTERNOON, COMMISSIONERS, STAFF, AND MEMBERS
7 OF THE PUBLIC. I'M STEVEN LAFRANCE, FOUNDER AND CEO OF
8 LEARNING FOR ACTION. AND I'M VERY, VERY HONORED AND
9 PRIVILEGED TO HAVE BEEN A PART OF THIS PROCESS OVER THE
10 PAST NINE MONTHS -- TEN MONTHS? LITERAL GESTATION PERIOD.
11 -- FOR OUR REFINING STRATEGY.

12 WHAT I'D LIKE TO DO IS OPEN BY SHARING A LITTLE
13 BIT OF WHAT WE HEARD AT THE SEPTEMBER 12TH BOARD RETREAT,
14 SO THE LAST MEETING OF THE FULL BOARD, AND HOW THAT IS
15 INCORPORATED INTO WHAT WE'RE GOING TO PRESENT TO YOU.
16 SOME OF THIS WE'VE ALREADY DISCUSSED ABOUT MAKING SURE
17 THAT WE'RE USING PLAIN SPEAK IN THE PLAN IN THE
18 ARTICULATION AND THE SUBSTANCE OF IT. BUT ALSO THAT THIS
19 PROCESS REALLY PROVIDED AN OPPORTUNITY AND THE BOARD URGED
20 US TO THINK ABOUT HOW FIRST 5 LA CAN MORE FULLY STEP INTO
21 ITS ROLE AS CONNECTOR, CONVENER, AND ADVOCATE AND FURTHER
22 CLARIFY THAT ROLE IN THE STRATEGY, THAT THE IMPACT THAT
23 YOU'RE TRYING TO ACHIEVE, THE NORTH STAR AND THE RESULTS
24 FOR CHILDREN AND FAMILIES, WILL BE BEST ACHIEVED IF WE
25 THINK IN A MORE HOLISTIC AND INTEGRATED WAY. WHERE THE

1 LAST PLAN HAD BEEN ORGANIZED AROUND THE FOUR DIFFERENT
2 OUTCOME AREAS OF EARLY CHILDHOOD EDUCATION, HEALTH,
3 FAMILIES, AND COMMUNITIES, FAMILIES' LIVES REALLY HAPPEN
4 IN A MORE HOLISTIC, INTEGRATED, DYNAMIC WAY. AND IT IS
5 THE SYSTEMS, BOTH THE PUBLIC AND COMMUNITY SYSTEMS, THAT
6 WE WANT TO AFFECT THEIR LIVES IN A HOLISTIC WAY AS THEY
7 EXPERIENCE THEIR LIVES.

8 THE BOARD ALSO URGED US TO ENSURE THAT THE PLAN
9 ADDRESSES DISPARITIES IN OUTCOMES, THAT WE THINK HARD
10 ABOUT HOW WE CAN ELIMINATE DISPARITIES. THE NORTH STAR IS
11 ABOUT ALL CHILDREN. THAT NORTH STAR CANNOT BE ACHIEVED IF
12 WE DO NOT THINK ABOUT HOW TO APPLY PRINCIPLES OF, SAY,
13 TARGETED UNIVERSALISM WHERE WE UNDERSTAND WHAT ALL
14 CHILDREN NEED, BUT THE GAPS FOR SOME ARE MUCH GREATER THAN
15 FOR OTHERS, AND WHAT DOES THAT MEAN ABOUT THE APPROACHES
16 THAT WE'LL BE EMPLOYING TO IMPROVE QUALITY AND ENSURE
17 EQUITY.

18 ANOTHER POINT WAS AROUND THIS ORGANIZATION'S
19 UNIQUE SKILL SET THAT HAS BEEN DEVELOPED OVER TIME VERY
20 INTENTIONALLY AROUND DATA. AND THAT DATA IS A KEY LEVER
21 FOR INFORMING ADVOCACY AND POLICY CHANGE EFFORTS AND TO
22 REALLY -- TO STEP INTO THE -- MORE FULLY THE ROLE OF USING
23 DATA NOT ONLY TO IDENTIFY THE DISPARITIES BUT ALSO
24 UNDERSTAND THE MODELS THAT WILL MOST EFFECTIVELY ADDRESS
25 THEM, AND HOW TO EVEN MORE FULLY LIVE YOUR INTENTION TO BE

1 A STRONG LEARNING ORGANIZATION AND DO THE WORK AS
2 EFFECTIVELY AS YOU CAN DRIVEN BY THE RESULTS, DRIVEN BY
3 THE NORTH STAR.

4 THE OPPORTUNITY ALSO EXISTS FOR FIRST 5 LA TO
5 EVEN MORE EXTENSIVELY AND INTENTIONALLY CREATE
6 OPPORTUNITIES TO ELEVATE FAMILY AND COMMUNITY VOICE. WE
7 -- WE RECOGNIZE THAT NOT -- NOT EVERY GRANT MAKING
8 ORGANIZATION HAS ITS DEEP ROOTS IN COMMUNITIES ACROSS A
9 DIVERSE COUNTY AS FIRST 5 LA DOES. THAT IS AN ASSET THAT
10 CAN AND SHOULD BE LEVERAGED. WE AND YOU BELIEVE THAT THAT
11 WILL IMPROVE POLICY, THAT THAT WILL MAKE IT MORE LIKELY
12 THAT WE'LL ACHIEVE THE RESULTS AND THE NORTH STAR.

13 LASTLY, THERE'S ANOTHER POINT THAT CAME UP
14 FOLLOWING THE SEPTEMBER 12TH RETREAT REGARDING THE
15 IMPORTANCE OF ENSURING THE EFFECTIVENESS AND STRENGTH OF
16 THIS ORGANIZATION TO DELIVER IMPACT. AND SO YOU'LL SEE IN
17 THE PRIORITIES CALLING -- US CALLING OUT AS WELL THE
18 IMPORTANCE OF ORGANIZATIONAL EFFECTIVENESS TO ACHIEVE
19 RESULTS.

20 AND JUST TO REMIND COMMISSIONERS THAT THE PLAN
21 ITSELF -- THE DRAFT PLAN ITSELF IS ATTACHED IN YOUR
22 MATERIALS. I'M NOT ACTUALLY PRESENTING THE PLAN ITSELF,
23 BUT RATHER ELEMENTS OF IT TO ORIENT YOU TOWARDS WHAT HAS
24 EVOLVED AND WHAT IS THE LATEST KIND OF PIECE OF THE
25 PUZZLE, IF YOU WILL, THAT WE'RE LOOKING TO LOCK IN PLACE.

1 OKAY?

2 SO HERE WE HAVE THE DEPICTION OF THE CORE
3 ELEMENTS OF THE POLICY GUIDANCE THAT ARTICULATE WHAT ARE
4 THE CORE COMPONENTS OF THE STRATEGIC PLAN. THIS IS ONE OF
5 THE MOST SIGNIFICANT RECENT KIND OF EVOLUTIONS IN HOW
6 WE'VE BEEN THINKING ABOUT DEPICTING AND TALKING ABOUT THE
7 POLICY GUIDANCE THAT THE BOARD HAS PROVIDED OVER THE
8 COURSE OF THIS PROCESS. THIS PATHWAY FOR SYSTEMS CHANGE
9 REFLECTS A NUMBER OF ELEMENTS OF THE BOARD'S GUIDANCE THAT
10 HAVE EITHER BEEN ENDORSED ALREADY TO DATE AND ADOPTED
11 OFFICIALLY OR FOR WHICH THE BOARD HAS PROVIDED SIGNIFICANT
12 INPUT. THE NEWEST ELEMENT IS WHAT WE'VE BEEN DISCUSSING
13 ALREADY TODAY, WHICH IS THE STRATEGIC PRIORITIES. SO
14 WE'RE GOING TO DRILL DOWN A LITTLE BIT THERE.

15 BUT I DID WANT TO SAY THAT I HOPE THIS BOTH --
16 FOR PPC -- FOLKS WHO ATTENDED THE PPC MEETING, I HOPE THIS
17 LOOKS BOTH FAMILIAR AND FRESH. YOU SAW A VERSION THAT
18 LOOKED SIMILAR IN SOME WAYS, BUT WAS MORE A CITYSCAPE WITH
19 A HIGHWAY AND SOME BUILDINGS. AND YOU SAID, HEY, HOW
20 ABOUT CHILDREN AND FAMILIES AND A PATHWAY THAT SHOWS THE
21 MORE INTERDEPENDENT NATURE OF THE ELEMENTS OF THE PLAN.

22 AND SO WHAT YOU SEE HERE IS THE FOUNDATIONAL
23 ELEMENTS OF THE INVESTMENT GUIDELINES AND VALUES THAT
24 INFORM ALL OF YOUR DELIBERATIONS, DECISIONS, AND
25 POLICYMAKING EFFORTS FOR THE WORK OF THIS ORGANIZATION

1 FOUNDATIONALLY. AND THEN IN THE UPPER RIGHT -- OR UPPER
2 CENTER, YOU SEE THE NORTH STAR, THAT BY 2028 ALL CHILDREN
3 IN LA COUNTY WILL ENTER KINDERGARTEN READY TO SUCCEED IN
4 SCHOOL AND LIFE.

5 SO IN BETWEEN THE FOUNDATIONAL ELEMENTS AND THE
6 NORTH STAR, YOU HAVE THE, HOW WE'RE GOING TO GET THERE,
7 AND THAT IS EXPRESSED IN THE FIRST ELEMENT OF THE PATHWAY
8 WITH THE FOUR PRIORITIES, WHICH WE'LL GET INTO IN MORE
9 DEPTH; THE APPROACHES TO CHANGING SYSTEMS THROUGH POLICY,
10 PRACTICE, AND WILL BUILDING; HOW YOU WANT SYSTEMS TO LOOK
11 SO THAT THEY ARE MORE FAMILY CENTERED, THAT THEY'RE
12 ACCESSIBLE, QUALITY, ALIGNED, AND SUSTAINABLE. AND,
13 AGAIN, THIS IS HOW YOU BELIEVE THAT THE RESULTS FOR
14 CHILDREN AND FAMILIES WILL BE ACHIEVED AS THEY ARE THE
15 MEASURABLE EXPRESSION OF THE NORTH STAR.

16 THE CONVERSATION -- PART OF THE CONVERSATION AT
17 THE PPC WAS REGARDING AUDIENCE. SO IF THIS IS A
18 COMMUNICATION TOOL, THIS IS -- THIS IS INTENDED TO BE THE
19 HIGH-LEVEL ARTICULATION OF THE STRATEGIC PLAN POLICY
20 GUIDANCE, WHO IS THIS MEANT TO SPEAK TO. AND WE DISCUSSED
21 THAT THIS IS ESSENTIALLY A TOOL FOR THE BOARD AND FIRST 5
22 LA PARTNERS PRIMARILY TO ENGAGE IN CONVERSATION ABOUT THE
23 ELEMENTS OF THE PLAN. THIS WE EXPECT WILL BE THE NEW
24 TOUCHSTONE FOR EVERY BOARD CONVERSATION. EVERY -- EVERY
25 CONTRACT, GRANT, BUDGET THAT IS PASSED WILL BE LINKED TO

1 THE PRIORITIES THAT ARE ARTICULATED HERE. THEY WILL DRAW
2 ON THE INVESTMENT GUIDELINES, THEY WILL BE INFUSED WITH
3 THE VALUES, AND THEY SHOULD BE ORIENTED TOWARDS THE
4 RESULTS AND THE NORTH STAR.

5 WE IMAGINE THAT OR HAVE DISCUSSED IT -- FIRST OF
6 ALL, WE IMAGINED THAT THIS COULD BE ON THE WEBSITE AND
7 EACH OF THESE ELEMENTS COULD BE CLICKABLE THAT WOULD PULL
8 UP ADDITIONAL DETAIL IF YOU WANTED TO KNOW, WELL, WHAT
9 DOES THIS INVESTMENT GUIDELINE MEAN, WHAT IS REALLY
10 UNDERNEATH THESE STRATEGIC PRIORITIES, WHY ARE THESE THE
11 RESULTS. SO YOUR -- YOUR PARTNERS, THE STAFF, THE
12 COMMUNITY, BOARD MEMBERS COULD ALL UNDERSTAND WHAT IS THE
13 STRATEGY AND HOW DO YOU DRILL DOWN IF YOU'RE INTERESTED.

14 BUT WE ALSO DISCUSSED THAT THIS PROBABLY ISN'T
15 THE COMMUNICATION TOOL WITH PARENTS AND FAMILIES. WE KNOW
16 THAT THERE -- WE NEED TO HAVE EVEN MORE PLAIN SPEAK AND
17 LANGUAGE THAT IS ABOUT WHAT THIS REALLY MEANS FROM THE
18 FAMILY PERSPECTIVE AND HOW IT REALLY EFFECTS CHILDREN AND
19 FAMILIES DIRECTLY.

20 SO I WILL KEEP MOVING US THROUGH TO GET TO THE
21 CORE ELEMENTS THAT ARE NEW AND SO THAT WE -- CHRISTINA AND
22 I CAN PUT SOME TEXTURE TO THE PRIORITIES SPECIFICALLY.
23 BUT I -- I HOPE THAT, AGAIN, FOR THE PPC MEMBERS WHO WERE
24 HERE FOR THE PPC MEETING THIS LOOKS BOTH FAMILIAR AND
25 FRESH. AND MAYBE I WILL TAKE A BRIEF PAUSE TO SEE IF

1 THERE ARE ANY REACTIONS OR COMMENTS ON -- ON THIS PATHWAY
2 VISUALIZE. IT REALLY DOES MARK A "HOW IT ALL COMES
3 TOGETHER" ELEMENT OF THE PLAN.

4 SUPERVISOR KUEHL: ANY FEEDBACK? APPARENTLY,
5 THERE WAS A CHANGE, A VISUAL CHANGE. EVERYBODY'S FEELING
6 VERY COMFORTABLE IN THIS PARK, I THINK.

7 MR. LAFRANCE: IT WENT FROM THE FREEWAY TO THE
8 YELLOW BRICK ROAD AND THEN BEAUTIFUL PARKWAY.

9 SUPERVISOR KUEHL: STILL WITH A LITTLE BIT OF A
10 YELLOW BRICK ROAD. I SEE THAT.

11 PLEASE CONTINUE.

12 MR. LAFRANCE: OKAY. VERY GOOD.

13 SO THE NEXT ASPECT OF THE PLANNING PROCESS THAT I
14 WANTED TO PUT A POINT ON IS TO KIND OF WHERE WE'VE BEEN
15 AND WHERE WE'RE GOING. THIS IS ESSENTIALLY SHOWING -- IF
16 YOU FOCUS FIRST ON THE ORANGE BOXES, YOU'LL SEE KIND OF A
17 MORE, YOU KNOW, STEPWISE VERSION OF THE ELEMENTS THAT WE
18 JUST LOOKED AT IN THE PATHWAY. WE HAVE GOTTEN POLICY
19 DIRECTION ON STRATEGY FROM THE BOARD WITH RESPECT TO THE
20 RESULTS, THE SYSTEMS CHANGE OUTCOMES, THE SYSTEMS CHANGE
21 APPROACHES, AND THE STRATEGIC PRIORITIES. AND WE HAVE THE
22 DATES OF THE RESPECTIVE MEETINGS THERE. AND WHAT THIS IS
23 SHOWING -- OF COURSE, AS WELL AS WITH THE NORTH STAR IN
24 PINK ON THE RIGHT.

25 BUT WHAT THIS IS SHOWING IS THAT WE ARE AT THIS

1 JUNCTURE IN THE PROCESS WHERE THE POLICY GUIDANCE, WHICH
2 IN ITS MOST SPECIFIC ITERATION IS THE STRATEGIC
3 PRIORITIES, HAVE BECOME ARTICULATED INTO OBJECTIVES WHICH
4 IS THE TOP LINE OF IMPLEMENTATION GUIDANCE. AND THIS IS
5 WHERE THAT -- THAT BATON PASS HAPPENS IF YOU WILL FROM A
6 BOARD TO THE STAFF OF AN ORGANIZATION, WHERE THE BOARD
7 SAYS, IT'S OUR ROLE TO PROVIDE POLICY DIRECTION, IT'S
8 STAFF ROLE TO PROVIDE LEADERSHIP ON WHAT THINGS WILL LOOK
9 LIKE IN IMPLEMENTATION.

10 SO THIS JUNCTURE THAT WE'RE AT TO DISCUSS THE
11 STRATEGIC PRIORITIES AND SEEK YOUR ENDORSEMENT TODAY
12 NECESSITATES A CONVERSATION ABOUT WHAT THE WORK LOOKS LIKE
13 IN PRACTICE. AND THAT IS WHERE THE OBJECTIVES COME INTO
14 PLAY. BUT I WANTED TO JUST CLARIFY THAT THIS -- THE LINE
15 BETWEEN BOARD POLICY GUIDANCE AND THEN STAFF
16 IMPLEMENTATION IS -- IS DRAWN BETWEEN THE STRATEGIC
17 PRIORITIES AND THE OBJECTIVES. WE'RE DISCUSSING THE
18 OBJECTIVES SO YOU CAN UNDERSTAND THE PRIORITIES. THE
19 OBJECTIVES ANIMATE THEM. MAKE THEM COME TO LIFE. BUT IT
20 IS THE STAFF'S WORK TO SAY, OKAY, THE BOARD HAS GIVEN US
21 THIS LEVEL OF POLICY GUIDANCE, NOW WE WILL HELP SHAPE THAT
22 GUIDANCE INTO IMPLEMENTATION LEVEL OBJECTIVES.

23 AND THEN TO HELP YOU UNDERSTAND, WELL, DOES THAT
24 MEAN THAT WE'RE NEVER GOING TO REALLY TALK ABOUT WHAT THE
25 WORK LOOKS LIKE. THAT ANSWER IS ABSOLUTELY NO. YOU WILL

1 THROUGH THE THREE KIND OF BOXES COMING OFF OF THE
2 OBJECTIVES -- ONE IS, AS I MENTIONED, THE ANNUAL BUDGETING
3 PROCESS. THE BUDGET IS A REFLECTION OF PRIORITIES. HOW
4 YOU SPEND YOUR MONEY, WHERE YOU ALLOCATE RESOURCES IS A
5 REFLECTION OF PRIORITIES. SO YOU, AS I SAID -- YOU WILL
6 HEAR HOW THE BUDGET ON AN ANNUAL BASIS IS REFLECTING THE
7 OBJECTIVES AS THEIR TIED TO THE STRATEGIC PRIORITIES.

8 THERE WILL BE ANNUAL PLANNING PROCESSES THAT ALSO
9 BRING TO LIFE YOUR COMMITMENT TO BE A LEARNING
10 ORGANIZATION. THE BOARD ON -- YOU KNOW, ON AN ONGOING
11 BASIS BUT ALSO ANNUALLY WILL HAVE REFLECTION ON, WHERE
12 HAVE WE GOTTEN TO, WHAT HAS THE PROGRESS BEEN. ALL OF
13 THAT WILL BE GROUNDED IN THE STRATEGIC PRIORITIES.

14 LASTLY, THE IMPACT FRAMEWORK, OF COURSE, IS
15 ANOTHER MANIFESTATION AND KIND OF PIECE THAT ARTICULATES
16 WITH THE OBJECTIVES. REPORTING ON THE IMPACT FRAMEWORK
17 WILL ALSO HELP YOU UNDERSTAND HOW PROGRESS HAS -- IS BEING
18 MADE BOTH IN TERMS OF SYSTEMS CHANGE OUTCOMES AS WELL AS
19 RESULTS FOR CHILDREN AND FAMILIES.

20 OKAY. SO THEN I WILL MOVE US NOW TO BEGIN OUR
21 DISCUSSION ABOUT THE STRATEGIC PRIORITIES. FIRST AND
22 FOREMOST, WHAT I WANTED TO SHARE HERE IS ALSO INFLUENCED
23 BY THE BOARD'S DISCUSSION AT THE PPC. WE HAVE OUR FOUR
24 PRIORITIES HERE. THE DEPICTION OF THEM IS AS A SET OF
25 INTERLOCKING PIECES. AND THERE WAS A MOMENT IN THE PPC

1 MEETING WHERE COMMISSIONERS ZEPEDA -- CHAIR ZEPEDA OF THE
2 MEETING SAID, HEY, WAIT A MINUTE, I THINK -- I THINK I SEE
3 WHAT YOU'RE TRYING TO CONVEY TO US HERE, AND THAT IS THAT
4 THE FIRST PRIORITY ABOUT STRENGTHENING PUBLIC AND
5 COMMUNITY SYSTEMS IS ESSENTIALLY AN OVERARCHING PRIORITY
6 THAT INTO WHICH THE OTHERS KIND OF FLOW AND CONTRIBUTE.
7 THE OTHERS ARE LEVERS TO ACHIEVE THAT OVERARCHING
8 STRATEGIC PRIORITY OF STRENGTHENING PUBLIC AND COMMUNITY
9 SYSTEMS.

10 SO WHAT WE DID HERE WAS TO SHOW THESE AS
11 INTERLOCKING PIECES WITH THE ARROWS KIND OF SAYING, YEAH,
12 YOU KNOW, ADVANCING AND LEVERAGING COMMUNITY EXPERIENCE IS
13 IMPORTANT BECAUSE WE THINK, AS I SAID EARLIER, THE POLICY
14 AND SYSTEMS WILL BE BETTER IF THEY'RE INFORMED BY
15 COMMUNITY AND FAMILY VOICE.

16 ON THE RIGHT, EXPANDING INFLUENCE AND FAMILY
17 IMPACT WITH DATA IS -- AND ARTICULATING THE UNDERSTANDING
18 THAT, ONE, PARENT VOICE AND ENGAGING WITH COMMUNITIES IS A
19 SOURCE OF DATA, IT SHOULD BE LEVERAGED AND INFORM
20 COMMUNITY -- I'M SORRY -- PUBLIC AND COMMUNITY SYSTEMS
21 CHANGE. AND THEN ON THE BOTTOM WE HAVE THE FOUNDATIONAL
22 ELEMENT OF OPTIMIZING EFFECTIVENESS OF THE ORGANIZATION
23 ITSELF BECAUSE, WITHOUT A STRONG ORGANIZATION, YOU CAN'T
24 HAVE STRONG IMPACT. AND WHAT WE ARE ALL SITTING WITH IS
25 BOTH THE URGENCY OF ADDRESSING DISPARITIES AND ACHIEVING

1 THE RESULTS THAT ARE ARTICULATED HERE, BUT ALSO THE WEIGHT
2 OF THE NORTH STAR. IT IS A -- IT IS A -- A LOFTY AMBITION
3 TO -- TO ENDEAVOR FOR OVER A NINE-YEAR PERIOD OF TIME.
4 AND THERE'S ABSOLUTELY A CRITICAL ELEMENT OF ENSURING THE
5 PERFORMANCE OF THIS ORGANIZATION IS OPTIMAL SO THAT IT CAN
6 -- SO THAT IT CAN ACHIEVE -- YOU CAN ACHIEVE THE NORTH
7 STAR.

8 I THINK THAT'S WHAT I WANT TO SAY ABOUT THE
9 OVERARCHING FRAMEWORK AND HOW THE PRIORITIES KIND OF FIT
10 TOGETHER. I THINK THE LAST THING I'LL SAY BEFORE WE
11 TRANSITION INTO CHRISTINA AND I TALKING THROUGH EACH OF
12 THE FOUR PRIORITIES IN A DEEPER LEVEL IS TO SAY THAT ONE
13 WAY TO THINK ABOUT THE FOUR PRIORITIES IS THIS IS WHAT
14 STAFF IS PUTTING BEFORE YOU AS A WAY OF THINKING ABOUT THE
15 -- AN ANSWER TO THE QUESTION OF, WELL, HOW DOES IT ALL
16 HANG TOGETHER. THERE'S BEEN A LOT OF CONVERSATION ABOUT
17 THE WORK AND THE PLAN, HOW IT SHOULD BE REFINED, WHAT ARE
18 -- YOU KNOW, ALL OF THE OBJECTIVES. BUT WHAT IS THE
19 COHERENCE, WHAT ARE THE THROUGH LINES ACROSS THE ELEMENTS
20 OF THE PLAN THAT -- THAT ARE -- THAT ARTICULATE HOW IT ALL
21 HANGS TOGETHER. AND STAFF ARE COMING TO YOU AND SAYING,
22 WE THINK, BASED ON WHAT WE HEARD FROM YOU AND FROM OUR
23 COMMUNITY PARTNERS AND STAKEHOLDERS INVOLVED IN THE WORK,
24 WE THINK THIS IS HOW IT HANGS TOGETHER THROUGH THESE FOUR
25 PRIORITIES.

1 SO WITH THAT, I WILL TRANSITION US INTO, AS I
2 JOKINGLY REFERRED TO AS THE PPC, THE STEVEN AND CHRISTINA
3 DUET MINUS THE PAIN OF OUR SINGING. SO WHAT I'M GOING TO
4 DO IS JUST VERY BRIEFLY -- AND, FIRST OF ALL, THANK YOU
5 FOR LISTENING TO ALL OF THE CONTEXT SETTING THAT I JUST
6 PROVIDED. I'M GOING TO BRIEFLY SHARE HOW EACH PRIORITY
7 REFLECTS BOARD INPUT AND THE LEARNING. AND THEN CHRISTINA
8 IS GOING TO GIVE EXAMPLES OF HOW THE WORK UNDER THE
9 PRIORITY REFLECTS EITHER AN AFFIRMATION OF WHAT HAS BEEN
10 FIRST 5 LA'S WORK, A REFINEMENT TO THAT WORK, OR A
11 COMPLETE CHANGE, EITHER A START DOING OR STOP DOING.

12 SO THE FIRST PRIORITY I'VE ALREADY SPOKEN A
13 LITTLE BIT TO, STRENGTHENING PUBLIC AND COMMUNITY SYSTEMS,
14 IS REALLY THE EXPRESSION OF THE UNDERSTANDING THAT IN
15 KIM'S OPENING REMARKS, YOU'RE THIS 21-YEAR OLD
16 ORGANIZATION STEPPING INTO ITS ADULT IDENTITY, HAVING
17 TRIED ON PERHAPS SOME OTHER IDENTITIES ALONG THE WAY AND
18 SAYING, WE ARE A POLICY AND SYSTEMS CHANGE AGENT. WE
19 BELIEVE THE GREATEST IMPACT WE CAN HAVE AT SCALE COMES
20 THROUGH INTEGRATING OUR WORK, TAKING A HOLISTIC APPROACH,
21 AND DRIVING OUR WORK TO ELIMINATE DISPARITIES AND ENSURE
22 ALL CHILDREN ENTER KINDERGARTEN READY TO SUCCEED IN SCHOOL
23 AND LIFE, IS BY IMPROVING, INTEGRATING, AND EXPANDING THE
24 SYSTEMS THAT TOUCH ALL ASPECTS OF CHILDREN AND FAMILIES'
25 EXPERIENCES.

1 MS. ALTMAYER: SO AS WE THINK ABOUT THIS WORK --
2 AND AS STEVEN SAID, I'M GOING TO TRY AND HIGHLIGHT
3 EXAMPLES OF WHERE OUR WORK IS AFFIRMED THROUGH THIS
4 PROCESS, WHERE IT'S BEING ADAPTED, AND WHERE WE'RE
5 CHANGING SIGNIFICANTLY, AND THEN ALSO HIGHLIGHT SOME
6 EXAMPLES OF DIRECT FEEDBACK THAT WE HEARD FROM THE PPC.

7 SO IN THE EVOLUTION OF THE STATE OF STRENGTHENING
8 PUBLIC AND COMMUNITY SYSTEMS, YOU'LL SEE THAT WE'VE NOW
9 ADDED PROMOTE EQUITABLE OUTCOMES WHICH WAS SOME FEEDBACK
10 THAT WE RECEIVED, WHICH REALLY EXPLICITLY CALLED OUT THAT.
11 AS WE THINK ABOUT OUR WORK, YOU SEE THE CONTINUATION OF
12 PLACES WHERE WE'VE HAD A SIGNIFICANT PRESENCE BOTH AS A
13 POLICY LEADER, AS A PRACTICE LEADER, AND SYSTEM BUILDING.
14 AND THAT'S MOST EVIDENT IN OUR FIRST PRIORITY THERE
15 SPEAKING ABOUT HOME VISITING.

16 WHEN WE THINK ABOUT OUR WORK TO -- FOR EARLY
17 IDENTIFICATION AND EARLY INTERVENTION, YOU'RE SEEING AN
18 EVOLUTION OF OUR THINKING THERE THAT WE HAVE TO RECOGNIZE
19 THAT MATERNAL HEALTH IS DIRECTLY RELATED TO CHILD HEALTH.
20 SO IN OUR SECOND OBJECTIVE, YOU'RE SEEING THE ADDITION OF
21 MATERNAL HEALTH EXPLICITLY CALLED OUT IN THAT WE WANT TO
22 FOCUS ON EARLY IDENTIFICATION OF THOSE ISSUES THAT PLACE
23 BOTH THE MOTHER AT RISK AS WELL AS THE CHILD AT RISK FOR
24 POOR OUTCOMES.

25 I THINK, AS WE LEVERAGE OUR EXPERIENCE IN FAMILY

1 ENGAGEMENT, IT'S REALLY ABOUT HOW DO WE TAKE THAT
2 EXPERIENCE AND ENSURE THAT FAMILY ENGAGEMENT PRINCIPLES
3 AND THE LESSONS WE'VE LEARNED ABOUT HOW TO MEANINGFULLY
4 ENGAGE FAMILY IS INCORPORATED IN OUR WORK AT A POLICY
5 LEVEL, IN WORK THAT WE ADVOCATE WITH OUR PARTNERS. AND
6 YOU'LL SEE LATER IN STRATEGIC PRIORITY 3 IS THAT WE THINK
7 THERE'S AN OPPORTUNITY TO BETTER INFORM AND EDUCATE
8 SYSTEMS ON EFFECTIVE STRATEGIES TO ENGAGING PARENTS BASED
9 ON OUR LONG HISTORY IN THIS SPACE.

10 AS WE THINK ABOUT OUR WORK IN EARLY CARE AND
11 EDUCATION AND THE APPLICATION OF THIS COMMITMENT TO
12 EQUITY, WE REALLY HAVE TO THINK ABOUT THE DIVERSE SETTINGS
13 THAT CHILDREN ARE AND TO INCORPORATE MORE EXPLICITLY
14 FAMILY CHILD CARE CENTERS WITHIN OUR WORK, PARTICULARLY IN
15 OUR POLICY AND OUR ADVOCACY WORK.

16 WHEN WE THINK ABOUT OUR WORK IN TRAUMA, THIS IS A
17 GOOD EXAMPLE WHERE SOMETIMES WE LEAD, AS WE TALKED ABOUT
18 IN THE EXAMPLE OF HOME VISITING, BUT SOMETIMES WE'RE
19 SUPPORTING THE LEADERSHIP OF OTHERS TO ENSURE THAT THEY
20 PRIORITIZE IN EARLY CHILDHOOD FOCUS IN THEIR WORK. SO
21 WHEN WE THINK ABOUT CHILD -- EXCUSE ME. WHEN WE THINK
22 ABOUT TRAUMA, WE RECOGNIZE THAT THERE ARE EMERGING SYSTEM
23 LEADERS, IN PARTICULARLY THE COUNTY OF DEPARTMENT MENTAL
24 HEALTH. AND WE WANT TO MAKE SURE, AS THE COUNTY EMBARKS
25 ON THAT JOURNEY TO FOCUS ON TRAUMA-INFORMED CARE AND

1 EMBEDDED IN THE SYSTEMS, WE'RE LEVERAGING THEIR EXPERTISE,
2 WHICH WE'VE DONE IN TERMS OF THE COUNTY HELPING TO TRAIN
3 HOME VISITORS, BUT WE ALSO WANT TO SAY TO OUR COUNTY AND
4 OTHER PARTNERS, CHILDREN HAVE TO BE AN IMPORTANT FOCUS OF
5 YOUR TRAUMA-INFORMED CARE WORK. SO IT'S A DIFFERENT ROLE.
6 IN SOME CASES YOU SEE WHERE WE'RE DRIVING THE CAR, SO TO
7 SPEAK, FROM THE BACKSEAT.

8 I THINK YOU ALSO SEE THAT OUR BEST START
9 PARTNERSHIPS AND OUR BEST START COMMUNITY LEADERS PROVIDE
10 AN IMPORTANT VOICE. AND WE WANT TO ELEVATE THEIR VOICE IN
11 A SYSTEMS CHANGE WORK THAT'S HAPPENING. AND ONE OF THE
12 EXAMPLES THAT WE CITED AT THE PPC IS OUR WORK WITH THE
13 DEPARTMENT OF PUBLIC SOCIAL SERVICES. SO HOW CAN WE
14 CONTRIBUTE TO THE DEPARTMENT OF PUBLIC SOCIAL SERVICES
15 HAVING AN INTENTIONAL FOCUS ON HOW DO WE INCREASE ACCESS
16 TO FOOD BENEFITS, TO THE SNAP BENEFITS. THEY RECOGNIZE
17 THAT AS A PRIORITY. WE SHARE THAT PRIORITY TO SUPPORT
18 FAMILIES, AND WE WANT TO LEVERAGE THE PARTNERSHIPS THAT WE
19 HAVE IN COMMUNITY TO INFORM THAT WORK. SO IT IS AN
20 EVOLUTION OF RECOGNIZING THAT PUBLIC AND COMMUNITY SYSTEMS
21 EXIST AND WE CAN HELP THOSE PUBLIC AND COMMUNITY SYSTEMS
22 WORK BETTER FOR CHILDREN AND FAMILIES, AND WE WILL
23 EXERCISE THAT WORK IN A NUMBER OF DIFFERENT WAYS, BOTH
24 SUPPORTIVE AND EXPLICITLY IN A LEADERSHIP WAY.

25 THANK YOU.

1 MR. LAFRANCE: I CAN DESCRIBE --

2 MS. BELSHE: ARE WE GOING TO --

3 MR. LAFRANCE: SHALL WE PAUSE AT EACH?

4 SUPERVISOR KUEHL: DO YOU WANT TO -- I THINK YOU
5 SHOULD PAUSE AFTER EACH ONE AND GO BACK TO -- WHICH YOU
6 DID, TO THE SLIDE.

7 ANY COMMENTS? ADDITIONAL COMMENTS WE'VE MADE A
8 GOOD DEAL OF INPUT INTO THIS. IF ANYONE WANTS TO MAKE
9 ADDITIONAL COMMENTS ON NUMBER 1.

10 COMMISSIONER PLEITEZ HOWELL: I REALLY WANT TO
11 RECOGNIZE -- RECOGNIZE THE INCLUSION OF EQUITABLE OUTCOMES
12 IN CALLING THAT OUT, AND REALLY APPRECIATE LIFTING THAT UP
13 AND LOOKING AT OUTCOMES WHEN WE THINK ABOUT POLICY AND
14 QUALITY WORK, THE DIVERSE SETTINGS, AND ENSURING THAT THAT
15 DIVERSITY OF SETTINGS ALSO BRINGS IN DIVERSITY OF FUNDING
16 ALLOCATIONS. SO JUST RECOGNIZING HOW MUCH WORK WENT INTO
17 THAT AND GRATITUDE FOR LISTENING TO P AND P.

18 SUPERVISOR KUEHL: I ALSO WANTED TO SAY -- THANK
19 YOU. WAS THAT CLEAR?

20 I ALSO WANTED TO SAY, JUST IN THE INTEREST OF
21 CLEAR SPEECH, THE -- THE SECOND BULLET POINT DOESN'T MAKE
22 SENSE TO ME AS A REGULAR PERSON. THE -- IT SAYS, TO
23 ENSURE THAT PUBLIC SYSTEMS ARE ACCOUNTABLE FOR TIMELY AND
24 QUALITY MATERNAL HEALTH. I GET THAT. AND THEN IT SAYS,
25 AND CHILD EARLY IDENTIFICATION AND INTERVENTION SERVICES.

1 I DON'T KNOW WHAT THAT MEANS, CHILD EARLY IDENTIFICATION.
2 IF YOU MEAN EARLY SOMETHING IDENTIFICATION AND
3 INTERVENTION SERVICES FOR CHILDREN, JUST SOME -- I'M NOT
4 SAYING I DISAGREE WITH THE THOUGHT, BUT I DON'T THINK THE
5 LANGUAGE REFLECTS IT BECAUSE, AS A REGULAR PERSON, I DON'T
6 KNOW WHAT EARLY IDENTIFICATION WOULD BE. LIKE, THAT'S
7 KEESHA. I SEE THAT'S MY EARLY IDENTIFICATION OF HER.

8 THE ONLY OTHER THING IS THE WORD DEPLOY IS A
9 SOMEWHAT MILITARISTIC TERM FOR REGULAR PEOPLE. AND I
10 THINK WHAT WE WANT TO SAY IS, YOU KNOW, UTILIZE OUR DEEP
11 EXPERIENCE OR SOMETHING. BUT IF BY "DEPLOY" YOU MEAN A
12 MORE OUTREACH-Y KIND OF A APPROACH -- THERE MAY BE ANOTHER
13 WORD. IT'S KNIT PICKING IN A WAY, BUT THESE ARE THE WORDS
14 THAT SAY WHAT WE MEAN. SO SIMPLY TO GIVE THAT FEEDBACK ON
15 LANGUAGE.

16 ASTRID.

17 COMMISSIONER HEGER: I THINK ALL THIS IS GREAT
18 AND I'M IN FAVOR OF A PLAIN SPEECH. I'M HAVING A LITTLE
19 BIT OF A PROBLEM HERE. BUT IS THERE A WAY THAT WE ARE
20 GOING TO LOOK AT, ENDORSE, SUPPORT, RECOMMEND CERTAIN
21 KINDS OF INTERVENTIONS VERSUS OTHERS? I MEAN, HOW ARE WE
22 GOING TO -- WHAT IS OUR -- WHAT LINE ARE WE LOOKING AT IN
23 TERMS OF ASSESSING QUALITY CARE AND QUALITY INTERVENTIONS
24 QUALITY -- BECAUSE WE TALKED ABOUT THIS LAST WEEK BECAUSE
25 I HAVE A WHOLE OTHER APPROACH TO THIS. BUT HOW ARE WE

1 GOING TO MEASURE QUALITY INTERVENTIONS?

2 MS. ALTMAYER: SO I THINK -- WELL, FIRST, THE
3 EVIDENCE OF THE IMPACT OF THOSE INTERVENTIONS. WHEN WE
4 THINK ABOUT EARLY IDENTIFICATION SERVICES, WE KNOW THAT
5 THE HEALTH SYSTEMS -- WE TALKED EARLIER ABOUT THE BILL
6 THAT WAS JUST PASSED, THAT OUR MEDI-CAL HEALTH SYSTEMS
7 HAVE THE RESPONSIBILITY AND ARE ACCOUNTABLE FOR ENSURING
8 THAT CHILDREN ARE RECEIVING A DEVELOPMENTAL SCREENING AS
9 PART OF THEIR WELL-CHILD VISITS, AND THAT THAT SCREENING
10 IS RECOGNIZED AS A VALID DATA DEVELOPMENTAL SCREENING
11 TOOL. SO WE'RE LOOKING -- WE NEED NOT NECESSARILY BE THE
12 ARBITER OF VALID DEVELOPMENTAL SCREENING TOOLS, BUT WE DO
13 NEED TO BE RECOGNIZING THAT ORGANIZATIONS SUCH AS THE
14 AMERICAN ACADEMY OF PEDIATRICS AND OTHERS THAT ARE IN THIS
15 FIELD HAVE IDENTIFIED WHAT ARE THOSE VALID DEVELOPMENTAL
16 SCREENING TOOLS. AND WE NEED TO BE ADVOCATING FOR THEM
17 THAT THEY'RE HAVING A COMPREHENSIVE ASSESSMENT OF THOSE.

18 COMMISSIONER HEGER: I THINK WE DO KNOW THAT, AND
19 I'VE SORT OF EMBRACED THAT AS AMERICAN ACADEMY OF
20 PEDIATRICS. I MEAN, AND I'M GLAD THAT WE'RE GOING TO
21 ENDORSE THAT. THERE'S GOT TO BE AN ASSESSMENT I THINK
22 THAT IT'S DELIVERED IN A QUALITY MANNER. AND, OF COURSE,
23 I'M ALWAYS CONCERNED THAT WE ARE ACTUALLY LOOKING AT THE
24 BIGGEST CAUSE OF DISABILITIES IN CHILDREN, AND THAT'S NOT
25 BEEN INCLUDED IN ANY OF THE MOTIONS THAT HAVE GONE BEFORE

1 SACRAMENTO, WHICH IS ALCOHOL IN UTERO. SO I THINK WE HAVE
2 TO THINK ABOUT HOW TO RECOMMEND THAT.

3 BUT, AGAIN, I KNOW A LOT OF PEDIATRICIANS AND WE,
4 AGAIN, TALKED ABOUT THIS LAST WEEK, WHO WILL CHECK OFF
5 THAT THEY DID A DEVELOPMENTAL SCREENING. SO I GUESS WHAT
6 I'M LOOKING AT IS IMPACT ON THE ACTUAL KIDS AND HOW WE
7 ASSESS THE KIDS RATHER THAN JUST ASKING, IF I'M GOING TO
8 PAY YOU FOR A VISIT IN MEDI-CAL, YOU GOT TO CHECK THE BOX
9 OFF THAT YOU DID A DEVELOPMENTAL SCREENING. I JUST -- I
10 JUST THINK THERE'S A TEMPTATION TO CHECK THE BOX, SAVE THE
11 TIME, AND MOVE ON.

12 MS. ALTMAYER: WHICH IS WHY I THINK THAT
13 LEGISLATION THAT WAS JUST PASSED IS A GOOD EXAMPLE OF THE
14 DIRECTION THAT WE NEED TO GO OF ENSURING THAT THOSE
15 SYSTEMS THAT ARE RESPONSIBLE HAVE ACCOUNTABILITY WITHIN
16 THEM FOR ACTUALLY DOING THOSE SERVICES FOR WHICH THEY'RE
17 REQUIRED TO DO.

18 SUPERVISOR KUEHL: I THINK THE WORD QUALITY --
19 YOU'LL FIND A WAY TO DO IT, BUT THE IDEA THAT IT ALSO
20 RELATES TO THE ASSESSMENT IN SCREENING IDENTIFICATION
21 ISSUES.

22 ANYTHING ELSE ON NUMBER 1?

23 ROMALIS.

24 COMMISSIONER TAYLOR: JUST WORDSMITHING AGAIN.

25 THE ISSUE AROUND ENSURE PUBLIC SYSTEMS ARE ACCOUNTABLE, I

1 THINK WE NEED TO CHANGE THAT TO, ENGAGE IN TIMELY AND
2 QUALITY MATERNAL HEALTH IN CHILD -- CHILD EARLY
3 IDENTIFICATION INTERVENTION SERVICES. WE CAN'T HOLD
4 ANYBODY ACCOUNTABLE, BUT WE CAN ENCOURAGE THEM TO ENGAGE
5 IN IT. AND WE DO THAT IN DIFFERENT WAYS. ONE OF THOSE IS
6 THE LEGISLATION THAT WAS RECENTLY PASSED. SO I WOULD LIKE
7 TO SUGGEST THAT WE CHANGE THAT.

8 THE OTHER THING I WANT TO DO IS THANK YOU FOR
9 FINALLY HEARING THE FACT THAT WE HAVE DIVERSE COMMUNITIES
10 WHO HAVE DIFFERENT EXPERIENCES AT DIFFERENT LEVELS OF
11 EXPERIENCE WITH SYSTEMS, AND THAT THE SYSTEMS DON'T DEAL
12 WITH THEM AND ADDRESS THEM.

13 AND I READ THE DETAIL OF THIS WHOLE THING, AND I
14 LIKE THE POINT THAT YOU POINT OUT AROUND EDUCATING PEOPLE
15 ABOUT THEIR OWN IMPLICIT BIAS IN HOW THEY ENGAGE THESE
16 DIFFERENT COMMUNITIES. AND SOMETIMES THAT'S THE REASON
17 PEOPLE DON'T EVEN WANT TO BE BOTHERED WITH THEM, BECAUSE
18 THEY COME AT THEM IN THE WRONG WAY.

19 SO I JUST WANT TO THANK YOU FOR THAT AND
20 LISTENING TO THAT, BUT JUST A SUGGESTION ABOUT THE
21 WORDSMITHING.

22 SUPERVISOR KUEHL: THANK YOU. I THINK WE'RE
23 READY FOR STRATEGIC PRIORITY NUMBER 2.

24 MR. LAFRANCE: FANTASTIC. THANK YOU SO MUCH FOR
25 THE INPUT AND FEEDBACK.

1 THE EASIEST WAY FOR ME TO ARTICULATE THE ESSENCE
2 OF PRIORITY 2 IS THAT THIS IS REALLY ABOUT LEVERAGING THE
3 FACT THAT FIRST 5 LA HAS A FOOT IN COMMUNITY AND A SEAT AT
4 THE POLICY AND SYSTEMS CHANGE TABLE. THERE ARE NOT A LOT
5 OF PUBLIC AGENCIES OR EVEN PRIVATE GRANT MAKING
6 INSTITUTIONS THAT CAN SAY THEY BOTH ARE IN THE COMMUNITY
7 AND AT THE DECISION MAKING TABLES AS FIRST 5 LA CAN. AND
8 SO THAT -- THAT IS REALLY, I THINK THE CORE ESSENCE OF
9 THIS PRIORITY. AND CHRISTINA IS GOING TO SHARE A LITTLE
10 BIT ABOUT WHAT THAT ACTUALLY MEANS IN TERMS OF THE WORK
11 THAT WE SEE COMING UP FOR THE PLAN.

12 MS. ALTMAYER: THANK YOU.

13 SO ONE OF THE THINGS I WANT TO POINT OUT HERE IS
14 THAT, BASED ON INPUT FROM THE PPC, WE'VE ADDED THE WORD
15 "RELATIONSHIPS". CONNECT, MAXIMIZE, COORDINATE PUBLIC
16 RESOURCES, LOCAL, ASSETS, AND RELATIONSHIPS. THAT WAS THE
17 INPUT THAT PPC MEMBERS HAD ABOUT THAT IT'S RECOGNIZING THE
18 SOCIAL INFRASTRUCTURE THAT EXISTS WITHIN COMMUNITIES, AND
19 THAT IS SOMETHING THAT WE'RE LOOKING TO STRENGTHEN.

20 SO THIS BOTH SPEAKS TO SOME CHANGES THAT WERE
21 ALREADY UNDERWAY AS WE THINK ABOUT THIS WORK, AS WELL AS
22 SOME OPPORTUNITIES TO REFINE OUR STRATEGIES MOVING
23 FORWARD. SO YOU MAY RECALL THAT IN 2018 WE WENT THROUGH A
24 MAJOR EFFORT WITH OUR COMMUNITIES WORK TO REALLY REALIGN
25 THAT WORK TO EMPOWER COMMUNITIES AND STRENGTHEN COMMUNITY

1 ORGANIZATIONS THAT ARE DOING THIS WORK. SO THIS CONTINUES
2 THAT WORK THAT WE LAUNCHED, AND THEN REALLY RECOGNIZES THE
3 OPPORTUNITY THAT WE HAVE WITHIN OUR 14 BEST START
4 COMMUNITIES TO DEMONSTRATE THEM AS A PROOF OF CONCEPT FOR
5 WHAT -- HOW COMMUNITIES CAN CHANGE WHEN WE BETTER ALIGN
6 LOCAL, PUBLIC, PRIVATE, AND PHILANTHROPIC RESOURCES.

7 YOU SEE HERE AN EMPHASIS ON OUR WORK FROM -- WITH
8 THE KINDERGARTEN READINESS DATA. SO WE WERE EXCITED TO
9 TALK ABOUT THAT AT THE PPC AND SOME OF THE EXCITING WORK
10 THAT EMERGED THIS YEAR OUT OF THE "LEARNERS TODAY LEADERS
11 TOMORROW" CONFERENCE WHICH I KNOW SEVERAL OF YOU ATTENDED,
12 AS A WAY OF REALLY UTILIZING THAT DATA TO INFORM OUR LOCAL
13 COMMUNITY WORK, BUT ALSO TO INFORM OUR POLICY WORK ON HOW
14 WE CAN MAKE A DIFFERENCE WITHIN COMMUNITIES.

15 AND I THINK YOU'RE SEEING INCREASINGLY THAT WE
16 HAVE THE -- WE'RE INVITED INTO THE OPPORTUNITY, AS STEVEN
17 SAID, TO DEMONSTRATE HOW WE CAN LEVERAGE COMMUNITIES AND
18 WEAVE TOGETHER THE DIFFERENT INVESTMENTS THAT ARE
19 HAPPENING AND MAXIMIZE THE OPPORTUNITIES FOR PUBLIC
20 INVESTMENTS THAT ARE COMING, WHETHER WE'RE TALKING ABOUT
21 EXPANDED FUNDING FOR PARKS, FOR TRANSPORTATION, FOR OPEN
22 SPACES; THAT, AS THESE NEW INITIATIVES ARE COMING DOWN IN
23 THE COUNTY, WE WANT TO MAKE SURE THAT THE VOICE OF
24 CHILDREN AND FAMILIES ARE PART OF THOSE CONVERSATIONS AND
25 THAT WE PRIORITIZE OUR 14 BEST START COMMUNITIES FOR THOSE

1 INVESTMENTS.

2 HAPPY TO TAKE ANY QUESTIONS OR COMMENTS.

3 SUPERVISOR KUEHL: JUDY.

4 COMMISSIONER ABDO: THIS IS MY OWN PERSONAL
5 OPINION, BUT IT -- IT SEEMS TO ME THAT WE WANT TO OPTIMIZE
6 SCHOOL READINESS AS OPPOSED TO KINDERGARTEN READINESS.
7 AND THIS WAS UNDERSCORED FOR ME IN A MEETING LAST WEEK
8 WHERE I HEARD A DISCUSSION ABOUT FAMILIES WHO ARE CHOOSING
9 NOT TO ENROLL THEIR CHILDREN IN TK OR KINDERGARTEN BUT ARE
10 STAYING IN PRIVATE PRESCHOOL SITUATIONS UNTIL FIRST GRADE.
11 AND IT'S BECAUSE OF THIS STRANGE KIND OF DATE CUTOFF THAT
12 HAPPENS WITH TK AND KINDERGARTEN THAT IS ONLY GETTING
13 WORSE IN HOW IT'S BEING INTERPRETED.

14 SO I DON'T KNOW IF WE WANT TO KIND OF TAKE THAT
15 INTO ACCOUNT AS WE PUT THIS HERE, BUT KINDERGARTEN IS NOT
16 THE ONLY WAY THAT CHILDREN ENTER SCHOOL.

17 COMMISSIONER GAREN: KIDS ARE HOME SCHOOLED TOO.
18 THERE'S LOTS OF VARIATIONS, BUT I THINK I'D BE CONCERNED
19 WITH CHANGING LANGUAGE THAT -- AROUND THIS THAT IS
20 CONFUSING IN THE SENSE OF THE NORTH STAR. IT'S JUST KIND
21 OF A MIXED MESSAGE. THERE'S ALWAYS GOING TO BE VARY --

22 COMMISSIONER ABDO: I HAVE THE SAME PROBLEM WITH
23 THE NORTH STAR, BUT I WASN'T GOING TO BRING THAT UP.

24 COMMISSIONER GAREN: I THINK THAT'S THE CENTRAL
25 BRANDING OF THE CORE MISSION.

1 SUPERVISOR KUEHL: ALTHOUGH THIS IS OPTIMIZING
2 DATA. AND I THINK IN THIS PARTICULAR LINE ONLY, IT WOULD
3 NOT DO HARM -- I TRY TO HARMONIZE WHAT MY COMMISSIONERS
4 SAY ALWAYS -- TO SAY SCHOOL READINESS DATA BECAUSE THERE
5 MAY BE DIFFERENT WAYS THAT SCHOOLS ARE COLLECTING SCHOOL
6 READINESS DATA. AND IT WOULD NOT HARM US TO UTILIZE IT
7 WITHOUT CHANGING OUR NORTH STAR. MOSTLY WE'RE TALKING
8 ABOUT KINDERGARTEN READINESS BECAUSE IT'S KIND OF AN AGE
9 AREA THAT RELATES TO OUR CHILDREN.

10 BUT I DO AGREE WITH JUDY. I SKIPPED KINDERGARTEN
11 AND WENT RIGHT INTO FIRST GRADE. AND, YOU KNOW, IN THE
12 OLD DAYS YOU COULD DO THAT A LOT EASIER. I MEAN, THE OLD
13 DAYS. BUT I THINK IN THIS CASE IT'S SOMETHING JUST TO
14 TAKE INTO ACCOUNT AND PERHAPS TO DISCUSS, YOU KNOW, AMONG
15 YOUR -- AMONG YOURSELVES KIND OF.

16 CAROL.

17 COMMISSIONER SIGALA: COULD WE MEAN THE TERM
18 MAYBE "DEVELOPMENTALLY APPROPRIATE" OVER "DEVELOPMENTAL
19 READINESS" BECAUSE WE'RE MOSTLY LOOKING AT AGE RELATED
20 READINESS? CAN WE DO THAT --

21 SUPERVISOR KUEHL: MAYBE, ALTHOUGH THIS BRINGS IT
22 CLOSER TO BEING READY TO GO INTO THE INSTITUTION OF
23 SCHOOL, WHICH IS KIND OF OUR KINDERGARTEN THING. SO TAKE
24 INTO ACCOUNT AND SEE WHAT WE REALLY MEAN BECAUSE, IN THIS
25 CASE, WE'RE TALKING ABOUT DATA. AND I'M SURE THAT IT

1 WOULD ALL GO IN NO MATTER WHAT THE SCHOOL CALLS IT.

2 WENDY.

3 COMMISSIONER GAREN: I THOUGHT THAT WAS CLEVER
4 CONSENSUS.

5 SUPERVISOR KUEHL: MY PARENTS WANTED TO USE
6 CONSENSUS AS MY MIDDLE NAME, BUT IT WOULDN'T FIT ON THE
7 BIRTH CERTIFICATE.

8 COMMISSIONER HEGER: I JUST WANT TO COMMENT ON
9 THE USE OF DATA. I THINK THAT WE TALKED ABOUT THIS
10 SOME --

11 SUPERVISOR KUEHL: I'M SORRY. ASTRID, I JUST HAD
12 A BRAIN BLIP.

13 COMMISSIONER HEGER: WE'RE FREQUENTLY SEEN
14 TOGETHER SO IT'S HARD TO KEEP US APART. I UNDERSTAND
15 THAT. BUT THEY'VE DONE A VERY GOOD JOB TODAY.

16 I -- I THINK THE DATA WOULD BE REALLY INTRIGUING
17 TO RUN THAT AS LIKE BIG BROTHER WATCHING YOU. BUT I THINK
18 HERE YOU'VE HIT UPON A MEANS OF ASSESSING THE QUALITY OF
19 PREPARING CHILDREN TO GO INTO -- I ALSO SKIPPED
20 KINDERGARTEN -- INTO FIRST GRADE. THE IDEA BEING NOT -- I
21 MEAN, SORT OF IN THE GENERAL DEMOGRAPHICS THAT WE'RE
22 ACTUALLY LOOKING AT, AT CULTURE AND ACCESS TO VARIOUS AND
23 SUNDRY RESOURCES IN THE COMMUNITY. BUT GENERALLY LOOKING
24 AT CHILDREN, COMPARING THEM TO THEIR COHORT IN THE
25 COMMUNITY, AND THEN LOOKING AT DATA, BECAUSE THOSE

1 COMPUTERS ARE AWESOME AND YOU CAN ACTUALLY FIGURE OUT WHO
2 DID OR DID NOT DO CERTAIN THINGS AND THE QUALITY OF CARE
3 FOR THE KIDS AND THE ASSESSMENTS. I THINK IT'S A VERY
4 INTERESTING USE OF DATA TO LOOK AT QUALITY CARE IN A WAY
5 THAT'S NOT NECESSARILY BIG BROTHER WATCHING YOU, BUT IN
6 FACT IN A WAY THAT IS.

7 SUPERVISOR KUEHL: THANK YOU.

8 ROMALIS.

9 COMMISSIONER TAYLOR: I'M GOING TO BREAK OFF OF
10 THIS SUBJECT AND GET INTO SUSTAINABILITY. I NEED THESE
11 COMMUNITY NETWORKS TO HELP COMMUNITY -- BEST START
12 COMMUNITIES LEARN HOW TO ENGAGE AND SUSTAIN ACTIVITIES AND
13 THINGS THAT GO BEYOND WHAT WE WANT TO DO THAT'S IMPORTANT
14 TO THE COMMUNITY AND HOW TO GET FUNDING TO SUPPORT OTHER
15 ACTIVITIES THAT ELEVATE WHAT WE'RE TRYING TO DO.

16 THERE ARE COMMUNITY COUNCILS THAT ARE GIVING THEM
17 5,000 TO PUT ON EVENT THAT EDUCATE THE COMMUNITY ABOUT
18 WHAT THE IMPORTANCE OF EARLY EDUCATION OR EARLY CHILD CARE
19 AND THINGS OF THAT NATURE. SO WE CAN GIVE THEM A TOOL KIT
20 AND LET THEM GO OUT AND TELL THE COMMUNITY WHAT THEY DON'T
21 KNOW. THERE'S A LOT OF MISINFORMATION OR NO INFORMATION,
22 ESPECIALLY IN CERTAIN INTERCITY COMMUNITIES, THAT THEY
23 DON'T KNOW WHAT THEY CAN GET AND HOW THEY CAN GET IT SO
24 THEY NEVER ACCESS IT AT ALL. SO IT'S IMPORTANT THAT WE
25 START MESSAGING THAT. AND THE BEST PERSON TO DO THAT IS A

1 COMMUNITY PERSON THAT'S ALREADY THERE.

2 SO I WANT THAT NETWORK WHO SUPPOSEDLY HAS GRANT
3 WRITERS TO TEACH THEM HOW TO WRITE THESE COMMUNITY GRANTS
4 TO DO THIS WORK. AND THEN THAT WAY IT'S AN ADJUNCT TO
5 WHAT WE'RE DOING, BUT IT'S AT THE COMMUNITY LEVEL AND IT'S
6 STILL IN LINE WITH OUR GOAL. I WANT TO SEE THINGS LIKE
7 THAT. AND THEN WE CAN TELL THE STORY OF THE SUCCESS OF
8 THAT BY ASKING THE PEOPLE THAT ARE AT THESE EVENTS, WHAT
9 DID YOU LEARN PRE AND POST, YOU KNOW, VERY SIMPLE. AND
10 DON'T MAKE IT HARD. VERY SIMPLE QUESTIONS THAT SAY, DID
11 YOU UNDERSTAND THIS? DID YOU GET THAT? DID YOU LEARN
12 MORE? AND THEN THAT WAY THEY CAN GO OUT. AND WHAT
13 HAPPENS IS LIKE THROWING A PEBBLE IN A POND. THERE'S A
14 RIPPLE EFFECT THAT GOES ON IN COMMUNITIES. SO WE WANT TO
15 HIT THAT RIPPLE ALL OVER THE PLACE SO MORE PEOPLE ARE
16 TALKING ABOUT THIS SUBJECT AROUND THESE COMMUNITY PEOPLE.
17 AND THAT'S THE VERY POWERFUL THING. AND THEN WHEN WE GO
18 UP NORTH TO ADVOCATE FOR SOMETHING, THEY CAN SPEAK WITH
19 CLEAR ARTICULATE PERSPECTIVE ON WHAT THEY'VE EXPERIENCED
20 AND WHAT THE COMMUNITY IS REALLY SAYING. JUST A THOUGHT.

21 SUPERVISOR KUEHL: I THINK THERE'S SOME WAY TO
22 INCORPORATE THESE THOUGHTS INTO THE LAST BULLET POINT
23 REALLY, I THINK WHAT WE'RE TALKING ABOUT. WE'RE LOOKING
24 FOR PUBLIC INVESTMENT TO HELP THIS GO ALONG. I THINK THE
25 NOTION OF SUSTAINABILITY IS ONE THAT MIGHT BE REFLECTED.

1 I'M NOT SURE WHAT IT WOULD MEAN IN THAT BULLET POINT. BUT
2 NOT ONLY THE INVESTMENTS TO BE SUSTAINABLE BUT THE
3 IMPROVEMENTS. I DON'T KNOW. I THINK THAT'S GOOD
4 FEEDBACK.

5 ANYTHING ELSE ON NUMBER 2?

6 COMMISSIONER PLEITEZ HOWELL: -- COMMISSIONER
7 TAYLOR LOOKED IT UP, THE -- AS I LOOK AT THESE BULLET
8 POINTS, IT'S A LOT OF WHAT FIRST 5 LA IS LOOKING AT. AND
9 THERE IS A PART OF THE FLEXIBILITY THAT I THINK WE HAVE IN
10 OUR STRATEGIC PLAN ALREADY IN TERMS OF RESPONDING TO WHAT
11 COMMUNITY IS ASKING FOR. SO IT MIGHT BE PART OF STRATEGIC
12 PLAN 1 ALREADY AND BEING ABLE TO POINT -- THESE ARE
13 ADDITIONS AND BEING ABLE TO POINT OUT WHAT COMMISSIONER
14 TAYLOR IS LIFTING UP ALREADY EXISTS, AND THAT WILL
15 CONTINUE. AND I THINK YOU'VE EMPHASIZED THAT TO US.

16 BUT FOR THIS ONE, IT PARTICULARLY STRUCK ME
17 BECAUSE WHAT WAS IN STRATEGIC PLAN NUMBER 1 ARE THE THINGS
18 THAT ARE COMING UP FROM COMMUNITY AND MAKING SURE THAT WE
19 KEEP THAT WITHIN THE REFINEMENT IF THERE'S A WAY TO
20 REFERENCE IT JUST SO THAT WE DON'T LOSE THAT.

21 SUPERVISOR KUEHL: I THINK THE STRATEGIC PRIORITY
22 IS REALLY ABOUT WHAT WE'RE PROMISING TO DO AND WHAT OUR
23 ACTIONS WILL BE. AND I THINK IF I COULD RECAST A LITTLE
24 BIT OF WHAT STEVE SAID, WE'RE RECOGNIZING THAT WE HAVE ONE
25 FOOT IN THE COMMUNITY AND ONE FOOT IN THE ROOM WHERE IT

1 HAPPENS. I HOPE IT HASN'T BEEN TOO LONG SINCE EVERYONE'S
2 SEEN HAMILTON, BUT, YOU KNOW. BECAUSE IT'S EVEN MORE THAN
3 A SEAT AT THE TABLE. SO THIS IS, SAYING WE WILL, YOU
4 KNOW, GET OTHER PEOPLE TO PRIORITIZE THESE INVESTMENTS.
5 BUT WHAT THE COMMISSIONERS ARE SAYING ESSENTIALLY IS THE
6 REFLECTION OF THE COMMUNITY BEING THE SERIOUS PART OF WHAT
7 WE'RE SHOWING. SO I THINK, YOU KNOW, THE LANGUAGE IS --
8 IS CLEAR BUT PERHAPS A LITTLE MORE ABOUT THAT.

9 WENDY.

10 COMMISSIONER GAREN: I'M A LITTLE UNCLEAR OF WHAT
11 IS MEANT BY "TEST STRATEGIES TO IMPROVE INFRASTRUCTURE OF
12 FAMILY CHILD CARE." IF WE'RE AVOIDING JARGON, I DON'T
13 KNOW THAT I UNDERSTAND WHAT THAT MEANS.

14 MS. ALTMAYER: SO I THINK THE CHALLENGE THAT WE
15 HAVE IS FAMILY CHILD CARE PROVIDERS ARE AN IMPORTANT
16 RESOURCE FOR MANY FAMILIES AND A SIGNIFICANT PLACE WHERE
17 CHILDREN ARE. AND I THINK, IF WE'RE GOING TO REACH
18 INCORPORATING EQUITY WITHIN OUR WORK, WE HAVE TO RECOGNIZE
19 THAT. AND HOW DO -- THERE ISN'T -- AS WE THINK ABOUT
20 OTHER CHILD CARE SETTINGS, MORE FORMAL CHILD CARE
21 SETTINGS, THERE ARE EXISTING WAYS IN WHICH THOSE -- THAT
22 WORKFORCE CAN BE REACHED. IT IS MORE DIFFICULT WITHIN
23 FAMILY CHILD CARE SETTINGS.

24 SO THIS IS SOMETHING THAT I THINK HAS LONG BEEN
25 RECOGNIZED IN THE FIELD THAT FAMILY CHILD CARE WORKERS ARE

1 OFTEN ISOLATED. THEY DON'T HAVE ACCESS TO PROFESSIONAL
2 DEVELOPMENT RESOURCES EASILY. SO THIS IS A PLACE WHERE I
3 THINK FIRST 5 LA DOESN'T NECESSARILY HAVE THE READY
4 ANSWER, NOR DOES THE EVIDENCE OF THE LITERATURE AROUND HOW
5 THOSE FAMILIES. SO WE NEED TO THINK ABOUT HOW CAN WE
6 EXPLORE AND TEST SOME STRATEGIES THAT WILL SHORE UP THAT
7 INFRASTRUCTURE, BOTH PROFESSIONAL DEVELOPMENT --

8 COMMISSIONER GAREN: THE INFRASTRUCTURE OR THE
9 HOMES THEMSELVES. BECAUSE THE INFRASTRUCTURE I THINK IS
10 THE CHILD CARE RESOURCE AND REFERRAL CENTERS. AND I'M NOT
11 SURE WHAT OTHER INFRASTRUCTURE THERE IS OTHER THAN THESE
12 ARE UNCONNECTED, ISOLATED PROVIDERS, MANY OF WHOM ARE NOT
13 LICENSED. SO THEY'RE -- THERE IS NO INFRASTRUCTURE. SO
14 -- SO, YOU KNOW, IMPROVING INFRASTRUCTURE, GEE, THERE
15 ISN'T ANY AT ALL. SO IT'S MORE LIKE, HOW DO YOU -- WHAT
16 ARE THE OUTREACH STRATEGIES TO FIND THEM.

17 AND I GUESS -- I GUESS -- I GUESS IT HELPS ME TO
18 UNDERSTAND THIS BEING HERE. CERTAINLY, I AGREE THAT --
19 THAT THIS -- THIS CALLED OUT FOCUS ON INFORMAL CHILD CARE
20 AND FAMILY CHILD CARE IS VERY IMPORTANT BECAUSE IT'S WHERE
21 THE KIDS ARE. AND IF WE REALLY WANT TO HAVE POPULATION
22 LEVEL IMPACT, WE'VE GOT TO GO THERE. AND THIS IS A FOCUS
23 SPECIFICALLY IN THE BEST START NEIGHBORS.

24 MS. ALTMAYER: CORRECT.

25 COMMISSIONER GAREN: SO THEN IT'S THINKING ABOUT,

1 HOW DO WE USE AGENCIES THAT THEY'RE INVOLVED WITH. I MEAN,
2 BECAUSE THE PROBLEM I HAVE IS THAT I DON'T THINK THERE IS
3 MUCH INFRASTRUCTURE. THE KEY IS GOING TO BE THE OUTREACH.

4 SUPERVISOR KUEHL: JUDY.

5 COMMISSIONER ABDO: WELL, I WANTED TO ALSO KIND
6 OF HIGHLIGHT THAT THE INFRASTRUCTURE THAT EXISTS NOT ONLY
7 FOR FAMILY CHILD CARE, BUT FOR EARLY CHILDHOOD PROGRAMS IS
8 CONVOLUTED AND NONEXISTENT IN SOME PLACES. AND, YES,
9 DYSFUNCTIONAL IS ANOTHER WORD FOR SOME OF WHAT IT IS.

10 I AM ASSUMING WE'RE GOING TO AS AN ORGANIZATION
11 BE LOOKING AT ALL OF THOSE THINGS. IF THIS IS
12 PARTICULARLY ABOUT FAMILY CHILD CARE, THEN I THINK THAT
13 THERE ARE A WHOLE SERIES OF NEEDS THAT WE COULD BE
14 ADDRESSING. I'M NOT SURE THEY'RE ALL INFRASTRUCTURE, BUT
15 THAT IS DEFINITELY THE PLACE TO FOCUS NOT ONLY IN BEST
16 START COMMUNITIES BUT EVERYWHERE THERE ARE MOSTLY FAMILY
17 DAY CARE PROGRAMS THAT CHILDREN ARE IN. AND I DON'T KNOW
18 HOW TO SAY ALL OF THAT, BUT IT SEEMS TO ME IT'S A BIG
19 THING FOR US TO BE LOOKING AT, AND WE NEED TO KIND OF PARE
20 IT DOWN TO WHAT WE THINK WE CAN ACTUALLY CHANGE.

21 MS. ALTMAYER: AND I APPRECIATE THOSE COMMENTS.
22 I THINK THAT'S WHERE OUR THINKING IS, IS IT IS A BIG ISSUE
23 SO, THEREFORE, GIVEN WHAT WE CAN CONTRIBUTE IN THIS SPACE,
24 CAN WE TEST SOME STRATEGIES WITHIN OUR 14 BEST START
25 COMMUNITIES WITH AN EYE TOWARDS, IT WOULD BE OTHERS, BE IT

1 STATE POLICY, COUNTY POLICY THAT WOULD REALLY NEED TO
2 THINK ABOUT SCALE AND SUSTAINABILITY BECAUSE SCALE AND
3 SUSTAINABILITY IS PROBABLY BEYOND FIRST 5 LA. AND YET WE
4 CAN TEST SOME STRATEGIES THAT WE THINK CAN INFORM OUR
5 ADVOCACY WORK.

6 SUPERVISOR KUEHL: KEESHA.

7 COMMISSIONER WOODS: CLARIFYING QUESTION, AND
8 THAT IS, WHEN WE SAY INFRASTRUCTURE IN THIS CONTEXT, ARE
9 WE JUST TALKING ABOUT THE PHYSICAL INFRASTRUCTURE OR, IF
10 WE'RE TALKING ABOUT THE FRAMEWORK AND MODEL IN WHICH
11 FAMILY CHILD CARE PROVIDERS HAVE MORE OF A PRESENCE AND
12 THEIR CONTRIBUTING TO THE INDUSTRY, MAYBE THAT'S WHAT WE
13 USE: IDENTIFY STRATEGIES TO STRENGTHEN THE FAMILY CHILD
14 CARE INFRA -- NOT INFRASTRUCTURE -- THE FRAMEWORK AND
15 THEIR OPERATIONAL STRATEGIES SO THEY CAN CONTRIBUTE TO THE
16 COMMUNITY. AND, AGAIN, MORE WORDING BECAUSE EVERYBODY
17 DON'T SEE INFRASTRUCTURE THE SAME WAY. I SEE
18 INFRASTRUCTURE AS A WHOLE CONTEXT OF SYSTEMS FOR A GROUP,
19 WHEREAS SOME JUST SEE IT AS PHYSICAL.

20 MS. ALTMAYER: THANK YOU. VERY GOOD COMMENTS.

21 SUPERVISOR KUEHL: NOW, WE MAY MEAN DELIVERY, WE
22 MAY MEAN AVAILABILITY, WE MAY MEAN QUALITY. FOR SOME IT
23 MIGHT MEAN UNNEEDED LICENSING IF YOU TALK ABOUT
24 INFRASTRUCTURE BECAUSE IMPROVING THE INFRASTRUCTURE MIGHT
25 MEAN MORE OVERSIGHT AND LESS AVAILABILITY. SO JUST THINK

1 ABOUT THAT POINT.

2 I THINK IT'S GOOD TO MOVE ON TO STRATEGY 3. I
3 HOPE THIS IS HELPFUL. I KNOW IT'S VERY PICKY, BUT WE'RE
4 AT THE END OF THE PROCESS AND WANT TO REFLECT AS BOARD
5 SHOULD WHAT WE -- WHAT WE UNDERSTAND BY THE WORDS.

6 OKAY. STRATEGIC PRIORITY NUMBER 3.

7 MR. LAFRANCE: WONDERFUL. THANK YOU VERY MUCH,
8 COMMISSIONERS.

9 SO STRATEGIC PRIORITY 3 I THINK ALSO MORE OR LESS
10 SPEAKS FOR ITSELF. THIS IS REALLY ABOUT USING DATA TO
11 HAVE A GREATER IMPACT TO EXPAND FIRST 5 LA'S INFLUENCE ON
12 PUBLIC SYSTEMS AND POLICIES AND THE IMPACT THAT THAT
13 POLICY AND SYSTEMS CHANGE HAS ON FAMILIES. I JUST WANT TO
14 CALL OUT THAT THERE'S -- THERE WAS A LOT OF DISCUSSION IN
15 FORMULATING THIS PRIORITY, WHICH IS ABOUT -- IT'S NOT JUST
16 ABOUT DATA AVAILABILITY. IT'S ABOUT THE USE AND POWER OF
17 DATA. IT'S -- IT'S ABOUT DATA THAT CAN HELP ELEVATE
18 DISPARITIES, BUT NOT JUST ELEVATE DISPARITIES, BUT TO ALSO
19 INFORM THE POLICY AND -- POLICY CHANGE, PRACTICE CHANGE,
20 AND WILL BUILDING THAT WILL ULTIMATELY GET TO ADDRESSING
21 THE DISPARITIES IN -- IN OUTCOMES THEMSELVES. SO DATA AS
22 A LEVER, NOT JUST FOR SHINING A LIGHT ON DISPARITIES, BUT
23 FOR UNDERSTANDING HOW THEY CAN BE BEST ADDRESSED.

24 MS. ALTMAYER: THANK YOU.

25 SO WHAT YOU SEE HERE I WOULD JUST ADD A FEW

1 OBSERVATIONS IS THAT, AS YOU'VE SEEN AS FIRST 5 LA STEPPED
2 INTO THIS ROLE AS A SYSTEM CHANGE AGENT BEGINNING WITH OUR
3 CURRENT STRATEGIC PLAN IN 2015, WE'RE REALLY AFFIRMING OUR
4 CONTINUED ROLE AS AN IMPORTANT ADVOCACY VOICE WITH
5 COMMUNITY LEADERS, WITH POLICYMAKERS TO ENSURE THAT
6 CHILDREN AND FAMILIES ARE A TOP PRIORITY IN CALIFORNIA.

7 AND COUPLING THAT, COMMISSIONER TAYLOR'S COMMENTS
8 ON THE LAST AGENDA ITEM I THINK REALLY SPEAK TO THE SECOND
9 BULLET POINT HERE, WHICH IS REALLY WHAT WE'VE CALLED
10 INCREASING CONSUMER DEMAND, IS HOW ARE WE CREATING THE
11 EXPECTATION WITHIN FAMILIES FOR QUALITY SERVICES, AND THAT
12 THAT IS REALLY RECOGNIZING THE IMPORTANCE OF MOBILIZING
13 PARENTS AND FAMILY CAREGIVERS AS AN IMPORTANT VOICE TO
14 DEMAND THAT HIGH QUALITY EARLY CARE AND EDUCATION HOME
15 VISITING, DEVELOPMENTAL SCREENING, THE KEY ELEMENTS THAT
16 WE'VE BEEN TALKING ABOUT ARE EXPECTATIONS FOR THEIR
17 FAMILY.

18 THE EXAMPLES THAT WE HAVE HERE OF THE
19 KINDERGARTEN READINESS DATA THAT THE IMPORTANCE OF IT TO
20 BUILD PUBLIC WILL SO THAT, IF WE CAN DEMONSTRATE BOTH
21 WHERE WE ARE MAKING INVESTMENTS THAT WE CAN MAKE A
22 DIFFERENCE IN CHILDREN'S LIVES. AND THE SCHOOL READINESS,
23 KINDERGARTEN READINESS DATA IS AN IMPORTANT RESOURCE TO
24 INFORM THOSE CONVERSATIONS.

25 AND, FINALLY, AS I ALLUDED TO EARLIER, THAT FIRST

1 5 LA HAS BEEN ENGAGING IN A VARIETY OF WAYS OVER THE PAST
2 20 YEARS IN EFFECTIVELY ENGAGING FAMILIES. AND DO HOW WE
3 GENERATE THAT INFORMATION, DISSEMINATE THAT INFORMATION SO
4 THAT PUBLIC SYSTEM LEADERS UNDERSTAND WHAT OUR BEST
5 PRACTICE IS IN THIS FIELD. AND WE'RE ALREADY DOING SOME
6 OF THAT WORK. WE'RE SEEING SOME PUBLIC AGENCY PARTNERS
7 COMING TO US AND SAYING, HOW DO WE DO THIS. AND WHETHER
8 IT WAS THE EXAMPLE THAT I ALLUDED TO EARLIER OF THE
9 DEPARTMENT OF PUBLIC SOCIAL SERVICES OR MORE RECENTLY
10 METRO SAYING, HOW DO WE KNOW HOW TO DO THIS AND CAN WE
11 SHOW THE BEST PRACTICES.

12 SO THOSE ARE SOME EXAMPLES THAT I WOULD HIGHLIGHT
13 AS THIS WORK WILL MORE SPECIFICALLY BE IMPLEMENTED IN THE
14 COMING YEARS.

15 SUPERVISOR KUEHL: LINDA.

16 COMMISSIONER ARAGON: I LOVE THAT YOU CALLED OUT
17 HOME VISITING AND EARLY CARE AND EDUCATION. AND IN YOUR
18 PRESENTATION YOU JUST SAID DEVELOPMENTAL SCREENINGS. SO I
19 WOULD LOVE TO SEE THAT ADDED TO THE SECOND BULLET, OUR
20 THREE-LEGGED SCHOOL AS WE CALL IT.

21 SUPERVISOR KUEHL: ANYONE ELSE ON 3?

22 DEANNE.

23 COMMISSIONER TILTON: THIS IS A REALLY IMPORTANT
24 COMPONENT OF OUR STRATEGIC PLAN BECAUSE THIS IS WHERE WE
25 SHOW WHAT THERE REALLY IS OUT THERE AND SHOWS WHAT

1 DIFFERENCE IT MAKES THAT WE'RE THERE.

2 SO I'M WONDERING IF WE CAN -- AND I REMEMBER WE
3 TALKED ABOUT THIS AT PROGRAM AND PLANNING. WE TALKED
4 ABOUT THE SHARK VERSUS THE MOSQUITOES. WE INVEST IN
5 PREVENTING SHARKS MORE THAN PREVENTING MOSQUITOES.
6 MOSQUITOES KILL TWO MILLION PEOPLE A YEAR. SHARKS KILL
7 TEN PEOPLE A YEAR. SO THE DATA IS REALLY IMPORTANT FOR
8 KIND OF HELPING US FOCUS ON WHAT IT IS THAT'S GOING TO
9 MAKE A DIFFERENCE.

10 SO I'M WONDERING IF WE CAN SOMEHOW TOUCH ON THE
11 IMPACT, THE EFFECTIVENESS OF WHAT WE'RE DOING THROUGH
12 DATA. IN OTHER WORDS, WHAT ARE THE NUMBERS NOW VERSUS
13 WHAT THEY WERE WHEN WE STARTED COLLECTING THE DATA OR WHEN
14 WE INITIATED A PROGRAM OR A PROJECT. CAN WE INTEGRATE
15 THAT INTO THIS PARTICULAR PRIORITY?

16 MS. ALTMAYER: WE CAN CALL IT OUT -- I THINK IT'S
17 IMPLIED, BUT I THINK WE CAN CERTAINLY CALL IT OUT MORE
18 EXPLICITLY.

19 THANK YOU.

20 COMMISSIONER TAYLOR: I WANT TO JUMP ON THAT ONE
21 BECAUSE I WANT YOU TO ELEVATE THE IDEA OF THE PARENTS'
22 VOICE IN THIS. I THINK WE KIND OF TALKED ABOUT IT. IT'S
23 NOT HERE, BUT I KNOW WE TALKED ABOUT IT. IT'S EMBEDDED IN
24 WHAT YOU'RE TRYING TO DO.

25 BUT I THINK WE NEED TO ELEVATE IT, ADD IT AS A

1 BULLET BECAUSE YOU ARE ALREADY GETTING PARENTS' OPINIONS
2 OF THE SERVICES WE'RE GENERATING IN THESE DIFFERENT ARENAS
3 OF CARE FOR THESE CHILDREN, STARTING WITH EARLY CARE AND
4 EDUCATION, THE -- HAVING THEM ASSESSED EARLY AND WHERE
5 WE'RE MODELING THE PROOF OF CONCEPT.

6 SO WE WANT TO BE ABLE TO SAY WHAT THE PARENTS ARE
7 THINKING OF THESE OUTCOMES AS PROOF OF CONCEPT BECAUSE
8 THAT'S WHAT THE POLITICIANS, THE LOCAL COMMUNITY,
9 EVERYBODY IS GOING TO WANT TO HEAR WHAT THE PARENTS THINK
10 OF THIS. AND IF THE PARENTS THINK THIS IS GOOD STUFF,
11 THEN THEY'RE GOING TO SAY, OKAY, WE'VE GOT THE TECHNICAL
12 DATA, BUT WE UNDERSTAND THAT, WHEN THAT ONE HITS THE
13 GROUND, PEOPLE ARE GOING TO LOVE IT.

14 SO I WANT TO MAKE SURE THAT WE'RE HEARING THAT,
15 OR ARE THEY GOING TO HATE IT AND WE NEED TO CHANGE IT. SO
16 WHATEVER THAT IS, THAT WILL GUIDE US AS WE MOVE ALONG. I
17 JUST WANT TO ELEVATE THE PARENTS' VOICE IN THIS.

18 SUPERVISOR KUEHL: WENDY.

19 COMMISSIONER GAREN: THE GRANT THAT'S ON THE
20 CONSENT DOCKET WITH CALMATTERS IS AN EXAMPLE OF, I THINK,
21 THE KIND OF -- IN A WAY, IT'S A USE OF DATA. WHAT'S
22 MISSING FROM THESE PRIORITIES I THINK IS EMBEDDING THAT --
23 THAT NEWS ANGLE OF THAT'S HOW YOU REACH PEOPLE WITH THE
24 DATA. IT'S NOT THE NUMBERS. IT'S THE STORY TELLING. AND
25 BECAUSE PEOPLE REALLY DON'T CARE ABOUT THE NUMBERS UNLESS

1 THEY'RE EMBEDDED IN SOMETHING THAT MAKES THEM GET IT.

2 SO I THINK THE GRANT MAKING THAT'S BEEN DONE IS
3 REALLY VERY SMART AND -- AND PERHAPS A BULLET OR -- THAT
4 SAYS, AND THE DATA WILL BE USED BY OUR GRANTEES, ET
5 CETERA, TO GENERATE OP EDS, TO WORK WITH EDITORIAL BOARDS,
6 TO GET STORIES PICKED UP IN MAINSTREAM MEDIA. IT MAKES
7 THE DATA REAL AND IT GIVES US A HANDLE ON EXECUTING IT AND
8 TIES DIRECTLY BACK TO THE GRANT MAKING. SO I WANTED TO
9 SHARE THAT.

10 I ALSO WANTED TO SHARE THAT THE CALMATTERS GRANT
11 WAS SO INTERESTING THAT PARSONS DOUBLED DOWN ON IT AND WE
12 MADE A DISCRETIONARY GRANT, SPECIFICALLY TO HELP
13 UNDERWRITE THAT WORK WITH AN ADDITIONAL \$20,000.

14 SUPERVISOR KUEHL: SO IT LOOKS I THINK -- A
15 COUPLE OF THINGS I HEAR FROM THE BOARD. IN THE FOURTH
16 BULLET POINT IN TERMS OF GENERATING AND SHARING, IT'S A
17 NOTION I THINK OF AMPLIFYING SOMEHOW. I MEAN, THAT'S
18 REALLY KIND OF WHAT THE PRESS DOES.

19 THE OTHER THING IS WHAT ROMALIS SAID MAY BE A
20 LITTLE MORE DIFFICULT TO FIGURE OUT BUT IS EXTREMELY
21 IMPORTANT AND A LOT OF PEOPLE HAVE SAID IT, AND THAT IS
22 THAT THE DATA ITSELF DOES NOT SPECIFICALLY SEEM TO INCLUDE
23 THE DATA ABOUT THE FAMILIES THEMSELVES OR FROM THE
24 FAMILIES THEMSELVES, AND I DON'T KNOW WHETHER -- IT'S KIND
25 OF LIKE, WHAT ARE OUR LEARNINGS ON EFFECTIVELY ENGAGING

1 FAMILIES. BUT IT'S MORE THAN ENGAGING THEM, IT'S
2 REFLECTING THEIR DATA SOMEHOW, YOU KNOW, BECAUSE WE'RE --
3 IN EVALUATING, ESSENTIALLY, WE GATHER DATA FROM THE
4 FAMILIES ABOUT EFFECTIVENESS, AND WE WOULD PROBABLY WANT
5 TO INCORPORATE THAT. AND I DON'T KNOW WHERE THAT GOES OR
6 HOW IT GOES, BUT I THINK THAT'S SORT OF THE SENSE. IT'S
7 NOT JUST COLLECTING NUMBERS, BUT ALSO FROM THE FAMILIES
8 THEMSELVES. I THINK THAT'S KIND OF WHAT ROMALIS MEANT.

9 YES, DEBBIE.

10 COMMISSIONER INNES-GOMBERG: THANK YOU. I LIKE
11 WHAT YOU'RE SAYING. IN A WAY WHAT WE'RE TALKING ABOUT IS
12 QUALITATIVE AS WELL AS QUANTITATIVE DATA. AND I WOULD
13 IMAGINE THAT THE BEST START PROGRAMS MIGHT HAVE SOME OF
14 THAT QUALITATIVE DATA FROM FAMILIES THAT HAVE SERVED AND
15 THE IMPACTS IT'S HAD ON THEIR COMMUNITIES.

16 SUPERVISOR KUEHL: ALL RIGHT. KARLA.

17 COMMISSIONER PLEITEZ HOWELL: AS I THINK ABOUT
18 OUR SHIFT INTO SYSTEMS CHANGE, I REMEMBER ABOUT WHEN WE
19 FIRST STARTED OUR POLICY PLATFORMS, THERE WAS GUIDELINES
20 FOR OUR POLICY STATE PLATFORMS. AND THAT'S EVOLVED.

21 AND I THINK ABOUT BULLET POINT NUMBER 1 AND
22 ADDING POLICY A AGENDA WITHIN THAT THAT ACTUALLY INCLUDES
23 DATA. SO RIGHT NOW, AS WE DEVELOP OUR POLICY PLATFORM,
24 YES, WE HEAR FROM THE FIELD THAT ACTUALLY USING THIS DATA
25 ON DISPARITIES AND ENSURING THAT OUR POLICY AGENDA IN

1 SACRAMENTO LOCALLY ACTUALLY USES THIS DATA AND THE
2 DISPARITIES WE SEE WITHIN COMMUNITIES TO INFORM BULLET
3 POINT NUMBER 1. AND ADDING THAT POLICY PLATFORM JUST AS
4 WE'RE EVOLVING INTO THIS ADDITIONAL SYSTEMS CHANGE AND
5 REALLY DOING MORE WORK AT THE STATE LEVEL BECAUSE THEN
6 THAT SOLIDIFIES PUTTING IT INTO PRACTICE AND WHAT WE'RE
7 ALREADY DOING.

8 COMMISSIONER SIGALA: ANOTHER POINT ON THAT.
9 JUST ON THE LAST BULLET POINT, AGAIN, QUALITATIVE DATA
10 PUTS A FACE ON IT. IT ALSO HELPS THE COMMUNITY TO SEE THE
11 EQUITY ISSUES AS IT RELATES TO THEM. SO I THINK THAT THE
12 QUALITATIVE, OBVIOUSLY, THE NUMBERS ARE IMPORTANT IN TERMS
13 OF LEGISLATION AND BILLS AND ALL OF THAT. BUT I THINK TO
14 CONNECT WITH THE FAMILIES, WE REALLY NEED TO GET A GOOD
15 QUALITATIVE THAT'S EQUITABLE SO THAT IT CAN REACH OUT AND
16 SPEAK TO THE POPULATIONS THAT WE MOST ARE NOT ATTRACTING
17 AT THIS POINT IN TIME.

18 SUPERVISOR KUEHL: YEAH. I THINK ALSO JUST IN
19 TERMS OF THE OVERALL PRIORITY, WE ACTUALLY DON'T WANT TO
20 ELEVATE DISPARITIES. I THINK WE WANT TO ELEVATE THE
21 UNDERSTANDING OF DISPARITIES OR SOMETHING LIKE THAT. I
22 THINK WE ALL WANT TO ADD WORDS TO THESE THINGS, BUT --
23 ASTRID.

24 COMMISSIONER HEGER: JUST ONE THING. CAN WE PUT
25 THE FAMILIES FIRST? I MEAN, CAN WE PUT, GENERATE AND

1 SHARE FIRST 5 LA LEARNINGS ON EFFECTIVELY ENGAGING
2 FAMILIES AND PUT THAT FIRST? BECAUSE, IF I'M SPEED
3 READING THIS, I'M -- I'M TALKING ABOUT COMMUNITY LEADERS
4 AND POLICYMAKERS, AND I'D RATHER START WITH THE FAMILY AND
5 THEN GET -- AND MOVE THAT -- BECAUSE I MIGHT, IF I WAS
6 SPEED READING THIS, ONLY READ THE FIRST LINE, WHICH WE ALL
7 ARE WANT TO DO ANYWAY. SO I THINK WE START WITH THE
8 FAMILIES. IT'S JUST A THOUGHT THAT IT READS BETTER.

9 SUPERVISOR KUEHL: GIVING YOU LOTS OF THOUGHTS.

10 MR. LAFRANCE: IT'S SUPER, SUPER HELPFUL. I'M
11 SORRY.

12 SUPERVISOR KUEHL: GO AHEAD.

13 MR. LAFRANCE: I WAS JUST GOING TO SAY THAT PART
14 OF WHAT CHRISTINA AND I ARE OBSERVING IS THAT A LOT OF THE
15 -- SOME OF THE COMMISSIONER COMMENTS ARE IN FACT REFLECTED
16 IN THE FULL BODY OF THE PLAN.

17 SUPERVISOR KUEHL: RIGHT.

18 MR. LAFRANCE: AND SO WHAT THIS IS HELPING US
19 KNOWS IS, WHEN WE COME BACK AND PRESENT FOR ADOPTION IN
20 NOVEMBER, HOW WE CAN BETTER PULL THROUGH THOSE THREADS AND
21 WHAT THE BASIS FOR THE DISCUSSION IS. SO I JUST WANTED TO
22 JUST REFLECT THAT OBSERVATION.

23 SUPERVISOR KUEHL: I CAN HARDLY WAIT FOR NUMBER
24 4. LET'S SEE THE NEXT ONE.

25 MR. LAFRANCE: SO NUMBER 4. THE THEME OF NUMBER

1 4 IS, BE THE CHANGE, THAT YOU -- YOU CANNOT ACHIEVE
2 TRANSFORMATIVE IMPACT IF YOU DO NOT TRANSFORM YOURSELF.
3 IF YOU ARE NOT AS EFFECTIVE AS YOU CAN BE AS AN
4 ORGANIZATION, YOU CANNOT ACHIEVE BIG AMBITIONS. AND SO
5 THAT IN A NUTSHELL IS WHAT PRIORITY 4 IS ABOUT.

6 THIS IS THE THEME ABOUT, WELL, IF WE'RE GOING TO
7 FURTHER INTEGRATE THE WORK, WHAT DOES THAT MEAN FOR OUR
8 STRUCTURE AND PROCESSES. IF WE REALLY SEE STAFF AS THE
9 LANGUAGE -- AND SOME OF OUR CONVERSATIONS HAVE BEEN STAFF
10 ARE IMPACT MULTIPLIERS. WHAT DOES THAT MEAN FOR HOW THEIR
11 SKILLS, CAPACITIES, COMPETENCIES, KNOWLEDGE SET IS -- IS
12 UP LEVELED, IF YOU WILL, AND HOW DO WE BUILD THEIR
13 CAPACITY TO BE CHANGE AGENTS.

14 SO THAT -- THAT IS REALLY THE THRUST OF PRIORITY
15 4. IT'S -- IT'S THAT FIRST 5 LA HAS TO BE THE CHANGE AND
16 TRANSFORM ITSELF, NOT BECAUSE ANYTHING'S BROKEN, BUT
17 BECAUSE, WHEN YOU'RE GOING FROM GOOD TO GREAT OR GREAT OR
18 GREATER GREATNESS, YOU'VE GOT TO LOOK INSIDE AS WELL
19 INTERNALLY.

20 MS. ALTMAYER: SO AS WE THINK ABOUT THIS IN
21 COMPARISON TO OUR CURRENT STRATEGIC PLAN, THIS IS MAKING
22 WHAT WAS IMPLICIT OR UNDERSTOOD WITHIN OUR STRATEGIC PLAN,
23 OUR CURRENT STRATEGIC PLAN, FAR MORE EXPLICIT. OUR
24 CURRENT STRATEGIC PLAN DOES NOT SPECIFICALLY IDENTIFY THE
25 CRITICAL ISSUES THAT STEVEN JUST SPOKE TO OF RECOGNIZING

1 THE CHANGE THAT NEEDS TO OCCUR WITHIN FIRST 5 LA TO
2 SUCCESSFULLY LEAD THIS WORK.

3 AND THE SECOND CHANGE FROM OUR CURRENT STRATEGIC
4 PLAN IS WHAT WE REPORTED OUT AT THE JULY MEETING, WHICH
5 WAS A REFINEMENT OF OUR VALUES, AND OUR VALUES ARE
6 SPECIFICALLY CALLED OUT -- OUR COMMITMENT TO OUR VALUES
7 AND THE REFINEMENT OF THOSE VALUES.

8 HAPPY TO ANSWER ANY QUESTIONS.

9 SUPERVISOR KUEHL: ANYTHING ON 4?

10 ROMALIS.

11 COMMISSIONER TAYLOR: I JUST WANT TO SAY THAT I
12 WANT TO THANK OUR TEAM FOR ALL THE HARD WORK THEY'VE DONE.
13 THIS IS A GREAT IDEA. I TOTALLY SUPPORT THIS BECAUSE WE
14 NEED TO REINVEST IN OUR TEAM AND UPLIFT THEM AS THEY'VE
15 DONE THIS WHOLE ORGANIZATION. AND I THINK THIS IS A GREAT
16 IDEA. IT'S GOING TO REALLY MEAN SOMETHING WHEN I
17 UNDERSTAND THE OBJECTIVE AND THE GOALS THAT ARE TIED TO IT
18 AS YOU COME UP WITH THE PLAN. SO IT'S GOING TO HAVE TO BE
19 REALLY THOUGHT OUT WELL WHAT THE TEAM THINKS THEY NEED IN
20 ORDER TO HIT THE MARK AND -- AND ELEVATE US ANOTHER NOTCH.

21 SO I THINK OUR LEADER AND THE EXECUTIVE DIRECTOR,
22 KIM, HAS SAID IT WELL. WE WANT TO GO A REAL HARD 3.0 AND
23 REALLY BE SUCCESSFUL. SO I THINK THIS IS THE GREAT IDEA,
24 BUT THIS IS US SAYING, THANK YOU FOR YOUR HARD WORK.

25 SUPERVISOR KUEHL: AGREED. IT'S -- YOU KNOW,

1 IT'S INTERESTING TO SEE SUCH A CONCRETE PRESENTATION OF SO
2 MANY ABSTRACTS THAT WE'VE BEEN TALKING ABOUT FOR YEARS
3 THAT HAVE TO BE ACTION. AND I THINK IT'S REALLY A GOOD
4 JOB. WE'LL SAY A LOT MORE ABOUT IT IN NOVEMBER WHEN WE --
5 IF WE DECIDE TO ADOPT THE WHOLE THING. BUT AS I
6 UNDERSTAND IT, YOU WOULD LIKE SOME AFFIRMATION FROM US
7 TODAY AND EVEN GIVE US A LITTLE CUTE CHART TO LOOK AT.

8 MR. LAFRANCE: INDEED. INDEED.

9 SUPERVISOR KUEHL: BUT YOU CAN GET TO IT AT YOUR
10 OWN TIME.

11 MR. LAFRANCE: WHICH IS NOW. THIS IS PERHAPS THE
12 OTHER BOOKEND TO THE OPENING OF THE DISCUSSION ABOUT THE
13 PRIORITIES JUST TO SHOW YOU HOW THE PUZZLE PIECES FIT BACK
14 TOGETHER. AND THEN WE'VE DISCUSSED THESE QUESTIONS AS
15 WE'VE GONE ALONG.

16 SO HERE'S THE CUTE GRAPHIC. THIS IS CALLED A
17 GRADIENTS OF AGREEMENT. IT'S ESSENTIALLY A TOOL FOR
18 GROUPS THAT ARE SEEKING TO UNDERSTAND POSITIONS RELATIVE
19 TO A DECISION THAT'S EITHER AT HAND OR FORTHCOMING, WHERE
20 IS THE GROUP RELATIVE TO THAT DECISION. SO ON THE
21 LEFT-HAND SIDE OR MY LEFT-HAND SIDE AT LEAST OF THE
22 CONTINUUM, YOU HAVE ENDORSE, WHICH MEANS A LIKE IT, I
23 FULLY SUPPORT THE DIRECTION THIS IS MOVING IN. ON THE
24 OTHER HAND OR OTHER END OF THE CONTINUUM IS BLOCKED, I
25 WILL NOT SUPPORT THIS. THAT WOULD SAY TO STAFF, YOU'VE

1 GOT TO GO BACK TO THE DRAWING TABLE. WE KNOW LIFE IS MORE
2 NUANCED. SO YOU MAY FEEL THAT WE -- YOU AGREE, BUT HAVE
3 SOME RESERVATIONS OR YOU DON'T LIKE IT BUT YOU WON'T BLOCK
4 IT, JUST TO HAVE NOTED WHERE YOUR TEMPERATURE IS ON THE
5 TEMPERATURE READING THAT WE'RE LOOKING FOR TODAY.

6 SO THIS IS WHERE WE ACTUALLY WOULD LIKE TO, IF
7 POSSIBLE, HAVE EACH BOARD MEMBER CONSIDER THE FOUR
8 PRIORITIES TOGETHER AND WHERE YOU ARE IN TERMS OF GIVING
9 STAFF DIRECTION WITH RESPECT TO, DO WE KEEP MOVING ON WITH
10 HOW THIS IS ALL COMING TOGETHER OR DO WE -- DO WE -- I
11 CAN'T EVEN BRING MYSELF TO SAY IT, BUT GO BACK TO THE
12 DRAWING BOARD.

13 SUPERVISOR KUEHL: THIS IS KIND OF NOT A VOTE.

14 MR. LAFRANCE: NO. IT'S A TEMPERATURE.

15 SUPERVISOR KUEHL: THIS IS REALLY A NOTION OF HOW
16 -- AS HE SAID, OUT TEMPERATURE IS ABOUT THE DIRECTION
17 BECAUSE THIS ALL COMES BACK TO US IN THE NEXT BOARD
18 MEETING.

19 SO SPEAKING FOR MYSELF, I ENDORSE THE DIRECTION.
20 I THINK THE FOUR DIFFERENT CHOICES TOGETHER REALLY DO
21 COMPRISE THE TOTAL OF HOW WE WANT TO APPROACH THIS WORK,
22 HOW WE HAVE, WHAT WE WANT TO CHANGE, AND WHAT WE WANT TO
23 DO.

24 I WOULD BE HAPPY TO HEAR FROM ANY OTHER BOARD
25 MEMBERS ABOUT WHETHER YOU AGREE TO ENDORSE, WHETHER YOU,

1 YOU KNOW, HAVE RESERVATIONS, UNDERSTANDING WE'RE NOT
2 VOTING FOR THE ACTUAL THING AT THE MOMENT, BUT JUST
3 SAYING, KEEP GOING IN THESE DIRECTIONS.

4 ROMALIS.

5 COMMISSIONER TAYLOR: I THINK THIS IS GOOD WORK.
6 I DON'T HAVE RESERVATIONS. I ENDORSE WITH THE INPUT WE
7 JUST GAVE YOU. IF YOU MAKE THOSE CHANGES AND YOU CORRECT
8 IT, THEN I THINK THERE IS NO CONCERN AT ALL. BUT I'M
9 ENDORSING IT WITH THE IDEA THAT YOU NEED TO INPUT WHAT THE
10 BOARD HAS TOLD YOU TODAY.

11 SUPERVISOR KUEHL: KEESHA.

12 COMMISSIONER WOODS: I, TOO, COULD FULLY SUPPORT
13 THE PLAN. I THINK IT'S VERY GOOD. I REALLY, REALLY
14 APPRECIATE THE WORK THAT YOU'VE DONE, ESPECIALLY KEEPING
15 US ABREAST, REACHING OUT TO CALL ME WHEN I WASN'T
16 AVAILABLE TO COME. I MEAN, THAT'S A BIG DEAL. THAT'S A
17 LOT OF WORK. SO THANK YOU AND I CAN SUPPORT US MOVING
18 FORWARD.

19 SUPERVISOR KUEHL: YVETTE.

20 COMMISSIONER MARTINEZ: I SUPPORT AS WELL. AND
21 I'M THINKING ABOUT WHAT YOU SAID AT THE BEGINNING, HOW DO
22 THESE ALL HOLD TOGETHER. SO WHEN I THINK ABOUT HOW DO
23 THESE FOUR PRIORITIES HOLD TOGETHER DURING A FINANCIAL
24 DWINDLE. AND SO THAT'S SORT OF MY OVERALL BIG PICTURE
25 THINKING. AND I THINK THEY DO. SO THAT'S JUST -- THAT'S

1 MY THOUGHT PROCESS.

2 SUPERVISOR KUEHL: JUDY.

3 COMMISSIONER ABDO: I FULLY ENDORSE THE IDEAS AND
4 I'M LOOKING FORWARD TO WHAT YOU CHANGE WHEN YOU -- WHEN
5 YOU TAKE ALL OF OUR COMMENTS INTO ACCOUNT.

6 SUPERVISOR KUEHL: SO IS THERE ANY OBJECTION TO A
7 GENERAL ENDORSEMENT OF THIS DIRECTION FOR OCTOBER?

8 ALL RIGHT. THEN YOU HAVE A UNANIMOUS ENDORSEMENT
9 OF THE DIRECTION, WHICH I THINK WAS WHAT WAS ASKED ABOUT.
10 AND IN THE GRADIENTS OF AGREEMENT, WE'RE ON THE LEFT WHICH
11 SHOULDN'T SURPRISE ANYBODY.

12 THANK YOU VERY, VERY MUCH FOR ALL THE GOOD WORK.
13 WE LOOK FORWARD TO SEEING THE FINAL RESULT.

14 DO WE HAVE A REQUEST?

15 MS. BELSHE: JUST NEXT STEPS.

16 SUPERVISOR KUEHL: NEXT STEPS. GO AHEAD.

17 MS. ALTMAYER: VERY QUICKLY. AS YOU INDICATED,
18 WE'LL BE COMING BACK IN NOVEMBER WITH THE REQUEST FOR THE
19 BOARD TO ENDORSE OUR REFINED STRATEGIC PLAN AND BEGINNING
20 TO PREVIEW THE NEXT STEP, WHICH IS IMPLEMENTATION
21 PLANNING. AND THEN DECEMBER AND JANUARY WE'LL BE DEEP
22 INTO IMPLEMENTATION PLANNING.

23 SO APPRECIATE ALL THIS FEEDBACK. AND OVER THE
24 NEXT MONTH WE'LL BE INCORPORATING IT AND YOU WILL SEE THE
25 DIFFERENCES WHEN WE RETURN IN NOVEMBER.

1 COMMISSIONER GAREN: IN THE INTEREST OF TIME,
2 WHEN YOU BRING IT BACK, RATHER THAN WALKING US THROUGH IT,
3 YOU MIGHT WANT TO ZERO IN ON THE CHANGES SO THAT WE DON'T
4 GET RESTIVE.

5 SUPERVISOR KUEHL: RUSTY? OH. RESTIVE.

6 COMMISSIONER ABDO: VERY TECHNICAL WORD.

7 SUPERVISOR KUEHL: ALL RIGHT. I BELIEVE THAT
8 DOES CONCLUDE THAT ITEM. REALLY, DEEP THANKS. THIS IS
9 AMAZING WORK.

10 WE'RE NOW GOING TO TAKE A BREAK FOR TEN MINUTES,
11 AND THAT MEANS WE WILL RETURN AT 3:30. NOT RETURN. I
12 MEAN, YOU'RE STILL HERE. BUT SEE YOU AT 3:30 TO
13 RECONVENE.

14 (A BRIEF BREAK.)

15 SUPERVISOR KUEHL: WE'RE RECONVENING. SOMEWHERE
16 IS OUR LEADER. THERE SHE IS. WALKING IN THE ROOM. OKAY.
17 WE'RE GOING TO START UP. WE'RE BACK IN SESSION AND ON OUR
18 I THINK LAST PIECE OF THE AGENDA.

19 SO, PETER, ARE YOU GOING TO LEAD US THROUGH THIS?
20 OKAY. POLICY AND ADVOCACY. OVER TO YOU.

21 MR. BARTH: THANKS, EVERYONE. AND THANK YOU,
22 COMMISSIONER.

23 TODAY WE'RE GOING TO TALK A LITTLE BIT ABOUT
24 POLICY AND ADVOCACY FUNDING. AND WE JUST HAD A LONG
25 CONVERSATION ABOUT OUR STRATEGIC PLAN. AND IT'S REALLY

1 BUILDING UPON THE STRONG PIVOT THIS ORGANIZATION WITH YOUR
2 SUPPORT MADE IN 2015 WITH OUR CURRENT STRATEGIC PLAN TO
3 WANTING TO MAXIMIZE OUR IMPACT BY FOCUSING MUCH MORE ON
4 HOW WE CAN CONTRIBUTE TO SYSTEMIC CHANGE, NOT JUST THROUGH
5 FUNDING DIRECT SERVICES.

6 FIRST 5 LA HAS ALWAYS INVESTED IN -- IN POLICY
7 AND ADVOCACY GRANT MAKING BECAUSE WE'VE KNOWN THAT THAT IS
8 A SPECIFIC TOOL THAT WE CAN HELP USE FOR SYSTEMIC CHANGE.
9 BUT TODAY WE'RE GOING TO TALK A LITTLE BIT ABOUT WHERE OUR
10 CURRENT STRATEGIC PLAN UPDATES OF THE INVESTMENTS WE'VE
11 BEEN MAKING IN OUR CURRENT STRATEGIC PLAN.

12 I'M PLEASED TO BE HERE WITH OUR PROGRAM OFFICER
13 IN THE EARLY CARE AND EDUCATION TEAM, JAIME KALENIK, WHO
14 WILL WALK THROUGH A LITTLE BIT -- AND WE'RE GOING TO BE
15 PROVIDING YOU JUST A VERY BRIEF SNAPSHOT OF WHAT WE'VE
16 BEEN DOING OVER THE LAST FEW YEARS WITH WHAT'S KNOWN AS
17 THE EARLY CARE AND EDUCATION POLICY AND ADVOCACY FUND.

18 SO HISTORICALLY, THE GRANT MAKING AT FIRST 5 LA
19 THAT'S FOCUSED ON POLICY DEVELOPMENT AND ADVOCACY WORK HAS
20 BEEN CALLED THE POLICY ADVOCACY FUND, OR PAF. YOU MIGHT
21 HAVE HEARD COMMISSIONER HOWELL MENTION IT IN OUR BOARD
22 RETREAT IN SEPTEMBER. SO WHEN IF YOU ARE REMEMBERING THAT
23 COMMENT SHE MADE ABOUT THE PAF, THIS IS WHAT WE'RE TALKING
24 ABOUT TODAY.

25 WITH OUR CURRENT STRATEGIC PLAN, ONE OF THE

1 STRONGEST PIVOTS WE MADE FROM OUR DIRECT SERVICES FOCUS TO
2 OUR SYSTEM CHANGE FOCUS WAS IN EARLY CARE AND EDUCATION.
3 AND THAT'S WHY FOR OUR CURRENT INVESTMENTS, WE REALLY
4 FOCUSED ON THE EARLY CARE AND EDUCATION PIECE. SO TODAY
5 WE'RE TALKING ABOUT THE ECE PAF. BUT WE'RE ALSO GOING TO
6 SHARING SOME INSIGHTS ABOUT WHAT WE'VE LEARNED AND ALSO
7 PREVIEWING SOME ENGAGEMENT WE'LL HAVE WITH THE BOARD OVER
8 THE NEXT COUPLE OF MEETINGS, IN PARTICULAR THE UPCOMING
9 PROGRAM AND PLANNING COMMITTEE MEETING IN OCTOBER WHERE
10 WE'LL DO A MUCH DEEPER DIVE. SO THINK OF THIS SINCE WE'RE
11 IN LOS ANGELES AS A TRAILER FOR A COMING ATTRACTION.

12 SO AS I MENTIONED, FIRST 5 LA HAS MADE POLICY AND
13 ADVOCACY RELATED GRANTS FOR WELL OVER A DECADE. BUT IN
14 THAT -- IN THE CONTEXT OF OUR STRATEGIC PLAN, WE MADE THAT
15 PIVOT TO FOCUSING ON EARLY CARE AND EDUCATION FIRST. AND
16 THREE YEARS AGO, JUST SINCE MANY OF YOU ARE NEWER
17 COMMISSIONERS, THREE YEARS AGO, THE BOARD APPROVED AN
18 INITIAL CONTRACT TO LAUNCH THE ECE POLICY ADVOCACY FUND,
19 OR ECE PAF THROUGH 2021. AND OUR LONG-TERM FINANCIAL TIME
20 ESTIMATES FOR THE TIME ESTIMATED THAT WE WOULD HAVE ABOUT
21 \$15 MILLION SPENT OVER THE COURSE OF THE INITIATIVE.

22 NOW, THE FUND WAS LAUNCHED AS ONE OF MANY TACTICS
23 THAT WE'RE USING TO HELP FIRST 5 LA ACHIEVE OUR ECE GOAL,
24 WHICH, AS OUTLINED IN OUR CURRENT STRATEGIC PLAN -- AND
25 THIS IS WHAT THE SLIDE OUTLINES. THE TOP LINE THERE IS

1 WHAT IN OUR CURRENT STRATEGIC PLAN IS OUR GOAL AROUND
2 EARLY CARE AND EDUCATION. AND THE SECOND LINE IS ABOUT
3 OUR EARLY CARE AND EDUCATION GOAL AS ARTICULATED IN OUR
4 POLICY AGENDA.

5 THE REASON WHY I CALLED THIS OUT IS BECAUSE THE
6 ECE PAF ACTUALLY REPRESENTED A SIGNIFICANT SHIFT IN HOW WE
7 LOOKED AT GRANT MAKING AND OUR ROLE AT FIRST 5 LA. WHILE
8 WE'VE MADE A LOT OF GRANTS HISTORICALLY FOR POLICY AND
9 ADVOCACY WORK, WE NEVER ACTUALLY FOCUSED ON CONNECTING THE
10 DOTS BETWEEN THOSE GRANTS AND OUR ACTUAL ROLE AS AN
11 ADVOCATE. SO PART OF THE INTENTION WE BROUGHT TO
12 LAUNCHING THIS FUND WAS, HOW CAN WE MAKE SURE THAT WE ARE
13 CONNECTING THE DOTS BETWEEN OUR ROLE AS A FUNDER AND AS AN
14 ADVOCATE TO ADVANCE SOME COMMON GOALS. THESE ARE THE
15 GOALS THAT HELP DRIVE OUR CONVERSATION AS WE'RE DEVELOPING
16 THE FUND.

17 BECAUSE WE'RE MAKING SOME PIVOTS AND TRYING TO BE
18 MORE STRATEGIC -- AND THERE'S A LOT OF SMALL WORDS ON HERE
19 -- BUT WE WERE TRYING TO BE VERY INTENTIONAL ABOUT HOW WE
20 LAUNCHED THIS. THIS WASN'T JUST ABOUT GETTING MONEY OUT
21 THE DOOR. IT WAS TRYING TO LEVERAGE BEST PRACTICES. SO
22 WE SPENT A LOT OF TIME LEARNING FROM OUR GRANTEES, FROM
23 OUR PARTNERS IN THE COMMUNITY, FROM OUR HISTORIC FUNDING,
24 ENGAGING WITH ALL OF YOU, REVIEWING LITERATURE AND
25 RESEARCH ABOUT WHAT MAKES EFFECTIVE POLICY GRANT MAKING

1 AND ADVOCACY-RELATED GRANT MAKING.

2 AND SO WE LEARNED A FEW THING THAT WE'LL
3 HIGHLIGHT. AND THIS IS ACTUALLY THE ACTUAL SLIDE THAT WE
4 PRESENTED TO THE BOARD ABOUT THREE YEARS AGO. BUT
5 BRINGING US ALL UP TO SPEED, ONE OF THE KEY LEARNINGS WE
6 HAD FROM THAT LANDSCAPE DESIGN PHASE WAS, ADVOCACY
7 REQUIRES A LONG GAME WITH A DAILY SENSE OF URGENCY. THIS
8 IS ONE OF THOSE -- THIS IS ACTUALLY A DIRECT QUOTE FROM
9 THE FORMER CEO OF THE WILLIAM PENN FOUNDATION IN
10 PHILADELPHIA. THIS WAS IN THE CONTEXT OF HER TALKING
11 ABOUT THE WORK THAT THEY HAD DONE TO SUPPORT RAISING NEW
12 REVENUE AT THE CITY LEVEL IN PHILADELPHIA TO FUND EARLY
13 EDUCATION. AND SHE WAS TALKING ABOUT HOW IT'S GREAT THE
14 CITY HAS PASSED THIS NEW TAX, IT WAS ON SODA AT THE TIME,
15 TO HELP PAY FOR ECE. BUT IT WAS A TEN-YEAR INITIATIVE AT
16 THE FOUNDATION. AND SHE SAID, WE DIDN'T START INVESTING
17 IN THIS WORK WITH A TEN-YEAR PLAN IN MIND. WE STARTED
18 WITH A DAILY SENSE OF URGENCY, BUT WE ACKNOWLEDGED THAT WE
19 WOULD HAVE TO COMMIT OVER THE LONG RUN TO BE ABLE TO REACH
20 OUR GOALS.

21 SO THIS PRINCIPLE WAS REALLY EMBEDDED IN OUR MIND
22 THAT, IF WE'RE GOING TO ACTUALLY START TO FOCUS ON POLICY
23 OUTCOMES AND CHANGE, WE CAN'T THINK THAT IT'S ALL GOING TO
24 HAPPEN IN WITH ONE YEAR.

25 ANOTHER PRINCIPLE WAS THAT, WHEN WE LOOK AT

1 ADVOCACY -- AND WE HEARD THIS DIRECTLY FROM THE FIELD --
2 WE NEED TO START FINDING WAYS TO HELP MAKE SURE THAT OUR
3 ADVOCACY EFFORTS ARE MORE ALIGNED, ARE MORE COORDINATED,
4 ARE MORE MUTUALLY REINFORCING, ESPECIALLY IN EARLY CARE
5 AND EDUCATION FIELD WHERE THERE ARE A LOT OF PLAYERS AND
6 THERE ARE A LOT OF PERSPECTIVES AND THERE ARE A LOT OF
7 PRIORITIES. MAKING SURE THAT WE'RE SPEAKING MORE COMMONLY
8 WITH EACH OTHER IN ONE VOICE WAS AN IMPORTANT PIECE.

9 AND THEN FINALLY, AND THIS WAS IMPORTANT FOR A
10 LOT OF FUNDERS FOR THOSE OF YOU WHO ARE OR HAVE WORKED
11 WITH A LOT OF OTHER FUNDERS, BUT ALSO ESPECIALLY FOR FIRST
12 5 LA. OFTEN FUNDERS PUT PRESCRIBED TACTICS AND PRESCRIBED
13 ACTIVITIES FOR GRANTEEES RATHER THAN FOCUSING ON THE
14 OUTCOMES. AND WE HEARD LOUD AND CLEAR FROM OUR PARTNERS,
15 TO THE GREATEST EXTENT POSSIBLE, WE SHOULD BE SHIFTING OUR
16 FUNDING TO FOCUS MORE ON THE OUTCOMES NOT TRYING TO
17 ENCOURAGE EVERYONE TO DO THE SAME TACTICAL THINGS TO TRACK
18 THESE OUTPUTS. AND PART OF THAT MESSAGE WAS, BE A GRANTEE
19 PARTNER, NOT JUST A GRANT MANAGER. AND THIS WAS ANOTHER
20 IMPORTANT SHIFT.

21 SO I MENTIONED THE DESIRE TO MAKE SURE THAT WE
22 WERE NOT JUST SERVING AS A FUNDER BUT ALSO A FUNDER AND
23 ADVOCATE. WE LEARNED ACTUALLY THROUGH THE PROCESS OF
24 REVIEWING OUR PAST INVESTMENTS THAT AT SOME POINTS IN
25 TIME, WE HAD UPWARDS OF 40 INDIVIDUAL CONTRACTS WITH

1 DIFFERENT GRANTEEES. THAT MEANT OUR STAFF WERE SPENDING
2 ALL OF THEIR TIME JUST MANAGING THE PAPERWORK AND NOT
3 ACTUALLY ENGAGING IN THE WORK. SO WE NEEDED TO BE MORE
4 INNOVATIVE IN HOW WE STRUCTURED OUR FUNDING SO THAT WE
5 COULD STILL SUPPORT A LOT OF ORGANIZATIONS AND PARTNERS,
6 BUT DO SO IN A WAY THAT STAFF COULD SPEND THE BULK OF
7 THEIR TIME CLOSER TO THE WORK, ENGAGING WITH PARTNERS AND
8 ENGAGING IN ADVOCACY.

9 SO WITH THAT, I'M GOING TO HAND IT OVER TO JAIME
10 TO TALK A LITTLE BIT ABOUT WHAT THE GOALS ARE, WHAT THE
11 STRUCTURE LOOKS LIKE, WHAT WE'VE DONE.

12 I WANT TO ACKNOWLEDGE THAT THIS IS JAMIE'S FIRST
13 TIME PRESENTING TO THE BOARD AND SHE ALSO JUST GOT MARRIED
14 TWO WEEKS AGO.

15 SUPERVISOR KUEHL: WHICH ONE WAS MORE TOUGH?

16 MS. KALENIK: I'LL TELL YOU AFTER.

17 SO INFORMED BY THE DESIGN PHASE AND THE LEARNINGS
18 THAT PETER JUST WENT OVER, THE GOALS FOR ECE PAF INCLUDE
19 BOTH POLICY OUTCOMES, SUCH AS INCREASING DEDICATED FUNDING
20 FOR ECE, AS WELL AS OUTCOMES FOR THE FIELD, SUCH AS
21 INCREASING COLLABORATION AMONG ADVOCACY ORGANIZATIONS.

22 THE ARROWS HERE INDICATE THAT THESE POLICY
23 OUTCOMES AND FIELD OUTCOMES ARE MUTUALLY REINFORCING. A
24 STRONGER AND MORE ALIGNED ECE ADVOCACY FIELD IS BETTER
25 SITUATED TO ADVANCE POLICY GOALS AND POLICY SUCCESSES

1 INCENTIVIZE CONTINUED COLLABORATION AND STABILITY IN THE
2 FIELD.

3 UNDERSTANDING THAT THE POLICY AND FIELD OUTCOMES
4 ARE LONG-TERM CHANGES, WE ALSO IDENTIFY INTERMEDIATE
5 OUTCOMES TO BE MEASURES. THESE INCLUDE BUILDING AWARENESS
6 AND WILL AMONG POLICY MAKERS, PARTNERS, AND THE PUBLIC.

7 THE INITIATIVE IS STRUCTURED TO ACHIEVE THESE
8 GOALS BY PROVIDING MULTIPLE TYPES OF GRANT FUNDING AND
9 UTILIZING THE SUPPORT OF AN INTERMEDIARY ORGANIZATION TO
10 ADMINISTER THE FUND. COMMUNITY PARTNERS SERVES AS THE
11 INTERMEDIARY FOR ECE PAF, AND IN THIS ROLE, THEY PROVIDE
12 DAY-TO-DAY GRANT ADMINISTRATION AND MANAGEMENT,
13 COORDINATION OF TECHNICAL ASSISTANCE, AND CONVENINGS FOR
14 GRANTEES AND OVERSIGHT OF THE LEARNING AND EVALUATION FOR
15 THE FUND.

16 THIS ARRANGEMENT, AS PETER MENTIONED, ALLOWS
17 FIRST 5 LA TO ENGAGE MORE DEEPLY AS A PARTNER TO GRANTEES
18 IN ADVANCING THE POLICY PRIORITIES AND BUILDING ALIGNMENT
19 IN THE FIELD RATHER THAN AS A CONTRACT ADMINISTRATOR.
20 COMMUNITY PARTNERS WILL JOIN US AT THE OCTOBER PROGRAM AND
21 POLICY COMMITTEE MEETING TO SHARE MORE ABOUT THE STRENGTHS
22 AND OPPORTUNITIES THAT THIS MODEL PROVIDES.

23 THE ACTUAL GRANTS FROM THE POLICY AND ADVOCACY
24 FUND ARE ISSUES IN THREE WAYS. THE MAJORITY OF THE
25 FUNDING IS DISTRIBUTED THROUGH THE PARTNERSHIP FUND. THIS

1 FUND PROVIDES LARGE MULTIYEAR GRANTS TO A SMALL NUMBER OF
2 ANCHOR AGENCIES THAT ARE LEADERS IN THE ECE ADVOCACY FIELD
3 AND THAT FOCUS BOTH ON LA COUNTY AND STATEWIDE POLICY.

4 THE FIELD BUILDING FUNDS OFFERS GRANTS TO
5 STRENGTHEN THE CAPACITY OF OTHER ORGANIZATIONS TO
6 CONTRIBUTE TO ECE POLICY AND ADVOCACY EFFORTS. THESE
7 GRANTS SUPPORT PARTICIPATION IN THE ECE COALITION AND
8 OTHER COLLABORATIVES. THE INCENTIVIZE NONTRADITIONAL
9 PARTNERS TO JOIN IN ECE ADVOCACY AND THEY IMPROVE
10 CONNECTIONS BETWEEN LOS ANGELES COUNTY ADVOCATES AND THEN
11 THOSE BASED IN OTHER REGIONS OF THE STATE.

12 FINALLY, ECE PAF HAS A RAPID RESPONSE FUND THAT
13 PROVIDES RESOURCES TO SUPPORT ONE-TIME PROJECTS THAT
14 ADDRESS FIELDWIDE NEEDS, SUCH AS RESEARCH AND
15 COMMUNICATIONS.

16 ALL PAF GRANTEES ARE CONVENED TWICE A YEAR TO
17 SUPPORT RELATIONSHIP BUILDING BETWEEN GRANTEES AND
18 INCREASE THE COLLABORATION AND ALIGNMENT IN THE FIELD.

19 AS NOTED, THE USE OF AN INTERMEDIARY ORGANIZATION
20 FOR THIS INITIATIVE ALLOWS FIRST 5 LA TO PLAY A UNIQUE
21 ROLE THAT BUILDS ON THE ORGANIZATIONAL STRENGTHS. THIS
22 ROLE INCLUDES PROVIDING GUIDANCE AND OVERALL VISION FOR
23 THE FUND AND UTILIZING STAFF EXPERTISE IN SYSTEMS AND
24 POLICY CHANGE TO INFORM STRATEGIES. IT ALSO PROVIDES THE
25 OPPORTUNITY FOR FIRST 5 LA TO PARTICIPATE AS A PARTNER AND

1 FELLOW ADVOCATE SITTING SIDE BY SIDE WITH GRANTEES AT
2 CONVENINGS AND COALITION TABLES WHILE STILL MAINTAINING
3 FINAL DECISION RIGHTS FOR FUNDING IN LINE WITH OUR
4 RESPONSIBILITIES AS A PUBLIC AGENCY.

5 THERE'S A LOT OF LITTLE WORDS ON THIS SLIDE, BUT
6 WE WILL PROVIDE MORE DETAIL ABOUT OUTCOMES AND LESSONS
7 LEARNED FROM THE FIRST TWO YEARS OF IMPLEMENTATIONS AT THE
8 PPC MEETING. BUT WE WANTED TO OFFER THIS OVERVIEW OF THE
9 ORGANIZATIONS AND PROJECTS FUNDED BY ECE PAF. FOR
10 ORGANIZATIONS THAT RECEIVE PARTNERSHIP GRANTS, THE FUNDING
11 ALLOWS THEM TO CONCENTRATE STAFF ON POLICY AND ADVOCACY
12 ACTIVITIES. THE EMBEDDED FLEXIBILITY ALLOWS THEM TO
13 RESPOND EFFECTIVELY AND IN REAL TIME TO CHANGING POLITICAL
14 LANDSCAPE.

15 THE FIELD BUILDING FUND INVOLVES A BROADER SET OF
16 ORGANIZATIONS THAT BRING DIFFERENT SKILL SETS AND
17 STRENGTHS TO THE TABLE. ORGANIZATIONS LIKE INNER CITY
18 STRUGGLE AND COMMUNITY COALITION, FOR EXAMPLE, HAVE STRONG
19 TRACK RECORDS IN LOCAL GRASSROOTS ORGANIZING, BUT HAD NOT
20 PREVIOUSLY ENGAGED AROUND ECE ISSUES. THE RAPID RESPONSE
21 FUND PROVIDES RESOURCES TO MEET FIELD-WIDE NEEDS.
22 OPPORTUNITIES LIKE HOSTING PARENT FOCUS GROUPS TO INFORM
23 THE ASSEMBLY BLUE RIBBON COMMISSION ON ECE AND PARTNERING
24 TO SUPPORT A COMPREHENSIVE FISCAL ANALYSIS OF THE LA
25 COUNTY ECE SYSTEM.

1 IN BRINGING ALL THESE ORGANIZATIONS AND RESOURCES
2 TOGETHER, WE HAVE ALSO SEEN COLLABORATION ACROSS THE FUND.
3 IN JUST ONE EXAMPLE, THE LA CHAMBER OF COMMERCE AND THE
4 COUNCIL FOR STRONG AMERICA, A NORTHERN CALIFORNIA BASED
5 ORGANIZATION, SHARED TALKING POINTS ON THE BUSINESS CASE
6 FOR ECE AT THEIR RESPECTIVE ADVOCACY DAYS.

7 I'M GOING TO HAND IT BACK OVER TO PETER TO SHARE
8 SOME OF WHAT WE HAVE LEARNED FROM THESE EFFORTS.

9 MR. BARTH: THANKS, JAIME. AND I WANT TO CALL
10 OUT JUST THAT THIS PRESENTATION IN AND OF ITSELF I THINK
11 REPRESENTS AN ONGOING THEME OF INTEGRATION AT FIRST 5 LA.
12 AS YOU KNOW, I'M THE DIRECTOR OF THE POLICY TEAM AND THE
13 GOVERNMENT AFFAIRS TEAM. WE ARE THE REPRESENTATIVES FOR
14 FIRST 5 AS WE DO OUR ADVOCACY, ESPECIALLY STATEWIDE AND
15 NATIONALLY. AND JAMIE'S FROM THE EARLY CARE AND EDUCATION
16 TEAM LEADING AS THE PROJECT MANAGER FOR THE FUND. THIS
17 SPEAKS TO THE FACT THAT WE CAN HAVE AN INITIATIVE LIKE ECE
18 PAF OWNED, BUDGETED, AND FUNDED OUT OF A PROGRAMS
19 DEPARTMENT, BUT DONE EXECUTED IN PARTNERSHIP WITH THOSE OF
20 US WHO ALSO BENEFIT FROM THIS WORK. SO I THINK THIS IS AN
21 EXAMPLE ALSO OF HOW WE'RE TRYING TO INTERNALLY SHIFT SOME
22 OF THE DYNAMICS SO THAT IT'S NOT ABOUT WHICH DEPARTMENT
23 OWNS WHICH WORK, SPEAKING TO THE FOUR STRATEGIC PRIORITY
24 WE JUST TALKED ABOUT IN THE SPR4 PROCESS, BUT THAT WE'RE
25 DOING THIS TOGETHER AND IN AN INTEGRATED WAY.

1 SO SOME OF THE LEARNINGS FOR US THAT WE'LL
2 HIGHLIGHT HERE, AND AGAIN WE'LL GO DEEPER IN A FEW WEEKS
3 AT THE PPC MEETING, BUT ONE IS THE IMPORTANCE OF ROLE
4 CLARITY. AND FIRST 5 LA, WE'RE UNIQUE BECAUSE WE CAN BE
5 AND ADVOCATE AS A PUBLIC AGENCY, BUT WE AS A FUNDER ALSO
6 SUPPORT ADVOCACY. AND AS YOU CAN IMAGINE, FUNDING
7 ADVOCATES AND BEING AN ADVOCATE CAN CREATE AN INHERENT
8 TENSION.

9 SIMILARLY, FUNDING THE DEVELOPMENT OF A STRONG
10 FIELD AND TAKING AN APPROACH THAT FOCUSES ON THINGS LIKE
11 COLLABORATION AMONG PARTNERS, BUILDING CONSENSUS CAN
12 SOMETIMES BE AT ODDS WITH THE IDEA OF WANTING TO
13 ACCELERATE A SPECIFIC GOAL. SO IF FIRST 5 LA AS AN
14 ADVOCATE IS USING ITS RESOURCES TO PUT THE THUMB ON THE
15 SCALE OF A SPECIFIC ISSUE, BUT AT SAME TIME WE'RE TRYING
16 TO SAY WE'RE ALL ABOUT COLLABORATION, THAT CAN CREATE SOME
17 INHERENT TENSIONS IN THE FIELD. SO IT'S NOT THAT IT'S
18 EITHER/OR, BUT A WHAT WE HAVE LEARNED FROM THIS IS THE
19 IMPORTANCE OF BEING INCREDIBLY INTENTIONAL ABOUT HOW WE AS
20 FIRST 5 LA SHOW UP AS A FUNDER, AS AN ADVOCATE, AND BEING
21 VERY INTENTIONAL ABOUT THE INTENDED OUTCOMES OF OUR
22 FUNDING.

23 SO WE'RE THINKING THROUGH THAT, HAVING A REAL
24 TIME LESSONS LEARNED, BUT ALSO THINKING ABOUT IT AS WE
25 THINK ABOUT THE FUTURE.

1 ANOTHER LESSON LEARNED IS ABOUT, AGAIN, THE
2 STRUCTURE, ABOUT HOW WE AS A GRANT MAKER CAN BEST DEVELOP
3 STRUCTURES THAT WILL SUPPORT THE WORK. AND SO THE
4 INTERMEDIARY ORGANIZATION THAT -- THAT STRUCTURE THAT
5 JAIME WAS SPEAKING TO IS SOMETHING THAT WE'VE LEARNED HAS
6 ENABLED STAFF TO ACTUALLY SPENT MORE TIME ACTUALLY
7 ENGAGING IN THE WORK RATHER THAN HAVING TO JUST FOCUS ON
8 CONTRACT MANAGEMENT. AND WE ALSO KNOW THAT, AS A THIRD
9 LESSON FROM THAT, IT'S ALREADY STARTING TO INFORM SOME OF
10 THE WORK WE'RE. SO ACTUALLY THE APPROVAL OF THE BUILT
11 ENVIRONMENT POLICY FUND DRIVEN BY OUR COMMUNITIES TEAM IS
12 LEVERAGING THE SAME SORT OF STRUCTURE WORKING WITH
13 PREVENTION INSTITUTE AS AN INTERMEDIARY TO BE ABLE TO
14 SUPPORT THIS WORK. SO WE'RE ALREADY TRYING TO APPLY SOME
15 OF THOSE LESSONS LEARNED INTERNALLY TO OTHER EFFORTS THAT
16 WE MAY HAVE AT FIRST 5.

17 THE OTHER PIECE -- AND THIS IS SOMETHING THAT'S
18 GOING TO COME BACK MORE IN FULL AT THE PROGRAM AND
19 PLANNING COMMITTEE MEETING IS, I MENTIONED THIS AT THE
20 FRONT END OF THE CONVERSATION. WE FOCUSED ON EARLY CARE
21 AND EDUCATION BECAUSE THAT'S WHERE WE WERE MAKING THE
22 STRONGEST PIVOT FROM THE DIRECT SERVICES TO ADVOCACY AND
23 FOCUSING ON POLICY CHANGE. BUT OVER THE LAST THREE YEARS
24 AS WE'VE IMPLEMENTED OUR HEALTH TEAM, OUR FAMILY
25 STRENGTHENING TEAM, AND MEMBERS OF MY TEAM LIKE CHARNA

1 MARTIN WHO HELPED US DRAFT ASSEMBLY BILL 1004, HAVE
2 STARTED TO IDENTIFY MORE CONCRETE POLICY OPPORTUNITIES AND
3 WAYS TO ENGAGE IN CHILD HEALTH AND FAMILY STRENGTHENING
4 POLICY AND ADVOCACY. AND SO THE BOARD EARLIER THIS YEAR,
5 WHEN APPROVING OUR BUDGET, APPROVED TO SET ASIDE ABOUT
6 \$600,000 INTENDED FOR US TO BE ABLE TO PILOT THE IDEA OF
7 EXPANDING THIS FUND TO FOCUS NOT ONLY ON EARLY CARE AND
8 EDUCATION, BUT TO ALSO BE ABLE TO MAKE SOME GRANTS IN THE
9 CHILD HEALTH AND DEVELOPMENT SPACES. AND THIS IS BEING
10 DONE SORT OF ON A SHORT-TERM PILOT BASIS. AND, AGAIN,
11 WE'LL TALK MORE ABOUT THIS AT THE PPC MEETING. BUT THE
12 IDEA IS THAT, AS WE THINK ABOUT WHAT WE DO WITH POLICY
13 ADVOCACY GRANT MAKING AT FIRST 5 ONCE THIS FUND SUNSETS IN
14 2021 AND WE THINK ABOUT THE LONG-TERM HORIZON OF OUR
15 STRATEGIC PLAN THROUGH 2028, WE WANT TO MAKE SOME VERY
16 INFORMED DECISIONS AND RECOMMENDATIONS, BRING THAT BACK TO
17 OUR BOARD FOR A CONVERSATION OVER THE COURSE OF THE NEXT
18 YEAR SO THAT WE CAN FOCUS ON THE WHOLE CHILD IN A REALLY
19 INTEGRATED EARLY CHILDHOOD DEVELOPMENT WAY RATHER THAN
20 SILOING OUR ISSUES ISSUE BY ISSUE.

21 SO THAT'S WHAT YOU'RE GOING TO HEAR A LITTLE BIT
22 MORE IN TERMS OF AT THE PROGRAM AND PLANNING COMMITTEE
23 MEETING. BUT WANTED TO SHARE THAT THOSE ARE SOME OF OUR
24 EARLY LEARNINGS THAT ARE ALREADY INFORMING AND SHAPING OUR
25 WORK THAT WILL BE ABLE TO HAVE A MORE IN DEPTH

1 CONVERSATION WITH YOU ALL ABOUT.

2 SO WITH THAT, WE'D LIKE JUST -- EXCUSE ME HERE.
3 THE NEXT STEPS, OBVIOUSLY. BUT WITH THAT, WE'D LIKE TO
4 OPEN IT UP FOR ANY QUESTIONS THAT YOU MAY HAVE.

5 COMMISSIONER MARTINEZ: I HAVE A QUESTION.

6 SUPERVISOR KUEHL: YVETTE.

7 COMMISSIONER MARTINEZ: I'M LOOKING AT THE
8 PARTNERSHIP GRANTS VERSUS THE RAPID RESPONSE BUILDING
9 GRANTEES. WHAT'S THE AVERAGE SIZE OF THE PARTNERSHIP
10 GRANTEE? AND I'M JUST LOOKING AT LA CHAMBER OF COMMERCE.
11 AND TO ME, I JUST FEEL LIKE, WOW, THAT'S -- THEY'RE A VERY
12 WEALTHY INSTITUTION. CAN THEY HELP US? CAN THEY LIKE,
13 YOU KNOW -- TELL ME LIKE HOW THAT WOULD WORK. I JUST -- I
14 MEAN, I GET THE OTHER ORGANIZATIONS, BUT THAT'S THE ONLY
15 ONE TO ME THAT I JUST GO, YOU KNOW, SHOULDN'T THEY BE
16 WORKING WITH US AND CONTRIBUTING?

17 MS. KALENIK: YEAH. SO THE LA CHAMBER OF
18 COMMERCE IS SORT OF AN INTERESTING ENTITY, ESPECIALLY IN
19 HOW THEY DO THEIR ADVOCACY WORK AROUND ECE. THEY HAVE
20 SORT OF A SPECIFIC BODY WITHIN THE CHAMBER THAT ACTUALLY
21 DO HAVE TO FUNDRAISE FOR THEMSELVES. SO THEY HAVE BEEN A
22 REALLY STRONG PARTNER IN A LOT OF DIFFERENT AREAS FOR
23 FIRST 5 LA. THEY'VE ACTUALLY BEEN PART THEIR -- THEIR LA
24 COMPACT -- WE ARE PART OF THE LA COMPACT, PART OF THOSE
25 ORGANIZATIONS THAT FEATURES IN SOME OF OUR KINDERGARTEN

1 READINESS ASSESSMENT WORK.

2 SO WE DO TOUCH ON THEM IN A LOT OF DIFFERENT
3 WAYS. BUT WHAT YOU MIGHT SEE AS THE LA CHAMBER OF
4 COMMERCE IS NOT NECESSARILY THE ADVOCATES THAT WE'RE
5 WORKING WITH DAY-TO-DAY, BUT THEY DO BRING THE POWER OF
6 THE BUSINESSES BEHIND THEM. SO IT HAS BEEN VERY IMPORTANT
7 TO ENGAGE WITH THEM IN THIS WAY SO THAT WE HAVE THAT VOICE
8 IN SACRAMENTO BEING AT THE TABLE AND BEING A PARTNER IN
9 SPEAKING TO THE ECE ISSUES THAT WE'RE ADVOCATING FOR.

10 MS. PATTILLO BROWNSON: JUST THE TECHNICAL
11 GRANTEE ON THAT IS ACTUALLY THE CHAMBER NONPROFIT
12 ORGANIZATION THAT AFFILIATED. IT'S THE FOUNDATION, NOT
13 THE C6.

14 MS. BELSHE: THE AVERAGE SIZE OF THE GRANTS?

15 MS. KALENIK: YES. THE PARTNERSHIP GRANTS ARE
16 TYPICALLY UP TO \$350,000 PER YEAR. THE RANGE HERE IS
17 ABOUT 280,000 TO 350,000. SO THAT'S THE RANGE.

18 FOR THE FIELD BUILDING GRANTEES, IT'S UP TO
19 \$75,000 A YEAR. WE TYPICALLY SEE THEM RANGING FROM 55,000
20 TO 75,000.

21 MR. BARTH: THE GOAL OF THE PARTNERSHIP GRANTS
22 AND PART OF THE FEEDBACK OF THIS NEED FOR LONGER-TERM
23 COMMITMENT OF FUNDING IS, WHEN YOU THINK ABOUT AN ADVOCACY
24 ORGANIZATION, THEIR PRIMARY TOOL THAT THEY USE AND SPEND
25 MONEY ON IS A BODY, SOMEONE WHO WILL ACTUALLY PHYSICALLY

1 DEDICATE TIME AND ATTENTION TO THESE ISSUES. WHAT WE WERE
2 FINDING WITH SOME OF OUR SMALLER GRANTS IS IT MIGHT BUY A
3 FRACTION OF A PERSON'S TIME, BUT YOU ARE ALSO HAVING THAT
4 FRACTION OF THAT PERSON'S TIME FOCUSING ON MAYBE
5 ENVIRONMENTAL ISSUES, MAYBE SOME OTHER ISSUES THAT THEY --
6 OR K-12.

7 SO THE INTENTION WAS THAT, FOR THESE CORE
8 PARTNERS WHO ARE WORKING BOTH IN LOS ANGELES LOCALLY AND
9 AT A STATE LEVEL THAT THEY WOULD ACTUALLY BE ABLE TO AT
10 LEAST AFFORD TO HIRE A FULL-TIME PERSON WHO COULD PAY
11 ATTENTION SPECIFICALLY TO EARLY CARE AND EDUCATION.

12 NOW IN SOME CASES, IT WOULD MORE THAN THAT. I
13 MEAN, THERE'S A -- EVERY PROJECT PLAN. THESE WERE AWARDED
14 THROUGH COMPETITIVE SOLICITATION. SO, YOU KNOW, THEY'RE
15 SOMETIMES DOING MULTIPLE STRATEGIES AT ONCE. BUT THE IDEA
16 WAS, WE WANTED TO MAKE SURE FOR THESE CORE PARTNERS WE
17 WERE FUNDING AT LEAST ENOUGH THAT THEY COULD HIRE A
18 FULL-TIME PERSON.

19 SUPERVISOR KUEHL: ROMALIS.

20 COMMISSIONER TAYLOR: I HAVE A QUESTION, BUT
21 FIRST I WANT TO ACKNOWLEDGE KIM, PETER, AND YOUR TEAM.
22 SHE'S NOT HERE. SHAWNDA IS NOT HERE. THANK YOU VERY MUCH
23 FOR YOUR EFFORT AND WILLINGNESS TO FIGHT ON. KIND OF
24 GOING WITH THAT TROJAN THING. BUT -- I'M GETTING A BOO.

25 BUT ANYWAY, THANK YOU VERY MUCH FOR THAT. I

1 JUST WANTED TO GIVE YOU A SHOUT OUT ON THAT.

2 BUT MY QUESTION IS, IS THAT, ISN'T THIS KIND OF
3 LIKE LEVERAGING THE CAPACITY OF THESE BIGGER ORGANIZATIONS
4 TO REALLY FOCUS ON OUR ISSUE BECAUSE WHAT YOU'RE NOT
5 SAYING IS WHAT IS THE OUTCOME. NORMALLY, WHAT HAPPENS IS,
6 ONCE YOU START THESE PARTNERSHIPS, THEY TURN AROUND AND
7 THEY START DOING -- THEY SAY, HEY, WE CAN DO THIS ON TOP
8 OF THAT AND WE CAN DO THIS AND DO THAT. YOU'RE NOT EVEN
9 PAYING FOR IT. YOU'RE ACTUALLY BUILDING THE WILL, WHICH
10 IS WHAT WE'RE WORKING FOR IN THE FUTURE, TO WANT TO REALLY
11 ADVOCATE FOR THESE ISSUES; RIGHT? IS THAT -- AM I RIGHT
12 OR AM I MISSING IT?

13 MR. BARTH: NO. YOU'RE ABSOLUTELY CORRECT. AND
14 AT THE PPC MEETING, WE'LL GO DEEPER. YOU'LL ACTUALLY HAVE
15 A CHANCE TO HEAR FROM OF OUR LEADS AT COMMUNITY PARTNERS
16 TALK ABOUT WE HAVE FORMAL EVALUATIONS, LESSONS LEARNED,
17 SOME OUTCOMES FROM THE FIRST COUPLE OF YEARS. BUT TO THE
18 POINT, FOR SOME OF THESE LARGER INSTITUTIONS LIKE THE
19 CHAMBER THE COMMERCE, THEY'VE FULLY ADOPTED AND SUPPORTED
20 A NUMBER OF THE POLICY PRIORITIES THAT FIRST 5 LA HAS PUT
21 FORWARD. WHEN THEY GO TO WASHINGTON, DC, THEY EMBED EARLY
22 CHILDHOOD DEVELOPMENT AS AN ENTIRE SECTION IN THEIR
23 ADVOCACY AGENDA. THOSE ARE SOME OF THE THINGS THAT WE'RE
24 TRYING TO LEVERAGE IN ADDITION TO THIS.

25 THERE ARE ALSO SOME EXAMPLES OF PARTNERS WHO

1 MAYBE HADN'T WORKED WITH EACH OTHER. SO A SMALL EXAMPLE
2 IS THE LA CHAMBER OF COMMERCE AND THE CHILD CARE RESOURCE
3 CENTER, CRYSTAL STAIRS, AND THE CHILDCARE ALLIANCE, A
4 PARTNERSHIP THAT WE'RE FUNDING THROUGH THIS WORK. THEY
5 HADN'T ACTUALLY CONNECTED BEFORE WITH EACH OTHER. AND
6 THESE RESOURCE AND REFERRAL NETWORKS ARE SOME OF THE
7 LARGEST EMPLOYERS, ESPECIALLY OF SMALL BUSINESSES IN
8 SUPPORT OF SMALL BUSINESS IN LA COUNTY. SO THEY STARTED
9 TO CO-VENTURE ON PROJECTS AS A RESULT OF ENGAGING WITH
10 EACH OTHER. FOR EXAMPLE, ASSESSING THE ECONOMIC IMPACT TO
11 PRIVATE BUSINESSES AND PRIVATE EMPLOYERS IN LA COUNTY OF
12 ACCESS TO AFFORDABLE CHILD CARE.

13 SO THOSE ARE SOME OF THE PARTNERSHIPS THAT WE'VE
14 ALSO SEEN EMERGE FROM THIS. THAT'S OBVIOUSLY NOT THE --
15 THE -- THAT'S NOT WHAT WE'RE PAYING FOR NECESSARILY IN
16 TERMS OF PART OF THEIR SCOPE, BUT WHAT THEY'RE DOING IS
17 THEY'RE ACTUALLY MEETING GROUPS THAT THEY HADN'T WORKED
18 WITH BEFORE AND CO-VENTURING ON PROJECTS THAT ARE
19 BENEFICIAL FOR THE FIELD.

20 COMMISSIONER TAYLOR: PRIME EXAMPLE OF WILL
21 BUILDING. AND I WANTED TO THANK YOU FOR THAT. SOMETIMES
22 A STORY IS MORE THAN JUST THE TECHNICAL. AND THAT STORY
23 IS VERY IMPACTFUL IN SENSE OF HOW IT ALL PLAYS OUT TO HELP
24 THESE CHILDREN AND FAMILIES GET WHAT THEY NEED.

25 COMMISSIONER PLEITEZ HOWELL: I'D LIKE TO EXPRESS

1 THE GRATITUDE FOR THIS. THERE'S SOMETHING DIFFERENT ABOUT
2 THE WAY FIRST 5 LA IS DOING THIS FUNDING. AND, YES, THERE
3 IS AN INTERMEDIARY, BUT WE -- WE ARE ONE OF THE
4 RECIPIENTS, JUST TO BE FULLY TRANSPARENT. AND A LOT OF
5 THE ORGANIZATIONS GO TO KIM FOR STRATEGIC DIRECTION TO
6 FIGURE OUT WHAT'S HAPPENING IN THE STATE, HOW DO WE
7 ACTUALLY MAKE SOME OF THESE DECISIONS, HOW SHOULD WE BE
8 COLLABORATING. AND PETER IS REALLY AMAZING AT REMINDING
9 US OF THE IMPORTANCE OF COLLABORATION AND MAKING SURE THAT
10 DOTS ARE BEING CONNECTED. SO THE WAY FIRST 5 LA IS
11 SHOWING UP AS -- IN A DIFFERENT ROLE, YES, AN ADVOCATE,
12 BUT STRATEGIC DIRECTION AND CONNECTING DOTS AND ENSURING
13 THAT COLLABORATION IS HAPPENING WITHIN THE FIELD IS A VERY
14 UNIQUE WAY THAT A LOT OF US HAVEN'T WORKED IN THIS FIELD.
15 SO REALLY LOOKING FORWARD TO SEEING HOW THIS TIES INTO THE
16 OTHER COMPONENTS THAT ARE BEING ELEVATED. JUST KUDOS FOR
17 WHAT YOU ALL HAVE DONE FOR THE FIELD.

18 THANK YOU.

19 SUPERVISOR KUEHL: I HAVE A COUPLE OF QUESTIONS,
20 KIND OF IN THE BROADER SENSE, SPEAKING OF SORT OF STORIES
21 AND COLLABORATION.

22 AS I LOOK AT IT, I THINK ABOUT POLICY AND
23 ADVOCACY BEING DIRECTED AT A FAIRLY SMALL TARGET AUDIENCE,
24 THAT IS PEOPLE WHO ARE CHANGE POLICY AND CONVINCING THEM
25 THAT IS THE CASE. BUT AS WE DEVELOP MATERIALS TO HELP

1 THEM UNDERSTAND THE ISSUES AND WHAT NEEDS TO BE CHANGED,
2 THOSE MATERIALS ALSO BECOME KIND OF THE PROPERTY OF THE
3 FOURTH ESTATE AS WELL. THERE'S A LOT OF INTEREST IN, YOU
4 KNOW, LARGER COMMUNICATION.

5 SO I GUESS I WONDER ABOUT THE MESSAGING BECAUSE
6 THIS IS A LOT OF PEOPLE TO DRAW TOGETHER TO AIM IN A
7 PARTICULAR DIRECTION. AND, YOU KNOW, OBVIOUSLY, SINCE I
8 HAVE A COUPLE HUNDRED BILLS SIGNED, I KNOW THAT ADVOCACY,
9 IT TAKES A -- YOU KNOW, A VILLAGE AND A VILLAGE AND A TOWN
10 CRIER. SO I WONDER WHAT OUR CONNECTION PLANS ARE AS WE GO
11 ALONG THINKING ABOUT HOW IN THE LARGER SENSE -- LIKE, IF
12 WE DEVELOP A FACT SHEET ON ECONOMIC IMPACTS, WHICH WE DID,
13 THAT'S GOING TO BE USED FOR BETTER OR FOR WORSE.

14 AND YOU KNOW PEOPLE GET AN IMPRESSION. YOU WERE
15 TALKING ABOUT PUBLIC FUNDING FOR -- YOU KNOW, FOR
16 CHILDREN. AND I'M THINKING ABOUT PUBLIC FUNDING FOR
17 HOUSING FOR HOMELESS PEOPLE. AND NOW EVERYBODY THINKS ALL
18 THE MONEY IS BEING WASTED AND NOTHING IS BEING BUILT,
19 WHICH OF COURSE IS VERY FAR FROM THE TRUTH, BUT, YOU KNOW,
20 THE MESSAGING HAS NOT KEPT AHEAD OF WHAT'S GOING ON. YOU
21 KNOW, AND THERE'S SOME TRUTH IN IT.

22 SO, KIM, I KNOW YOU WANTED TO -- AT LEAST IT
23 LOOKED LIKE YOU WANTED TO --

24 MS. PATTILLO BROWNSON: SO THERE'S ARE WAYS IN
25 WHICH I THINK THE POLICY AND ADVOCACY FUND VERY MUCH

1 DOVETAILS WITH THE COMMUNICATIONS STRATEGY. SO TO
2 COMMISSIONER GAREN'S POINT EARLIER, THERE ARE A NUMBER OF
3 INFLUENCER SITES, CALMATTERS BEING ONE. BUT KPCC BEING A
4 MORE BROAD-BASED STRATEGY. AND I WOULD SAY IT REALLY IS
5 TWOFOLD. ONE IS ABOUT DIRECTLY ENGAGING WITH LEGISLATORS
6 POLICYMAKERS, POLICY INFLUENCERS, BUT ALSO THE PEOPLE WHO
7 ARE IN THEIR SPACE. I THINK ACTIVATING A LARGER SWATH OF
8 THE POPULACE TO ACTUALLY SAY THAT EARLY CHILDHOOD
9 CALMATTERS, THAT EARLY CARE AND EDUCATION IS SOMETHING TO
10 WHICH PEOPLE FEEL THEY ARE BOTH ENTITLED, THAT THE
11 GOVERNMENT SHOULD PLAY A ROLE IN HELPING THEM NAVIGATE IS
12 SOMETHING THAT IS REALLY NOT THAT LONGSTANDING OF A
13 PRECEPT WITHIN OUR SOCIETY. AND SO HAVING MESSENGERS NOT
14 JUST FROM THE POLICY SORT OF LANE OF PAF GRANTEES, BUT
15 ALSO OF CONSTITUENTS WHO WILL GO TO THEIR ELECTEDS AND
16 ALSO SAY, I HEARD THIS GREAT KPCC STORY AND REALIZE I'M
17 NOT THE ONLY PERSON WHO CAN'T FIND CHILD CARE FOR MY
18 INFANT. THIS A COUNTYWIDE PROBLEM. I'M NOT ALONE AND YOU
19 CAN BE A PART OF SOLVING IT.

20 SUPERVISOR KUEHL: I THINK A COUPLE OF THINGS I
21 UNPACKED FROM KIND OF WHAT YOU SAID AND WHAT WE'VE TALKED
22 ABOUT, MOST LEGISLATORS ARE NOT FOCUSED ON OUR ISSUES.
23 THEY'RE FOCUSED ON IMPORTANT ISSUES, BUT EACH OF THEM
24 DIFFERENT. I MEAN, I CARED ABOUT EARLY CHILDHOOD
25 EDUCATION, BUT I WANTED FAMILY LEAVE, FOR INSTANCE, WHICH

1 WAS A FAMILY THING, BUT NOT QUITE THE SAME THING.

2 SO WHAT I FOUND IN MY COLLEAGUES IS -- AND THIS I
3 THINK IS TRUE AT EVERY LEVEL. IT SIMPLY NEEDS TO BE SAFE
4 FOR ME TO VOTE YES. I KNOW THAT THE CASE HAS BEEN MADE
5 OUT THERE, ET CETERA. AND THAT'S KIND OF WHAT YOU BUILD
6 EVEN TO TALK TO EACH INDIVIDUAL LEGISLATOR. BUT IT'S ALSO
7 THE KIND OF THING THAT COMES FROM THESE GROUPS WHO HAVE
8 INFLUENCE THEMSELVES.

9 THE OTHER THING IS, I THINK THIS IS WONDERFUL TO
10 FUND ADVOCACY BECAUSE IT USED TO MAKE US CRAZY IN THE OLD
11 DAYS THAT NO FOUNDATION WOULD FUND ADVOCACY EXCEPT LIBERTY
12 HILL, AND YOU KNOW, YOU COULD -- YOU HAD TO RAISE THAT
13 MONEY YOURSELF BECAUSE EVERYTHING YOU DID HAD TO BE A
14 PROGRAM OR WHATEVER. I THINK THEY'RE MORE ENLIGHTENED
15 THESE DAYS. WENDY CAN TELL ME IF THAT'S TRUE OR NOT. NOT
16 ALL OF THEM ARE. SO THIS IS EXTREMELY IMPORTANT IN OUR
17 AREA I THINK AND BEYOND.

18 SO ANY CONNECTION -- AND IT'S A LITTLE BIT
19 ORGANIC, SO I'M NOT SURE HOW IT HAPPENS -- THAT MAKES IT
20 IN THE LARGER SENSE SAFE FOR A PERSON WITH A VOTE TO SAY
21 YES, BECAUSE OUR -- THE PROPENSITY IS TO SAY NO. IT'S
22 MUCH EASER TO SAY NO TO EVERYTHING AND IT'S SAFER.
23 BECAUSE I SAID, WELL, I DIDN'T GO THAT FAR, YOU KNOW.
24 THEY WANTED ME TO GO TOO FAR OR WHATEVER. SO I THINK AS
25 AN ASPECT OF ADVOCACY CREATING THAT SAFE SPACE FOR A

1 POLICYMAKER THROUGH THE DEVELOPMENT OF MATERIALS, THE
2 DISSEMINATION OF MATERIALS, AND ENGAGING A FRIEND AT KPCC
3 OR KCRW OR MATT STYLES AT THE TIMES OR WHATEVER, HELPS
4 WITH THAT.

5 YOU KNOW, WE'RE DOING A HUGE PROJECT IN HOLLYWOOD
6 BASED ON THE TRIESTE MODEL OF DEALING WITH HOMELESSNESS.
7 AND, FORTUNATELY, WE TOOK STEVE LOPEZ TO TRIESTE. AND WE
8 WEREN'T SURE WHETHER HE WOULD JUST SLAM THE WHOLE THING OR
9 NOT. YOU KNOW, YOU TAKE A RISK. BUT AT LEAST HE OPENED
10 THE SUBJECT MATTER ABOUT WHAT WE'RE GOING TO DO. IT'S
11 HUGE MENTAL HEALTH SERVICES ACT MONEY. AND NOW
12 EVERYBODY'S HEARD ABOUT IT. SO WE CAN'T SAY YOU HAVEN'T
13 HEARD ABOUT IT KIND OF THING.

14 SO I THINK THAT KIND OF COLLABORATION WITH OUR
15 COMMUNICATIONS FOLKS AND WITH THEIRS, WITH EACH OF OUR
16 PARTNERS BECAUSE THEY HAVE THEIR OWN CONNECTIONS.
17 ESPECIALLY I WOULDN'T IGNORE THE SO-CALLED ETHNIC MEDIA AS
18 WELL, WHICH IS REALLY VERY BIG IN THE COUNTY AND A BIG
19 INFLUENCER AND A REFLECTOR REALLY OF OUR FAMILIES I THINK
20 IN MANY WAYS, MUCH MORE ACCESS THERE.

21 SO THAT WAS A LITTLE RANDOM, BUT JUST THOUGHTS
22 ABOUT MESSAGE AND CONNECTION.

23 WENDY.

24 COMMISSIONER GAREN: YOUR REMARKS ABOUT THIS IS A
25 LOT TO KEEP ORGANIZED AND SORT OF GETTING EVERYONE'S NOSES

1 POINTED IN THE RIGHT DIRECTIONS. OBVIOUSLY, WE DON'T HAVE
2 ANY CONTROL OVER THAT, BUT I'M WONDERING, DO WE CONVENE
3 OUR PARTNERS ALL TOGETHER IN A ROOM SO THAT THEY'RE
4 LITERALLY TALKING TO EACH OTHER?

5 MR. BARTH: WE DO. WE DO. AND ACTUALLY -- SO
6 ONE OF THE THINGS I WAS GOING TO SAY IS ANOTHER LESSON
7 LEARNED, ALTHOUGH IT'S NOT SORT OF THAT MAJOR HIGH LEVEL,
8 ANOTHER INVESTMENT THAT WE HAVE A SEPARATE CONTRACT WE
9 HAVE THAT OUR BOARD APPROVED IN PARTNERSHIP WITH FIRST 5
10 CALIFORNIA IS FUNDING WHAT'S KNOWN AS THE STATE EARLY CARE
11 AND EDUCATION COALITION. SO ACTUALLY A REQUIREMENT OF
12 RECEIVING ANY OF THESE FUNDING IS THAT YOU ARE ACTUALLY
13 PARTICIPATING IN THAT COALITION.

14 ONE OF THE THINGS WE WANTED TO DO IS MAKE SURE WE
15 DO THAT ON TOP OF THIS. AND JAIME MENTIONED THIS. SO IN
16 ADDITION TO THE ECE COALITION, WHICH MEETS OFTEN,
17 REGULARLY, HAS SUBCOMMITTEES FOCUSED ON COMMUNICATION, ON
18 POLITICAL OUTREACH, THOSE ARE TWO SEPARATE INVESTMENTS.
19 AND AS WE STARTED TO IMPLEMENT BOTH SEPARATE INVESTMENTS,
20 WE STARTED TO REALIZE THESE TWO THINGS MAY BE DIFFERENT IN
21 TERMS OF BUDGET AND MANAGEMENT BUT ARE INEXTRICABLY
22 LINKED. SO THAT'S A BIG LESSON LEARNED.

23 BUT PART OF THIS ALSO WAS THAT ON -- SO WHEN WE
24 STARTED TO CONVENE THE GRANTEES -- SO JAIME MENTIONED WE
25 CONVENE THEM TWICE A YEAR. WE WANTED TO MAKE SURE THAT

1 THAT CONVENING OF GRANTEEES WAS NOT DUPLICATIVE OF WORK
2 HAPPENING AT OTHER TABLES. SO VERY OFTEN WE HEARD FROM
3 GRANTEEES THAT FUNDERS WILL ALWAYS CONVENE THEIR GRANTEEES
4 JUST BECAUSE THEY WANT TO BRING THEIR GRANTEEES TOGETHER,
5 NOT REALIZING THAT THOSE GRANTEEES ARE OFTEN GRANTEEES OF
6 MULTIPLE FUNDERS WHO EACH WANT TO CONVENE THEIR OWN
7 GRANTEEES AND THEN THEY'RE ACTUALLY DOING THE WORK AT A
8 DIFFERENT TABLE.

9 SO PART OF OUR GOAL ACTUALLY IN AN EARLY
10 PRESENTATION WE GAVE TO THIS BOARD WAS, WE MAPPED OUT ALL
11 THE DIFFERENT ORGANIZATIONS WE WERE AWARE DOING ADVOCACY
12 IN THE FIELD AND CHECKED OFF BOXES OF EVERY TABLE WE KNEW
13 THEY MIGHT BE SITTING AT. AND PART OF OUR GOAL WAS REDUCE
14 THAT.

15 AND SO WE -- OUR TWO GRANTEE CONVENINGS -- WE
16 ACTUALLY HAVE ONE COMING UP AT THE END OF THIS MONTH.
17 IT'S ACTUALLY REALLY ABOUT RELATIONSHIP BUILDING, DO YOU
18 KNOW EACH OTHER, DO YOU TRUST EACH OTHER, AND TO REVIEW
19 SOME OF THE FINDINGS FROM OUR LEARNING.

20 SO AT THE PPC, YOU'LL ACTUALLY HEAR A LITTLE BIT
21 MORE SOME OF OUR LEARNING APPROACH. BUT THE LEARNING
22 APPROACH IS REALLY TRYING TO BE ABOUT, WHAT HAVE YOU
23 ACCOMPLISHED, WHAT DID YOU THINK YOU WERE GOING TO
24 ACCOMPLISH, WHAT HAPPENED, WHAT WORKED, WHAT DIDN'T, HOW
25 WOULD YOU MODIFY YOUR WORK MOVING FORWARD SO IT'S NOT

1 PUNITIVE, IT'S MORE OF A LEARNING PROCESS. BUT OUR GOAL
2 IS THAT WE'RE CONVENING GRANTEES INTENTIONALLY AND WITH AN
3 EYE TOWARD WHO ELSE IS THERE.

4 THE FINAL THING I'LL SAY IS, WE'RE ONE OF MANY
5 FUNDERS WHO SUPPORTS ADVOCACY. SO A PART OF THIS EFFORT
6 HAS ALSO BEEN MUCH CLOSER COLLABORATION WITH OTHER FUNDERS
7 OF EARLY CARE EDUCATION ADVOCACY ACROSS CALIFORNIA TO THE
8 POINT WHERE WE ACTUALLY SHARE WHO WE'RE FUNDING WITH EACH
9 OTHER TO MAKE SURE THAT WE'RE ABLE TO HELP SUPPORT
10 ARTICULATION AND ALIGNMENT IN THE FIELD.

11 SO THERE A LOT OF DIFFERENT TOUCH POINTS ACROSS
12 AND IT'S A LOT OF WORK, BUT WE ARE VERY MINDFUL OF TRYING
13 TO MAKE IT EASIER FOR GRANTEES TO ACTUALLY DO THE WORK.

14 SUPERVISOR KUEHL: ROMALIS.

15 COMMISSIONER TAYLOR: I WANT TO THANK SUPERVISOR
16 KUEHL FOR ELEVATING THE ETHNIC MEDIA ISSUE BECAUSE WHERE
17 WE'RE GOING AND THE PLAN YOU'RE WORKING ON TALKS ABOUT
18 REACHING OUT TO THOSE COMMUNITIES AND ELEVATING THE
19 KNOWLEDGE OF THESE ISSUES AT THE COMMUNITY LEVEL. SO I --
20 I THINK YOU HAVE TO GO WHERE THE COMMUNITY IS ACTUALLY
21 LISTENING THAT WE'RE TARGETING AND MAKE SURE THAT WE'RE
22 HAVING SOME ADVOCACY WITH THOSE AGENCIES THAT WE'RE
23 PARTNERING WITH IN THOSE MEETINGS.

24 SUPERVISOR KUEHL: AND ALSO, OF COURSE, AS YOU
25 KNOW, OUR LEGISLATORS REFLECT THAT DIVERSITY, ESPECIALLY

1 IN LA COUNTY, AND ARE VERY INTERESTED AND SENSITIVE TO
2 THEIR OWN COMMUNITIES AND WHETHER WE'RE EVEN LISTENING TO
3 THEM. SO IT'S A NICE FEEDBACK FOR US.

4 THANK YOU VERY MUCH. BEFORE I CALL FOR PUBLIC
5 COMMENT, I WANT TO SAY I'VE REALLY BEEN IMPRESSED TODAY BY
6 THE PRESENTATIONS, BY THE WORK THAT'S GONE INTO AND BEHIND
7 CULMINATING IN THE PRESENTATIONS. I THINK ONE OF THE
8 INTERESTING THINGS ABOUT BEING HERE FOR SEVERAL YEARS IS
9 IT FEELS AS THOUGH THERE'S BEEN A REAL MATURATION OF THE
10 -- OF THE WHOLE ENTERPRISE REALLY, STAFF AND US. EVEN
11 THOUGH MANY BOARD MEMBERS WILL FEEL LIKE THEY'RE STILL
12 NEW, YOU KNOW, THE EXPERIENCE THAT EACH BRINGS IS NOT NEW.
13 IT'S JUST SORT OF NEW MAYBE AS A GROUP. BUT DEFINITELY IN
14 TERMS OF THE STAFF AND THE WAY YOU'RE APPROACHING THESE
15 ISSUES AND BRINGING THEM TOGETHER. IT JUST FELT LIKE KIND
16 OF A NEW LEVEL TO ME. AND I'M VERY GRATEFUL FOR THE WORK.
17 SO THANK YOU VERY MUCH. AND EVERYONE WHO WORKED AND
18 PRESENTED TODAY.

19 DO WE HAVE ANY REQUESTS FOR PUBLIC COMMENT ON
20 ITEMS NOT ON THE AGENDA?

21 SECRETARY: NO PUBLIC COMMENT.

22 SUPERVISOR KUEHL: SO THEN SEE YOU IN NOVEMBER.

23 (AT 4:10 PM, THE MEETING WAS ADJOURNED.)

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C E R T I F I C A T E

I, HEATHERLYNN GONZALEZ, A CERTIFIED SHORTHAND REPORTER FOR THE STATE OF CALIFORNIA, LICENSE NUMBER 13646, DO HEREBY ATTEST THAT:

THE PRECEDING IS A TRUE AND ACCURATE TRANSCRIPTION OF THE MEETING OF THE ORGANIZATION NAMED HEREIN;

THE MEETING WAS TAKEN DOWN STENOGRAPHICALLY AND TRANSCRIBED INTO ENGLISH UNDER MY SUPERVISION AND AUTHORITY;

I HAVE NO INTEREST, FINANCIAL OR OTHERWISE, IN ANY OF THE PARTIES, ISSUES, OR INDIVIDUALS WHO ARE INVOLVED IN THIS ORGANIZATION.

ATTESTED TO ON THIS 22ND DAY OF OCTOBER 2019.

DocuSigned by:
Heatherlynn Gonzalez

AE10E8980664405
CERTIFIED SHORTHAND REPORTER
FOR THE STATE OF CALIFORNIA

SUMMARY ACTION MINUTES

FIRST 5 LA

October 10, 2019

Special Meeting of the Board of Commissioners (Closed Session)

12:00-1:30 pm

Meeting of the Board of Commissioners

1:30-4:30 pm

COMMISSIONERS PRESENT:

Commissioners:

Judy Abdo (Vice Chair)
Astrid Heger
Sheila Kuehl (Chair)
Yvette Martinez
Deborah Innes-Gomberg (Alternate)
Carol Sigala (Alternate)
Romalis Taylor
Michelle Vega (Alternate)
Keesha Woods

Ex-Officio Commissioners:

Linda Aragon
Karla Pleitez Howell
Wendy Garen
Deanne Tilton

COMMISSIONERS ABSENT:

Barbara Ferrer [Excused]
Jonathan Sherin [Excused]
Marlene Zepeda [Excused]

STAFF PRESENT:

Christina Altmayer, Vice President of Programs
Kim Belshé, Executive Director
Kim Pattillo Brownson, Vice President of Policy & Strategy
Linda Vo, Board Relations Specialist
John Wagner, Executive Vice President

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

EXTERNAL PRESENTER:

Steven LaFrance, Founder & CEO, Learning for Action

CLOSED SESSION

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Government Code Section 54957

Title: Executive Director

The meeting was called to order at 12:15 pm to discuss the Executive Director's performance evaluation. Meeting adjourned at 1:10 pm. There were no reportable actions.

OPEN SESSION

CALL TO ORDER / ROLL CALL: (Item 1)

1. Commission Chair Kuehl called the meeting to order at 1:31 pm. Quorum was present.

COMMISSION: (Items 2 – 5)

2. Consent

- A. Approve Commission Meeting Summary Action Minutes and Transcripts – Thursday, July 11, 2019 and Thursday, September 12, 2019
- B. Approve the Monthly Financial Statements Months Ending in July and August 31, 2019
- C. Contract: Approve Two New Agreements and Two Amendments and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board
- D. Receive & File First 5 LA Annual Report to First 5 CA (State Commission)
- E. Approve Strategic Partnership with CalMatters in the Amount of \$150,000 for a Period of 20 Months to Create and Publish a Series of In-Depth Journalistic Content and

SUMMARY ACTION MINUTES

SPECIAL MEETING OF THE BOARD OF COMMISSIONERS (OPEN AND CLOSED SESSIONS)

October 10, 2019

Page 1 of 5

SUMMARY ACTION MINUTES

Commentary on Early Childhood Issues and Authorize First 5 LA Staff to Execute an Agreement for an Amount Not to Exceed \$75,000

- F. Approve Strategic Partnership with Fostering Media Connections in the Amount of \$150,000 for a Period of 20 Months to Create a Focus on Child Maltreatment Prevention in Policy, Practice and Research, as well as the Improvement of Health Services as they Pertain to Children, Youth and Families Through Trauma-Informed Approaches and Authorize First 5 LA Staff to Execute an Agreement for an Amount Not to Exceed \$75,000
- G. Authorize First 5 LA to Receive Funds from the Los Angeles County Office of Education (LACOE) for Quality Start LA IMPACT Hub Consultation and the California Early Care and Education (ECE) Workforce Study, Approve Resolution # 2019-04 and Authorize First 5 LA Staff to Execute Agreements

Abstention: Keesha Woods, Item 2G

**M/S (Judy Abdo/Romalis Taylor)
THE ITEMS WERE UNANIMOUSLY APPROVED**

- 3. **Remarks by the Commission Chair**
- 4. **Executive Director's Report**
- 5. **Approve Draft of the Comprehensive Annual Financial Report (CAFR), Including the Independent Auditor's Report for the Fiscal Year Ending, June 30, 2019**

The draft CAFR, previously presented to the Executive and Budget & Finance Committees and the full Board as information, was presented as ACTION at the October Board meeting.

**M/S (Judy Abdo/Yvette Martinez)
THE ITEM WAS UNANIMOUSLY APPROVED**

- 6. **Strategic Plan Refinement (SPR4): 2020-2028 Draft Strategic Plan**

Ms. Altmayer and Mr. LaFrance presented the draft Strategic Plan for 2020-2028. They informed Commissioners that the draft plan presented at the October Board meeting incorporated Commissioner feedback received at the September 26, Special Board/Program & Planning Committee meeting.

The draft Strategic Plan presented was organized into three sections:

- Section 1: Our Strategic Overview – the core elements of the plan that serve as Board policy direction on strategy. They include the elements described above, representing First 5 LA's pathway for systems change.
- Section 2: Our Refined Strategy – further details on First 5 LA's Strategic Priorities, including why this priority for First 5 LA now, what have we learned that informed this body of work, and priorities for 2028.
- Section 3: Appendices and Additional Materials – more information on the SPR4 process, Strategic Priorities and Objectives, and Impact Framework.

The Commission was also reminded of the final four strategic priorities included in the proposed Strategic Plan 2020-28:

SUMMARY ACTION MINUTES

Proposed Draft Strategic Priorities	Why this is a Priority for First 5 LA Now
Strengthening Public & Community Systems: Improve, integrate, and expand systems of early prevention, intervention, and learning to become family-centered, child-focused and promote equitable outcomes.	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.
Advancing and Leveraging Community Experience: Connect, maximize and coordinate public resources, local assets and relationships within our fourteen Best Start geographies.	The 14 Best Start geographies provide an opportunity to demonstrate the impact and value of weaving together key resources and infrastructure to advance local solutions for early prevention, intervention, and learning.
Expanding Influence & Impact with Data: Expand the availability, use, and power of data to elevate disparities and drive policy change, practice change, and will building.	Data is an essential tool to build public will and advance learning on early childhood. First 5 LA is well-positioned to help gather, shape and disseminate data and be a critical voice and storyteller on improving results for all children and families.
Optimizing Our Effectiveness: Heighten organizational performance to enhance our impact.	To successfully lead this work, First 5 LA must align its structure, staffing, processes and culture with our strategic priorities to champion and promote systems change.

The Strategic Priorities reflected key themes in what staff heard from Commissioners, staff and other stakeholders from the Review and Reflect phases of SPR4 and were grounded in the recommendations that emerged from the work of the Strategy Refinement Teams (SRTs).

Ms. Altmayer and Mr. LaFrance concluded their item by informing the Board that input received at the October Board meeting would inform additional refinements before coming back to the Board in November for final adoption of the new Strategic Plan 2020-28.

7. Break

8. Policy and Advocacy Funding: Update on the Early Care and Education Policy Advocacy Fund

Mr. Barth and Ms. Kalenik discussed policy and advocacy funding with the Commission. They reminded the Commission that First 5 LA made a strong pivot in this direction with the support made in 2015 with our current strategic plan that intended to maximize our impact by focusing much more on how we can contribute to systemic change, and not just through funding direct services. They also reminded the Commission of the ECE PAF contract that was approved back in November 2016 for a total project cost of \$15 million 2021.

Mr. Barth reminded the Commission of a couple of Policy goals in the current Strategic Plan (2015-20):

1. 2015-2020 Strategic Plan – ECE Focus Area 1: Improved access to affordable, quality, sustainable early care and education, particularly among high-risk populations
 - Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool

SUMMARY ACTION MINUTES

2. 2015-2020 Strategic Plan – ECE Focus Area 1: Improved access to affordable, quality, sustainable early care and education, particularly among high-risk populations
Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool
 - Increase public investment in quality early care and education for children birth to five
 - Embed quality standards and support ongoing quality improvement in all publicly funded early care and education settings
 - Strengthen the early care and education workforce through increased compensation, competencies, and professional development

The goals of ECE PAF were also presented:

- Field Outcomes – Example: Increase collaboration among advocacy and key stakeholders
- Awareness – Example: increase policymaker awareness and urgency of ECE agenda
- Will – Example: Increase political will for ECE goals
- Policy Outcomes – Increase dedicated public funding for ECE
-

Mr. Barth also informed the Commission that as First 5 LA pivoted its focus on policy and systems change, there were learnings:

- Advocacy requires a “long game” with a daily sense of urgency – funding needs to be sustained, consistent, flexible, and responsive
- Advocacy efforts should be aligned, coordinated, and mutually reinforcing
- Funders should focus on achieving outcomes, not tracking outputs
 - Create space for collaboration and information sharing
 - Avoid prescribing activities
 - Be a grantee partner, not a grantee manager – use intermediary organizations to administer funding

Ms. Barth then talked about the role of First 5 LA as it relates to policy and advocacy funding:

- Overall vision and strategy development
- Policy and systems change and subject-matter expertise
- Grantee partner and fellow advocate
- Final funding approval and decision rights

Finally, Mr. Barth and Ms. Kalenik concluded their presentation by informing the Commission that staff would take a deep dive into impact of ECE PAF and lessons learned and discuss expanding advocacy fund to include child health and family strengthening priorities at the October Special Board/Program and Planning Committee meeting.

9. Public Comment (for items not on the agenda)

There were no public comments.

ADJOURNMENT:

The Commission adjourned at 4:08 pm.

NEXT MEETING:

SUMMARY ACTION MINUTES

The next Commission meeting will take place on Thursday, November 14, 2019 at 1:30 pm.

First 5 LA
Multi-Purpose Room, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

Meeting minutes were recorded by Linda Vo, Board Relations Specialist.

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the months ending September 30, 2019.

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

DISCUSSION:

First 5 LA began the month of September with a cash balance of \$370.1 million. During the month of September 2019, we received \$508,418 in revenues. We had \$5.3 million in program expenditures, and \$1.5 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$363.8 million.

Due to complication of the California Department of Tax Fee Administration financial software upgrade, the tobacco tax revenues for the month of July and August have not been received as of September 30, 2019.

This report includes detailed financial information for the months ending September 30, 2019. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of September 30, 2019.
- Detailed operating and program expenditures: Shows expenses against the FY 2019-20 Budget approved on June 13, 2019, concluding with a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
September 30, 2019, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of August 31, 2019	\$ 370,153,744	
Revenue		
Monthly State Allotments	\$ -	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	490,447	
Investment Income - Other	-	
Rental Revenue - La Petite	17,971	
ECE-LA County IMPACT	-	
Total Revenue	\$ 508,418	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 5,323,064	
Legacy Investments	12,627	
Total Initiative/Program Expenses	\$ 5,335,691	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,291,861	
General Operating	87,024	
Consultant Services	54,263	
Professional Services	16,862	
Travel Expenses	14,894	
Professional Development	16,407	
Capital Improvements	-	
Total Operation and Administration	\$ 1,481,311	
Total Expenses	\$ 6,817,002	
Variance (Revenue - Expenses)	\$ (6,308,584)	
Cash Balance as of September 30, 2019	\$ 363,845,160	(2)

NOTE:

- 1) Delay in tobacco tax revenue is due to complication of the California Department of Tax Fee Administration financial software upgrade.
- 2) Cash Balance excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2018-19 BUDGET
SEPTEMBER 30, 2019, UNAUDITED**

INITIATIVE/PROGRAM	FY 2019-20 BUDGET	SEPTEMBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	39,343,000	2,948,367	3,791,916	35,551,084
Communities	19,470,000	383,628	545,307	18,924,693
Early Care & Education Systems	26,046,000	815,306	912,121	25,133,879
Health-Related Systems	5,697,000	103,689	288,034	5,408,966
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,370,000	10,333	305,289	2,064,711
Communications & Marketing	5,866,000	931,162	931,162	4,934,838
Communications - Conference Funding	250,000	97,000	97,000	153,000
Strategic Partnership-Cross-Cutting Funder Partnership	557,000	-	25,868	531,132
Strategic Partnership-Grantmaking Memberships	41,000	-	34,230	6,770
Strategic Partnership-Partnership Development	120,000	-	-	120,000
Community Engagement and Advocacy	323,000	-	-	323,000
Policy & Strategy - Emerging Opportunities	50,000	579	579	49,421
County Partnerships	315,000	25,000	25,000	290,000
Integration & Learning				
Communities of Practice	131,000	-	-	131,000
Data Development and Integration	935,000	-	-	935,000
Data Partnership with Funders	850,000	-	-	850,000
Grantee Assessment	40,000	-	-	40,000
Impact Framework	400,000	-	-	400,000
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	600,000	-	-	600,000
Program Evaluation	3,078,000	8,000	281,588	2,796,412
Subtotal 2015-2020 Strategic Plan	106,660,000	5,323,064	7,238,094	99,421,906
LEGACY INVESTMENTS				
Baby Friendly Hospitals	102,000	-	-	102,000
Black Infant Health	1,027,000	12,627	12,627	1,014,373
Little by Little/One Step Ahead	3,100,000	-	101,586	2,998,414
Subtotal Legacy Investments	4,229,000	12,627	114,213	4,114,787
TOTAL	110,889,000	5,335,691	7,352,307	103,536,693

The FY 2019-20 program budget was approved by the Board of Commissioners on June 13, 2019.

NOTES:

Journal entries for FY 2018-19 accrued expenses were reversed in July 2019. The amounts reported are the actual program expenditures for September 2019.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 SEPTEMBER 30, 2019, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
SEPTEMBER 30, 2019, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	SEPTEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2019-20 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,014,015	3,081,846	13,948,161	10,866,315
Fringe Benefits	277,846	742,060	3,919,170	3,177,110
Total Personnel Services	1,291,861	3,823,906	17,867,331	14,043,425
General Operating Expenses				
ADP Payroll Charges	2,806	5,912	38,000	32,088
Workers Compensation Insurance	-	73,582	65,000	(8,582)
Utilities	15,544	15,544	138,000	122,456
Corporate Insurance	32,796	86,882	75,000	(11,882)
Mileage, Parking and Other Transportation	2,260	5,749	49,980	44,231
Telephones	5,527	7,994	55,800	47,806
Cell Phones & Mobile Devices	1,800	4,425	51,800	47,375
Outside Printing & Publishing	677	1,667	20,500	18,833
Other Supplies	-	-	20,250	20,250
Postage & Delivery	350	818	13,200	12,382
Educational Supplies	26	455	3,900	3,445
Office Supplies	2,809	8,463	82,070	73,607
Subscriptions & Publication	230	4,303	21,155	16,852
Equipment-Rents & Leases	3,875	9,708	55,000	45,292
Building Repair & Maintenance	5,524	5,524	182,000	176,476
Equipment Repair & Maintenance	-	-	13,000	13,000
Offsite Storage	1,378	2,099	35,152	33,053
Hardware & Software Maintenance	4,392	23,663	452,480	428,817
Miscellaneous/Contingency	-	-	70,000	70,000
Stipend/Honorarium	(1,800)	(900)	-	900
Internal Meeting	8,830	25,063	124,600	99,537
Divisional Capacity Building	-	-	100,000	100,000
Total General Operating Expenses	87,024	280,951	1,666,887	1,385,936
Consultant Services				
Consultant Fees	30,951	57,174	1,372,700	1,315,526
Other Professional Fees	23,312	28,017	342,000	313,983
External Reviewers	-	-	1,000	1,000
Total Consultant Services	54,263	85,191	1,715,700	1,630,509
Professional Services				
Audit	-	1,415	80,000	78,585
Legal Fees	5,472	5,472	175,000	169,528
Professional Dues	540	71,967	125,740	53,773
Staff Recruitment	145	1,270	20,000	18,730
Commission Stipends	1,050	1,950	30,000	28,050
Web-Based Services	3,322	3,381	50,000	46,619
Bank & Other Service Charges	6,333	12,333	32,000	19,667
Total Professional Services	16,862	97,788	512,740	414,952
Travel Expenses				
Airfare	6,645	22,085	176,500	154,415
Lodging	3,773	18,183	163,900	145,717
Per Diem	2,889	7,015	78,500	71,485
Other Travel Expense	1,587	4,778	29,950	25,172
Total Travel Expenses	14,894	52,061	448,850	396,789
Professional Development				
Training Material & Supplies	821	2,426	9,500	7,074
Internal Training	-	16,000	94,400	78,400
Leadership Programs	-	2,250	63,000	60,750
Conference Registrations	13,513	20,362	211,150	190,788
External Education/Training	2,073	20,158	104,300	84,142
Total Professional Development	16,407	61,196	482,350	421,154
Capital Improvements				
Capital Outlay (Equipment Purchases)	-	11,194	134,500	123,306
Total Capital Improvements	-	11,194	134,500	123,306
TOTAL OPERATING EXPENSES	1,481,311	4,412,287	22,828,358	18,416,071

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2019-20 operating budget was approved by the Board of Commissioners on June 13, 2019.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
SEPTEMBER 30, 2019 Unaudited**

Current Assets:	
Cash	\$ 1,292,089
Cash- Morlin Mgmt Corp	27,000
Investment:	
Operating and Allocated funds	347,862,850
Advance - Regional Network (RN)	2,410,625
Advance - Various	4,969,014
Other Receivables	1,195,908
Total Current Assets	<u>\$ 357,757,485</u>
Fixed Assets:	
Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	1,952,690
Office Equipment	331,033
Accumulated Depreciation	(6,185,527)
Total Fixed Assets	<u>\$ 10,841,379</u>
Total Assets	<u><u>\$ 368,598,864</u></u>
Liabilities and Net Assets	
Current liabilities:	
Other Liabilities	\$ 450,652 (1)
Total Current Liabilities	<u>\$ 450,652</u>
Net Assets:	
Investment in capital assets	\$ 10,841,379
Restricted	357,306,833
Total Net Assets	<u>\$ 368,148,212</u>
Total Liabilities and Net Assets	<u><u>\$ 368,598,864</u></u>

NOTES:

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

First 5 LA

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve two renewals and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:
First 5 LA's approved programmatic budget for FY 2019-20 totals \$110,889,000 and the approved operating budget totals \$22,828,358. Funding for the renewals was included in the budget which was approved by the board on June 13, 2019. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below, staff will complete final execution.

There are **two renewals** with California Strategies & Advocacy, LLC. One is to convene and staff the State Early Care and Education Coalition, which seeks to create a unified budget and policy asks from the diverse field of advocates. During the next contract term, the Contractor will focus on recruiting new members, staffing relevant committees of the coalition, and creating a marketing presence for the coalition. The other is to serve as the First 5 LA State Policy and Sustainability Advocate. The Contractor supports First 5 LA's priority policy and sustainability issues and the policy agenda in the state policy arena. During the next contract term, the Contractor will continue to employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as administrative advocacy and policy implementation support, policy issue identification and development; policy education and advocacy, meetings with key stakeholders and officials; and facilitating and participating in coalitions on the agency's behalf.

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

Attachment A
November 2019

RENEWALS										
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Policy & Government Affairs	NA/ Policy Agenda/Advocacy/ Strategic Plan Advocacy Strategies	<p>CALIFORNIA STRATEGIES & ADVOCACY, LLC (#10008) The Contractor convenes and staffs the State Early Care and Education (ECE) Coalition, which seeks to create a unified budget and policy asks from the diverse field of advocates. During the current contract term, the Contractor helped to coordinate a bill package focusing on improving access to quality early learning programs, improving the compensation of the workforce, and investing in early learning facilities. The Contractor also helped to organize the ECE Coalition Advocacy Day, held on May 21st, and coordinated communications around the event and the bill package. During the next contract term, the Contractor will focus on recruiting new members, staffing relevant committees of the coalition, and creating a marketing presence for the coalition.</p> <p>On November 9, 2017, the Board approved the receipt of funds from First 5 California for \$100,000 per year for up to 3 years. The funds for this contract were included in the budget for FY 19-20 at the June 13, 2019 Commission meeting. FY 20-21 funding will be included in the budget at the June 2020 Commission meeting.</p>	Procurement Exception	3 years	\$675,000 \$300,000 of which is from First 5 California	\$175,000 \$100,000 of which is funded by First 5 California Estimated FY 19-20 Spending \$102,083 <i>Committed</i> Impact to FY 20-21 Budget \$72,917 <i>Assigned</i>	12/1/2019	11/30/2020	11/30/2020	Yes
Policy & Government Affairs	NA/ Policy Agenda/Advocacy/ State Policy and Sustainability Advocate	<p>CALIFORNIA STRATEGIES & ADVOCACY, LLC (#10023) The Contractor serves as the First 5 LA State Policy and Sustainability Advocate. The Contractor supports First 5 LA's priority policy and sustainability issues and the organization-wide policy agenda in the state policy arena. In the current contract term, the Contractor helped develop, carry, and signed into law, co-sponsored First 5 LA legislation, AB 1004, regarding developmental screenings. In addition, the Contractor identified state policy proposals that supported First 5 LA's budget and policy priorities such as child care, home visiting and trauma screenings. During the next contract term, the Contractor will continue to employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as administrative advocacy and policy implementation support, policy issue identification and development; policy education and advocacy, meetings with key stakeholders and officials; and facilitating and participating in coalitions on the agency's behalf.</p> <p>The Board approved the First 5 LA Policy Agenda on November 9, 2017. The funds for this contract were included in the budget for FY 19-20 at the June 13, 2019 Commission meeting. FY 20-21 funding will be included in the budget at the June 2020 Commission meeting.</p>	RFQ	5 Years	\$2,240,000	\$448,000 Estimated FY 19-20 Spending \$259,166 <i>Committed</i> Impact to FY 20-21 Budget \$188,834 <i>Assigned</i>	12/1/2019	11/30/2020	11/30/2022	Yes

FIRST 5 LA

SUBJECT:

Authorize First 5 LA to Receive Funds from Los Angeles Department of Public Health (LADPH) for African American Infant and Maternal Mortality (AAIMM) Strategic Communications, Approve Resolution # 2019-05 and Authorize First 5 LA Staff to Execute Memorandum of Understanding (MOU)

RECOMMENDATION:

The following recommendations were presented as written information for the Board's consideration at the October 24, 2019 Special Meeting of the Board of Commissioners & Program and Planning Committee. First 5 LA staff recommends that at the November 14, 2019 Commission meeting, the Board approve the following actions related to the African American Infant and Maternal Mortality (AAIMM) Strategic Communications Initiative:

1. Approve a Budget Resolution # 2019-05 to approve receipt of funds in the amount of \$350,000 through June 30, 2021 to implement the African American Infant and Maternal Mortality Strategic Communications Initiative.
2. Authorize the Executive Director to complete execution of the MOU with LADPH upon approval from the Board at the November 14, 2019 Board of Commissioners meeting to receive funds through June 30, 2021.

BACKGROUND:

First 5 LA's Birth Disparities Allocation

On November 14, 2013 the First 5 LA Board of Commissioners approved a motion to allocate \$500,000 to support policy and systems change approaches that address the disparity in positive birth outcomes in African-American families. In the same motion the board approved allocations to: enhance and extend the First 5 LA's Black Infant Health Initiative for five years; and, (2) to support at-risk fathers of children from birth to five-years-old. Through the allocation First 5 LA has supported:

- The creation of a fellow, funded by the Pritzker Family Foundation with matching funds from First 5 LA, to lead AAIMM stakeholder engagement and strategic communications efforts in partnership with Los Angeles Department of Public Health;
- Strategic communications efforts to foster awareness about the disparity, interventions and associated efforts within the County;
- Data requests to the California Department of Health Care Services on Medi-Cal prenatal health care utilization of African-American enrollees within the County to inform key County and State birth disparity reduction initiatives; and
- Research to better understand African-American families' experiences with systems of care, improve the recruitment and retention of African-American families in home visitation and increase home visitation workforce diversity.

Los Angeles County's African American Infant and Maternal Mortality Initiative and the California Perinatal Equity Initiative

The Center for Health Equity, a Los Angeles County Health Agency Initiative led by the LACDPH, has a focus on eliminating the African-American infant mortality disparity. This has created a critical opportunity to align First 5 LA's work in improving perinatal outcomes with the efforts of the Health Agency. First 5 LA is well positioned to contribute to this effort. First 5 LA supports several County-wide strategies to reduce African-American infant and maternal mortality ("AAIMM") rates in collaboration with the Los Angeles County Department of Public Health. First 5 LA staff including the Pritzker Fellow serve on the AAIMM management team alongside LACDPH leadership to guide the implementation of the Center for Health Equity's 5-year action plan to reduce disparities by 30% and inform the activities to be funded by the State of California Perinatal Equity Initiative ("PEI"). The purpose of the State PEI funding

is to expand the scope of interventions provided under the Black Infant Health (“BIH”) program to mitigate disparities in African American perinatal outcomes. Funding projections estimate the total funding available to LA County will be \$1.4 million annually from FY 19-20 until FY 21-22. Through a community needs, preferences and feasibility assessment, three interventions were included in the Los Angeles County PEI application: (1) group prenatal care; (2) pregnancy intentionality; and (3) fatherhood engagement. An additional \$2.2 million has been contributed by the Los Angeles County Department of Health Services Whole Person Care Program to expand doula support access for African American families. The Doula Project aims to improve birth outcomes for African American women and infants and will include free doula services for eligible families, public awareness and doula trainings.

As planning and implementation of the AAIMM and PEI efforts progress, First 5 LA will continually review and align our policy and systems change contributions to improve practice and service delivery to meet the needs of Los Angeles County’s African American families and reduce disparities in birth outcomes. Integration opportunities utilizing First 5 LA’s existing allocation being explored as critical opportunities to improve services include: (1) interim funding of the Black Infant Health program to support continued implementation until State PEI expansion funds are disbursed; (2) connections to maternal early identification and intervention and home visiting efforts; and (3) leveraging investments in AAIMM by other funders such as the LA Partnership for Early Childhood Investment.

Receipt of Funds for Strategic Communications Initiative

In order to build community awareness of the disparities and demand generation around the interventions being created or expanded to address them, First 5 LA has led the development and implementation of strategic communications guided by Pritzker Fellow Melissa Franklin. Implemented communication strategies include core message development; the establishment of a website that serves as a central point for fostering awareness about the disparity, interventions and associated efforts within the County; stories on NPR and social media channels; and sponsorship of community events. First 5 LA proposes to execute a MOU to receive funds in the amount of \$350,000 from the Los Angeles County Department of Public Health to expand these efforts.

This proposed Initiative aligns with First 5 LA’s Policy and Systems Change strategy by supporting efforts to bolster African-American families’ utilization of and experience with primary, prenatal and postnatal services. The Strategic Communications Initiative leverages external funding to support and expand strategic communication efforts already underway. The received funds will be directed to the birth disparities allocation and included in the FY 2019-20 Budget, by way of the FY 2019-20 Mid-Year Adjustment process, and the FY 2020-21 Proposed Budget.

Key Activities and Deliverables

First 5 LA responsibilities under this MOU will include:

1. Conduct at least one focus group to understand current level of awareness of African American women related to doulas, as well as what messages most resonate with them as culturally relevant, respectful, and prompting of action;
2. Develop radio advertising targeting Los Angeles County African American women and their families for AAIMM initiative activities;
3. Develop print advertising concerning AAIMM initiative activities in community newspapers targeted towards African American people in Los Angeles County;
4. Develop outdoor advertising (e.g., billboards) concerning AAIMM initiative activities targeted towards African American people in Los Angeles County;
5. Develop digital media advertising concerning AAIMM initiative activities (e.g., web banner ads, social media ads, creation of social media posts in the form of video, banner ads, blogs, etc.);
6. Create digital and print collateral concerning AAIMM initiative activities;
7. Implement two (2) community events designed to engage the local African American community around awareness of the value of doulas;
8. Compile annual report of communications activities, reach, and impact; and
9. Participate in monthly meetings with AAIMM Management Team.

NEXT STEPS:

Upon Commission approval, the Executive Director will complete execution of the MOU with LADPH to receive funds in the amount of \$350,000 through June 30, 2021 in support of the AAIMM Strategic Communications Initiative.

RESOLUTION NO. 2019-05

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF AFRICAN AMERICAN INFANT AND MATERNAL MORTALITY (AAIMM)
FOR STRATEGIC COMMUNICATIONS INITIATIVE FUNDS**

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

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

Whereas, the Los Angeles County Department of Public Health (LADPH) is leading overall county-wide efforts to reduce African American infant and maternal mortality and supporting the implementation of the African American Infant and Maternal Mortality Strategic Communications Initiative led by First 5 LA.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Funding received from LADPH in the amount of \$350,000 through June 30, 2021 will be considered restricted for fund balance purposes; and
2. The executed copy of this Resolution shall be retained on file as evidence of the Commission’s actions herein.

PASSED, APPROVED AND ADOPTED THIS 14TH DAY OF NOVEMBER, 2019, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

FIRST 5 LA

SUBJECT:

- 1. Approve a Strategic Partnership with Community Partners in the Amount of \$600,000 for a period of 24 Months to Pilot Funding Focused on Child Health and Family Strengthening Policy and Advocacy Grants and Alternative Revenue Opportunities.**
- 2. Authorize First 5 LA Staff to Execute an Agreement for an amount of \$600,000 with an anticipated contract period of December 1, 2019 to November 31, 2021. (Fund Balance Category: Committed for FY 2019-20 and Assigned for FY 2020-21).**

RECOMMENDATION (PROVIDED FOR ACTION):

This memo was provided as information for the Board's consideration at the October 24, 2019 Special Meeting of the Board of Commissioners / Program and Planning Committee Meeting. At today's November 14, 2019 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Community Partners for an amount of \$600,000 for a period of 24 months and authorize staff to execute a contract with an anticipated contract period of December 1, 2019 to November 30, 2021 for \$600,000. Funds for FY 2019-2020 are included within the current FY 2019-20 First 5 LA Programmatic Budget under Strategic Plan Advocacy Strategies, which was approved by the Board of Commissioners in June 2019. Beyond FY 2019-20, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

First 5 LA's 2015-2020 Strategic Plan identified the four (4) outcome areas where it can achieve broad, lasting impact affecting the greatest number of children and their families: Family Supports, Communities, Early Care & Education Systems and Health-Related Systems. The Strategic Plan also acknowledged declining resources and the necessity of policy change investments to ensure sustainable improvements. To date, First 5 LA has developed specific policy advocacy funds for Early Care and Education (ECE) and the Built Environment in Communities, but no similar efforts dedicated to family strengthening and child health, or to efforts which could result in new funding sources for early childhood development. To maximize the impact of First 5 LA's early childhood development advocacy agenda, staff allocated \$600,000 in the FY19-20 budget to pilot funding focused on child health and family strengthening policy and advocacy, as well as on alternative revenue development opportunities which may emerge through the development of the state's master plan for early childhood and other state or local efforts. In order to capitalize on available resources and learning opportunities, staff recommends using the existing ECE Policy and Advocacy Fund (ECE PAF) grant structures and intermediary organization, Community Partners, to pilot this funding.

Launched in FY16-17, the ECE PAF is a multi-year initiative that aims to advance improved access to quality, affordable and sustainable ECE through both policy outcomes (increased public funding for ECE, passage of policies that increase the number of quality slots and passage of policies that increase the quality and coherence of the ECE system) and field outcomes (increased collaboration among advocacy organizations, increased alignment of efforts among advocacy organizations, and improved capacity, effectiveness and stability of the ECE field). Community Partners serves as the intermediary for ECE PAF and was selected through a competitive solicitation. In this role, Community Partners serves as a critical thought partner in the development of the fund structure, guidelines, and impact frameworks and continues to be responsive to the needs of grantees and First 5 LA in the administration of the program. The scope of work for the intermediary also includes technical assistance to grantees, planning and facilitating convenings, and program learning and evaluation. With this infrastructure in place, Community Partners

is well-situated to pilot similar grants to family strengthening and child health advocacy organizations and to integrate learnings from these grants into larger policy and advocacy funding discussions.

Currently, ECE PAF provides grants to organizations for ECE policy and advocacy related projects in three ways: Partnership Grants which provide multi-year support up to \$350,000 for organizations focused on ECE policy with a presence in both LA and Sacramento; Field-Building grants up to \$75,000 to support organizations' participation in the ECE Coalition and other collaborative efforts, to enable non-traditional partners to move into ECE advocacy and to increase engagement between Los Angeles and Sacramento; and Rapid Response grants to fund discrete, time-limited projects up to \$50,000 that address field-wide needs. ECE PAF also includes technical assistance for grantees, relationship and trust-building convenings and embedded learning and evaluation.

For the proposed Strategic Partnership to pilot family strengthening and child health policy and advocacy funding, a portion of the funding will similarly support administrative, learning and evaluation expenses while the majority will be distributed as grants following the guidelines and structures established for the existing Field-Building and Rapid Response components of the ECE PAF. By using existing structures to pilot these grants, the project seeks to help inform the future of First 5 LA's policy advocacy funding. With ECE PAF, the Built Environment Policy and Advocacy Fund (BEPAF) and this proposed pilot approved through 2021, collectively First 5 LA will have experiences, lessons, and learnings to improve efforts at crafting a more effective and holistic Early Childhood Development policy and advocacy strategy that encompasses work in all four outcome areas. These grants also provide an opportunity to start developing relationships with partners who will be essential to First 5 LA's evolving advocacy work through 2028.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$600,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the anticipated period of December 1, 2019 to November 30, 2021 for \$600,000.

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

Sustainability: The proposed project is deliberately designed as a pilot and a time-limited effort to inform future strategy and so does not include an expectation of sustainability past the project term. Many of the outcomes of the project, however, will persist beyond the life of the project. The goal of providing flexible funding to policy and advocacy organizations is to seek policy change that contributes to more sustainable services for children and families. These policy changes can include increased public investment, but may also serve to create more efficient delivery systems and increase the quality of services delivered. Though this specific grant program will not continue without First 5 LA funding, the results from increased capacity for grantee organizations and the policy change that they facilitate will persist. The use of the existing structures of ECE PAF and Community Partners as an intermediary, ensure that more of the funding dedicated to this project contributes directly to these sustainable outcomes.

Leveraging: The pilot program will leverage existing resources invested by First 5 LA in ECE PAF. Rather than creating new structures and financing start-up costs, this Strategic Partnership allows most of the available funding to go directly to advocacy organizations. The project also represents a partnership between the Programs and Policy & Strategy Divisions, providing ample opportunities for integration, shared responsibility, and the leveraging of unique skills. Beyond alignment with existing work internally, First 5 LA staff are intentionally building relationships with other funders of child health and family supports advocacy in California, including the Packard, Blue Shield, and California Health Care Foundations. In addition, First 5 LA is working with the First 5 Center for Child Policy, funded in part by the Pritzker Children's Initiative, to leverage their existing efforts to convene and coordinate state child health advocacy. While these efforts will not necessarily yield more funding for specific advocacy organizations, it will ensure that any funding from First 5 LA aligns with and leverages existing funding in the child health and family supports advocacy field.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation:

Due to the development and administration of ECE PAF, Community Partners has existing infrastructure in place to carry out work on the proposed pilot and so does not require the additional start-up costs that an organization selected through competitive solicitation would require. For example, Community Partners will not need to set aside funds for additional staff time to establish new financial management programs, grant guidelines, applications, reporting mechanisms or learning and evaluation contractor solicitations and management. The use of this existing infrastructure also means First 5 LA will not need to pay significantly more administrative fees than it currently does for ECE PAF. This savings allows more of the funding allocated for the project to go directly to advocacy organizations and so increases the potential of the project to meet its goals. The proposed pilot will also encourage economies of scale with Community Partners' learning and evaluation contractor, Ersoylu Consulting, because evaluation of this pilot builds on the work that they are currently executing for ECE PAF. This additional flexibility in the use of the learning team is imperative for this project because the proposed pilot is meant to inform First 5 LA work moving forward.

The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation:

Using the ECE PAF's existing field-building and rapid response structure allows First 5 LA to pilot child health and family strengthening advocacy grants as simply an expansion of Community Partners' existing scope for ECE PAF. Even though this expansion addresses new outcome areas, the policy and advocacy activities will be funded within the same structure. While the expanded focus on child health and family strengthening will elicit new grantees, Community Partners' role, processes, and infrastructure for administering the fund will not change. With this operating framework in place, minimal adjustments will be necessary before the distribution of grant funds. This expediency is crucial because of the limited timeframe for this project: ECE PAF, BEPAF, and this proposed project all sunset in 2021. For First 5 LA to collect viable data from this child health and family strengthening advocacy pilot in time to inform the next iteration of policy and advocacy funding, grants need to be executed as soon as possible.

In addition to the months necessary to issue a competitive solicitation, any new partner selected would also require significant time to develop the necessary structures, processes and understanding of the project before awarding any funding to advocacy organizations. Having already completed the design phase for ECE PAF and using its highly effective infrastructure, Community Partners anticipates releasing requests for applications for the pilot grants within two months of contracting. Additionally,

Community Partners will utilize the learning and evaluation consultant contracted for ECE PAF, so there will not be any delay in developing a learning agenda due to the solicitation and contracting process.

While a Strategic Partnership with Community Partners will undoubtedly launch the pilot grants more expeditiously than a competitive solicitation, the processes and structures built for ECE PAF also provide the necessary quality to execute the project effectively and responsibly. Notwithstanding the actual progress towards the policy and field-building outcomes of ECE PAF, the structures and processes developed and operated by Community Partners allow First 5 LA to occupy a unique role that builds on organizational strengths. The grant administration and management support provide the opportunity for First 5 LA to participate as a partner and fellow advocate to PAF grantees, while still meeting our responsibilities as a public agency. The Community Partners team is structured to ensure compliance with First 5 LA requirements with and on behalf of subgrantees, their solicitation process is transparent and effective, and their oversight of the learning and evaluation of the fund provides important and usable data for First 5 LA.

Though a competitive solicitation was used to select an intermediary for BEPAF, the goals and context for that project do not align as closely to those of ECE PAF. Child health, family strengthening, and ECE advocacy target county and state-level change, requiring a specific mix of tactics, field-building and coalition structures. In addition, many of the existing grantees of the ECE PAF also do work on other child issues like health and family support, so leveraging Community Partners' knowledge of those grantees and their work will help ensure grantees receive funds to support unique and additive work for child development advocacy. BEPAF focuses on local, community-driven work in specific geographies that requires a different set of qualifications and capacity building supports. In addition, applicants to the BEPAF will be organizations with expertise in issues like transportation, food security, and parks and recreation; there is no anticipated overlap between potential community-based organizations applying for BEPAF and those who currently receive support through an expanded ECE PAF. Though using the ECE PAF infrastructure for that initiative would have been more expeditious, it would not have been appropriate for the project. The pilot health and family strengthening grants, however, align so closely to ECE PAF that a Strategic Partnership with Community Partners in this case is in the best interest of the Commission.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan:

First 5 LA's 2015-2020 Strategic Plan places a heavy focus on child health and family strengthening efforts. The Strategic Plan commits First 5 LA to working with parents and caregivers to make sure they have the skills, knowledge and access to resources necessary to support their child's development. By helping to bolster Protective Factors, families are able to create nurturing environments and stable relationships for their children. The Strategic Plan also calls on First 5 LA to improve how health-related systems, including health, mental health and substance abuse services, coordinate and deliver care to young children and their families in Los Angeles County. Health issues can significantly impact the healthy development of children, and as a result, health-related systems that diagnose problems and deliver responsive, timely, appropriate and effective care, are vital.

This proposed Strategic Partnership is aligned with these desired outcomes in that it provides funding for advocacy organizations to work towards additional public investment in family-serving and child health systems as well as policies that improve service delivery. Potential grantee organizations will have to connect their strategies to First 5 LA's goals to expand access to high-quality services that optimize child development and connect families to appropriate supports; promote and protect services and supports that help families become self-sufficient; and improve systems that enable coordinated and responsive service delivery.

NEXT STEPS:

Staff anticipates executing a contract with Community Partners for the period of December 1, 2019 to November, 2021 for \$600,000.

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: November 14, 2019

Subject: EXECUTIVE DIRECTOR'S REPORT

EXECUTIVE DIRECTOR'S HIGHLIGHTS

"First 5 LA helps kids."

That's how the daughter of one of my colleagues described her father's work to her eight-year-old classmates.

Today, we are proud to share the First 5 LA Strategic Plan for 2020-28 for Board consideration and approval with the organization-wide intent to help all young children and their families. The final plan is the product of a nine-month process that has engaged staff, Board and key partners, including parents, grantees and stakeholders. It's a plan that builds upon First 5 LA's 20-year history and experience; reflects feedback we received and learning from our more recent experience as a systems change convener, catalyst and advocate; and leverages new opportunities in local, County and state government to prioritize young children in policy and practice.

First 5 LA's Strategic Plan for 2020-28 is guided by a bright and powerful North Star: that by 2028, all children in LA County enter kindergarten ready to succeed in school and life. It's a bold goal that reflects the aspirations the Commission has established for First 5 LA as a leading early childhood development systems change champion and resource. The Plan reflects a more muscular First 5 LA, a 21-year old organization that's emerging from its adolescence and early adulthood with an urgency that reflects the importance of our work and this moment in time, confidence in our growing systems change roles and abilities, and humility that recognizes we cannot do this work alone.

The plan represents a First 5 LA that sees itself as part of larger systems which shape and influence child and family outcomes - and, a First 5 LA that recognizes the importance of being clear about our unique contributions and specific roles within complex systems.

Importantly, the plan is anchored in First 5 LA's equity investment guideline and our new value of diversity, equity and inclusion. Across all the Strategic Priorities and Objectives, Commissioners will see a focus on equity, which reflects a focus on those children and families facing disparities in outcomes and opportunities along income, racial, ethnic and geographic lines.

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EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

We bring the final draft of the Strategic Plan 2020-28 to the Board with gratitude - for the Board's generous investment of time, counsel and guidance; with pride - in the thoughtful, collaborative process that yielded the strategic roadmap that will guide our systems change work in the coming years; and with optimism - borne from the sharper clarity of our systems change roles and diverse partners who welcome and value First 5 LA in these roles and the power of parent and community voice to inform and influence decision makers to prioritize young children.

So, I would add to that young girl's description that yes, we help kids and their families. Our goal with the Strategic Plan for 2020-28 is to help as many as possible by making the systems that focus on families, work for families. In so doing, we're charting a pathway to our North Star and a thriving, equitable Los Angeles in which all Angelenos can participate, prosper and reach their full potential.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. FAMILY SUPPORTS

National Black Child Development Institute Annual Meeting

On September 28-October 1, 2019, Christine Tran attended the 49th annual meeting of the National Black Child Development Institute (NBCDI) in Chicago, Illinois. NBCDI's mission is to improve and advance the quality of life for Black children and families through education and advocacy. The theme of this year's convening was "Transforming Communities for Our Children." In attendance were more than 1,000 parents, elected officials, and representatives from diverse sectors including education, policy, social work, health, clergy, nonprofit, and business. In addition, the interdisciplinary group of presenters and attendees focused on the unique challenges facing Black children and communities as well as highlighted their successes and assets. During the conference, NBCDI hosted a town hall focused on Black girls. Black girls are suspended or expelled at higher rates than all other groups, including Black boys. This town hall topic stems from their 2017 meeting when NBCDI launched a campaign to end suspensions and expulsions in early childhood education.

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

Abriendo Puertas/Opening Doors Reach Milestone of Training Facilitators

Last month, Abriendo Puertas/Opening Doors (AP/OD) held the last training institute under our strategic partnership, which began in January 2017. To date, a total of 247 facilitators were trained in the culturally responsive family engagement curriculum. Facilitators comprised of staff and parent leaders from 31 partner agencies, such as Homeboy Industries, YMCA, Search to Involve Pilipino Americans, Violence Intervention Program, Los Angeles Unified School District, Child Care Resource Center, Antelope Valley Partners for Health, and other diverse family-serving organizations. To date, 90 locations across Los Angeles County have implemented the 10-session AP/OD curriculum and graduated 108 cohorts of parents and caregivers, totaling 1,821 participants. This project is building out a technical assistance framework to work with program facilitators and organizational leaders around critical areas for sustainability and quality programming. In addition, the University of California, Berkeley is conducting a study to examine organizational characteristics of family

engagement program implementation to help us better understand organizational capacity in family engagement efforts.

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

Expansion of MAMA's Neighborhood to Antelope Valley

In 2019 First 5 LA amended a Strategic Partnership with Dignity Health dba California Dignity Hospital's community benefit program, LA Best Babies Network (LABBN), to continue providing the Family Strengthening Network Training and technical assistance to MAMA's Neighborhood. MAMA's Neighborhood is the local name for the "Strong Start for Mothers and Newborns" initiative created by the U.S. Department of Health and Human Services to reduce preterm births and improve outcomes for newborns and pregnant women. The program provides prenatal care and comprehensive healthcare services in six Los Angeles neighborhoods, and links prenatal clients with services in their community, to address mental health, stress, substance use, housing, parenting education and help identify places for healthy food. MAMA's Neighborhood expansion in 2018, a response to the 2016 Board of Supervisors Home Visiting Motion, allowed it to include intensive case management through home visitation, providing follow up to mothers into the postpartum period, extending the reach of the program, and providing services to mother's ineligible for other home visiting programs. MAMA's Neighborhood home visitation component recently expanded its services to the Antelope Valley, where additional staffing will allow for an increased number of mothers to receive support.

Staff Contact: Diana Careaga (dcareaga@first5la.org)

Engaging Fathers Consortium

On December 5, 2019, the Engaging Fathers grantees will come together with the addition of the Good Plus foundation to officially launch the Engaging Fathers Consortium of Los Angeles County. The participating grantees are working with First 5 California and First 5 Alameda to identify partnership opportunities, including exploring the relationship between the work of the Fatherhood Consortium and the California Department of Public Health Perinatal Equity Initiative (PEI). The Los Angeles County Department of Public Health's African American Infant and Maternal Mortality (AAIMM) initiative has identified "father Engagement" as one of the three areas of focus proposed as part of its PEI proposal. The Fatherhood Initiative grantees (City of Long Beach Department of Public Health, Friends Outside Los Angeles County, Children's Institute International and National Compadres Network) completed their work last fiscal year, which increased their ability to create systemic changes associated to policy and practice change within systems.

Staff Contact: Leticia Sanchez (lsanchez@first5la.org)

African American Infant and Maternal Mortality Initiative

First 5 LA supports the County-wide effort under the leadership of the Department of Public Health to reduce disparities in African American Infant and Maternal Mortality. A key area of support is stakeholder engagement, including engagement of the AAIMM County-wide Steering Committee, multiple Community Action Teams, and other stakeholders including health plans and funders. First 5 LA supported the LA Partnership for Early Childhood Investment in securing private funds to contract backbone support organizations that will be responsible for providing operational and programmatic support for the SPA 1 and SPAs6/8 Community Action Teams. Community-based organization Black Women for Wellness was selected to be the backbone support organization to the SPAs 6/8 Community Action Team. A selection process for the SPA 1 backbone support organization will be conducted in early 2020.

Pending Board approval of the request to receive funds from the Department of Public Health, First 5 LA is preparing to launch a Strategic Communications Initiative in support of the AAIMM effort. The goal of the initiative is to increase public awareness of the disparity, and the various interventions that are being created, expanded and improved to meet the needs of African American families. The

initiative will include the creation of culturally responsive core messaging created in partnership with community stakeholders and distributed via print, digital, radio, outdoor advertising (i.e. billboards) and community events.

Staff Contact: Brandi Sims (bsims@first5la.org)

Little By Little Honors First 5 LA with the 2019 Literacy for Life Award

On Thursday, October 17, 2019, First 5 LA was honored with the "2019 Literacy for Life Award" from the Little By Little School Readiness Program's Literacy for Life Celebration, hosted by Heluna Health. First 5 LA was awarded this honor for our support and partnership in addressing the risks of literacy failure and to foster school readiness. The event celebrated the achievement of the program, which includes serving 317,000 unique participants and providing over 1 million books in L.A. County. The keynote speaker was Geoffrey Canada, the founder of the Harlem Children's Zone, who addressed the importance of prenatal development and early childhood education as well as the impact of literacy within that period of life.

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

II. COMMUNITIES

CalFresh Regional Focus Groups Launched

In April 2019, the First 5 LA Board of Commissioners approved a strategic partnership with the Los Angeles Food Policy Council (LAFPC) to work in collaboration with the Department of Public Social Services (DPSS) and First 5 LA to coordinate and execute five convenings across the five Best Start regions. The purpose of these convenings is to learn directly from families about the barriers they face in accessing CalFresh and opportunities for improvement.

The first of the five convenings was held on October 18, 2019 in Wilmington (Best Start Region 4), with 96 community members in attendance. The next community convening will take place on November 15, 2019 in South LA (Best Start Region 2), with the remaining three regional convenings taking place in early 2020. During these convenings, DPSS staff are on-site to enroll eligible families in CalFresh as a two-prong strategy to meet the immediate needs of families while engaging them in conversations about how systems can work better for them.

Key learnings from all five convenings will be compiled into a report that summarizes community experiences, perceptions and insights. This report is anticipated to be complete in the Spring 2020. The report will assist DPSS, in partnership with First 5 LA and LAFPC, with the development of recommendations and strategies that will address the Los Angeles County Board of Supervisors' 2017 motion to increase CalFresh participation by 20%. Learnings from the report will also inform the evolution of First 5 LA's food security work in Best Start communities within the context of our 2020-2028 Strategic Priorities, Long-term Systems Outcomes, and Results for Children and Families.

Staff Contact: Natasha Moise (nmoise@first5la.org); Natasha Moise, (nmoise@first5la.org)

III. EARLY CARE AND EDUCATION SYSTEMS

Financial Analysis of ECE Providers Completed

In June 2018, First 5 LA partnered with the California Community Foundation (CCF) and the Nonprofit Finance Fund (NFF) to conduct a financial analysis of early care and education (ECE) providers in Los Angeles County. The goals of this project were to establish a shared understanding about the financial challenges faced by LA County ECE providers and to identify policy and systems change strategies to enhance the fiscal strength of the sector.

The methodology included an in-depth analysis of three years of financial data from 26 center-based, nonprofit ECE providers on financial adaptability, financial health, profitability and savings, revenue and expense dynamics, and liquidity. Data collection also included two focus group discussions and individual phone interviews with 10 center-based providers and nine family child care (FCC) providers. The results were also compared with NFF's financial data on ECE providers and other nonprofits across the country.

The key findings from the analysis are included as Attachment A and point to a severely underfunded ECE system. Of the providers studied, over 50% had less than one month of operating expenses on hand. Those that had a higher percentage of funding from government sources, rather than from private tuition, were more likely to experience these cash constraints. The project also highlighted the need to build operational and financial infrastructure for FCCs, the providers most likely to care for infants and toddlers and offer nontraditional hours. Recommendations include increasing the reimbursement rate to cover the full cost of quality care, restructuring ECE provider contracts to reduce administrative burden, and in the meantime, providing financial capacity-building to support providers in managing their current business model.

These findings and recommendations complement the results of the Comprehensive Fiscal Analysis (CFA) of the ECE system in LA County overseen by Office for Child Protection's Prevention Plan ECE Workgroup and the Policy Roundtable for Childcare and Development. The two analyses are being presented together throughout the fall to provide a complete picture of ECE financing in LA County and potential strategies to strengthen the system, including at the 2019 LA County ECE Summit on December 6th. This event will highlight and connect numerous efforts in Los Angeles County to provide data-driven recommendations and action plans for improving early learning experiences for children and reducing barriers for families and providers. Afternoon panels will bridge these local efforts with developments at the state level to help inform future policy.

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

IV. HEALTH-RELATED SYSTEMS

Help Me Grow - Los Angeles Pathways RFP Release

On September 23, 2019, First 5 LA released a Request for Proposals (RFP) titled Help Me Grow - Los Angeles Pathways (formerly called Demonstration Communities). The RFP solicits proposals from organizations interested in serving as a Unifying Agency that will provide support to a collaborative of agencies and systems that provide early identification and intervention services within a given geographic region. First 5 LA is seeking to contract with up to seven Unifying Agencies as they focus on strengthening and expanding referral pathways within a place-based community setting to ensure all children identified with a developmental or behavioral delay or at risk of delay can effectively access appropriate timely services. Potential proposers were encouraged to attend Networking Events, hosted throughout the county, that offered an orientation to RFP requirements and allowed interested parties to connect to support collaborative formation. Proposals are due January 6, 2020 with an anticipated contract start date of July 1, 2020. As part of the selection process, there will be call for reviewers for parents/guardians/caregivers be a part of the interview level of review.

Staff Contact: Ann Isbell (aisbell@first5la.org); Cristina Peña, (cpena@first5la.org)

Help Me Grow California Statewide Convening

On October 23 First 5 LA colleagues Cristina Peña, representing the Health Systems Department and Andrew Olenick, representing the Policy Department attended the third annual Help Me Grow California (HMG-CA) Statewide Convening hosted by First 5 Association and First 5 Fresno. The First 5 LA team was joined by Donald Gravink, with the Los Angeles County Department of Public Health,

who is part of the HMG LA team working to implement the HMG model in LA County. Over 60 attendees representing 27 California counties were in attendance.

The full day event included a presentation by Dr. Paul Dworkin, Founding Director of HMG National who elevated how the National office is closely monitoring California's implementation approach of HMG to better understand and define what high functioning HMG models and systems could and should look like. The convening also included two informative panel discussions, one focused on "Partnering for Effective Early Childhood Systems" and the second on "Key Moments in Time—Opportunities in 2020" which included Kris Perry, Deputy Secretary for Early Childhood Development and Senior Advisory to Governor Newsom. The recent passage of Assembly Bill 1004 was highlighted as a key milestone of achievement for the First 5 network and partners collaborating to strengthen early identification and intervention for young children across the state. In addition, the First 5 Association provided an overview and emerging themes from the "HMG Retrospective & Lessons Learned" analysis which is currently underway by the First 5 Center for Children's Policy supported by the Pritzker Children's Initiative.

First 5 LA's efforts fostering collaboration with stakeholders were also recognized and the forum "Mild to Moderate Developmental and Behavioral Delays" hosted by First 5 LA and the American Academy of Pediatrics held in May 2019 was listed in the 2019 HMG CA Highlights one pager. First 5 LA joined the Planning Committee, along with 8 other counties over the summer, to help contribute to the development of this Statewide Convening.

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

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

League of California Cities Los Angeles County Division Collaboration

On October 16, 2019, staff from the Community Relations team attended the League of California Cities Los Angeles County quarterly luncheon during the League's annual conference. Los Angeles County Division President and City of Bellflower Mayor Pro Tem Juan Garza led the meeting, and one of his messages to the group was the importance of incorporating data in decision-making. The meeting included a presentation by Dr. Fernando Guerra, Director of Loyola Marymount University's Center for the Study of Los Angeles. Dr. Guerra presented public opinion data on how LA County residents feel about their elected officials and their areas' characteristics such as 1) affordability, 2) community/culture, 3) transportation, 4) built environment/recreation, 5) utilities/services, and 6) crime/safety. Highlights from these findings included that Angelenos trust their city councilmembers more than any other politician, and that in general people want land use decisions to be made at a local level. During the lunch staff talked with city councilmembers and mayors about the importance of early childhood development and a stronger role cities can play in ensuring young children are ready for school and life. The Division's next gathering will be held in December 2020.

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

Discussion with Pomona Unified School District Superintendent Martinez

On October 22, 2019, Community Relations staff Rafael Gonzalez, Leanne Drogin and Bill Gould, and Early Care and Education Program Officer Avery Seretan met with Pomona Unified School District (PUSD) Superintendent Richard Martinez. Dr. Jose Calderon, founder and chair of Pomona Day Labor Center and Pomona's Latino and Latina Roundtable Board, joined the meeting along with the Board's Co-Chair Lina Mira. Superintendent Martinez and Dr. Calderon shared some of the social, political, and economic history of Pomona, particularly as it relates to Pomona families and how these contexts have influenced youth in preschool and in kindergarten through 12th grade. Pomona has experienced progress in addressing some of its issues; however, challenges affecting Pomona communities continue to exist. The group discussed one area of improvement being the

level of collaboration among public entities, educational institutions, and the many civic and community organizations that serve and operate in Pomona. Superintendent Martinez also talked about the strong parent leadership that exists in Pomona and ways the school district partners with families to inform decision-making and participate in program implementation. The group also discussed previous and potential collaboration with the City, such as supporting "Mommy and Me" classes. The group will meet again to continue to identify opportunities for collaboration with PUSD and others, such as the City and other educational institutions and community organizations.

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

Los Angeles County Census 2020 Complete Count Committees

Local governments and civic organizations across Los Angeles County have formed Census 2020 Complete Count Committees (CCCs) to promote collaborative partnerships with the goal of ensuring a complete and full Census count. The Community Relations Department is engaged with three local CCCs to ensure young children are consistently considered in Census outreach strategies. As part of the Municipalities and Civic Organizations Engagement strategies, Community Relations staff is helping to position First 5 LA as a trusted and knowledgeable partner among key stakeholders.

Countywide Los Angeles County-City of Los Angeles Complete Count Committee (CCC)

Community Relations Manager Fabiola Montiel is representing First 5 LA on the Countywide Los Angeles County-City of Los Angeles CCC. This is the first collaboration between these two government entities to create a Complete Count Committee that includes: local governments, community-based organizations, K-12 and higher education organizations, unions, interfaith organizations, transportation systems, health and human services, and businesses. Through this partnership and in collaboration with First 5 LA's Communications Department, First 5 LA's Spring 2020 Parenting Guide will be available at Census Action Kiosks (CAKs). These sites are hosted by the City of Los Angeles and will offer information on the Census survey, address frequently asked questions and promote a full and complete Census count.

City of El Monte Complete Count Committee (CCC)

Community Relations Director Rafael Gonzalez is representing First 5 LA on the City of El Monte CCC, which brings together leaders from the City of El Monte, nonprofit organizations, local school districts, faith-based communities, and the local business chamber. The offices of L.A. County Supervisor Hilda Solis, State Senator Susan Rubio, and U.S. Rep. Grace Napolitano are also engaged in supporting and promoting a full count in El Monte and throughout the County. The City of El Monte has invested City resources in ensuring a full count given the low count in 2010 and has activated the entire City around the Census with banners, dedicated events, and direct community outreach.

City of Pasadena Complete Count Committee (CCC)

Community Relations Program Officer Bill Gould is representing First 5 LA on the City of Pasadena CCC in support of an action plan developed by the City to determine easy-to-count and hard-to-count areas which have traditionally had a "low response rate." According to representatives from the U.S. Census Bureau, the 2010 Census undercount was as high as 30 percent in certain parts of Pasadena. The City plans to activate Census ambassadors to conduct outreach activities, such as: attending City events, promoting Census-specific events, identifying newsletters and news outlets to insert Census information, encouraging people to fill out the online Census form, and participating in a speakers bureau to "get out the count." Bill Gould also participated in the Latino Heritage Parade and companion City Festival in support of the Pasadena Complete Count Committee's work.

Staff Contact: Fabiola Montiel (fmontiel@first5la.org)

State and Federal Advocacy Agenda

October 13, 2019 was the last day for Governor Gavin Newsom to sign or veto bills passed by the

State Legislature this 2019 legislative session. The policy team was pleased that Governor Newsom approved six bills supported by First 5 LA that were sent to his desk for consideration. These bills include:

- SB 464 (Mitchell): California Dignity in Pregnancy and Childbirth Act, which requires all perinatal providers working in California hospitals and health centers to receive implicit bias training.
- ACR 1 (Bonta): Immigration: Public Charges, which condemns the Trump's Administration's proposal to expand the definition of public charge for immigrants seeking to legally adjust their status.
- AB 378 (Limon): Childcare: Family Child Care Providers: Collective Bargaining, which allows childcare providers to collectively bargain on matters related to the terms and conditions of their employment.
- SB 225 (Durazo): State and Local Board Participation, which allows residents of California over the age of 18 eligible to hold an appointed civil office, regardless of their immigration status.
- SB 234 (Skinner): Family Daycare Homes, which will prohibit cities from requiring additional permits for families offering home-based early learning programs.

Additionally, following unanimous passage in the legislature, First 5 LA's sponsored legislation, AB 1004 (McCarty), which seeks to ensure more children receive timely and appropriate developmental screens, was also signed into law. To read more about this legislation change, see attachment (B. Early Childhood Matters article "A Child—and a Law—Worth Fighting For").

On Friday, October 11, federal judges in California, Washington, and New York blocked the Department of Homeland Security's (DHS) new "public charge" rule, opposed by First 5 LA, from going into effect on October 15. Pending further litigation, First 5 LA will continue working with partners to mitigate the impact the expanded rule has had on families seeking publicly-funded services for their children.

Since the October Board meeting, First 5 LA has taken a support position on a new piece of federal legislation, House of Representatives (H.R.) bill 4768, the Home Visiting to Reduce Maternal Mortality and Morbidity Act. The legislation seeks to double federal funding for the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program by 2022, one of the key funding sources for home visiting services in L.A. County. First 5 LA joined state and local advocacy organizations nationwide in a sign-on letter supporting the legislation. For a copy of First 5 LA's support letter, see attachment (C. H.R. 4768 Support Letter).

For a complete list of policy and budget positions on First 5 LA's State and Federal Advocacy agenda, please see attachment (D. State and Federal Advocacy Agenda).

Staff Contact: Anais Duran (aduran@first5la.org)

State and Federal Policymaker Engagement

Following the close of the 2019 state legislative session, First 5 LA staff continue to engage in advocacy and relationship building efforts with state and federal policymakers.

On October 24, 2019, Senior Government Affairs Strategist Jamie Zamora, Government Affairs Strategist, Anais Duran, Local Policy Specialist, John Bamberg, and First 5 LA Commissioner Romalis Taylor attended a California Senate Select Committee hearing on the Social Determinants of Children's Well-being. The hearing focused on immigration in Los Angeles and California's investments in immigrant children. Senator Holly Mitchell (D-Los Angeles) presided over the hearing

hosted in her district at Holman United Methodist Church. The hearing included several expert presentations on how the State and Los Angeles County are working together to support immigrant children and families in the wake of anti-immigrant federal policies, including the public charge expansion and the separation of families, opposed by First 5 LA. Jamie Zamora provided public comment to express First 5 LA's opposition to these policies and highlight the impact these federal proposals are having on children and families' ability to access publicly-funded early learning and health care services. Senator Richard Pan (D-Sacramento) and Senator Ben Allen (D-Santa Monica) were also in attendance.

On October 24, 2019, Senior Government Affairs Strategist Jamie Zamora and Government Affairs Strategist Anais Duran attended an SEIU hosted AB 378 celebration with Governor Gavin Newsom. The event marked the approval of legislation, supported by First 5 LA, that will allow more than 27,000 family child care providers the opportunity to collectively bargain.

On October 30, 2019, Senior Government Affairs Strategist Jamie Zamora attended an early learning site visit for Senator Bob Archuleta (D-Pico Rivera). The visit was hosted by the California Alternative Payment Program Association (CAPP) in the City of Pico Rivera at a Mexican American Opportunity Fund (MAOF) child care center. The visit was Senator Archuleta's first tour of an early learning center as a state or local elected official, and he expressed his desire to be a champion for early care and education in the state legislature.

On November 4, 2019, Executive Director Kim Belshe, Senior Government Affairs Strategist Jamie Zamora and Government Affairs Strategist met with Senator Maria Elena Durazo (D – Los Angeles) in her district office for an introductory meeting to discuss the First 5 LA Policy Agenda. Senator Durazo just completed her first year in the State Senate and supported First 5 LA sponsored legislation AB 1004 in the Senate Appropriations Committee. She also authored SB 225, which First 5 LA supported, that will allow California residents, no matter their immigration status, the opportunity to serve on state and local boards and commissions.

Staff Contact: Anais Duran (aduran@first5la.org)

Policy Events

From October 7-8, 2019, Vice President of Policy and Strategy Kim Pattillo Brownson, Early Care and Education Director Becca Patton, and Government Affairs Strategist Anais Duran along with early learning advocacy partners attended the Women in California Leadership Policy Retreat, the annual policy development event for the California Legislative Women's Caucus. First 5 LA partnered with First 5 California and other early learning advocates to partially sponsor the event, which provides the opportunity for policy leaders and advocates to engage with members of the California Legislative Women's Caucus. The Caucus continues to prioritize early childhood development in their annual state budget and legislative asks, and has been a key champion for early childhood development priorities for the past four years.

On October 14-15, 2019 Vice President of Policy & Strategy Kim Pattillo Brownson, Government Strategist Anais Duran, Communications Director Gabriel Sanchez and Policy Analyst Taylor Ferguson attended the Advancement Project's Annual Birth to Twelfth Grade Water Cooler Conference in Sacramento. The event, sponsored by First 5 LA, brought together education policy leaders, providers, advocates, and elected officials to discuss the importance of early childhood development and highlight the continuum of education equity from the earliest stages of life. Kim participated on the policy panel "Invest In Our Teachers, Students and Our Future—Schools & Communities First" and facilitated the lunchtime conversation with the Governor's Senior Policy Advisor for Early Childhood, Giannina Perez, and California Health and Human Services Agency Deputy Secretary for Early Childhood Implementation, Kris Perry.

On October 17, 2019, Government Affairs Strategist Anais Duran represented First 5 LA at a policy

roundtable in Washington, D.C. focused on ways Opportunity Zones can be productively used to increase access to child care. The convening was hosted by the Bipartisan Policy Center's Early Childhood Initiative and Public Private Strategies, and consisted of stakeholders from the business, non-profit and education sectors. The meeting focused on identifying principles for using incentives to build early childhood facilities for more child care spaces, as more than 60% of children under six reside in households where both parents work in these areas. First 5 LA engaged in the conversation to learn more about how other communities are leveraging Opportunity Zones to promote access to early learning programs. The City of Los Angeles alone has 193 Opportunity Zones approved in 13 Council Districts, and staff from the Community Relations and Strategic Partnerships Departments are engaging with city officials, community-based organizations, and local philanthropic partners interested in leveraging Opportunity Zones to promote investments in early childhood development.

On October 22, 2019, Senior Policy Strategist Charna Martin, Senior Strategic Advisor Lindsey Angelats, and LA Care Senior Director of Strategic Planning Wendy Schiffer participated in a panel titled "Pediatric Screening and Preventive Health Services" at the California Association of Health Plans 35th Annual conference in Palm Springs. The panel, facilitated by Lindsey, focused on opportunities for health plans to comply with AB 1004 requirements, state legislation sponsored by First 5 LA, and additional ways plans can improve access to early childhood health services.

From October 25-26, 2019, Vice President of Policy & Strategy Kim Pattillo Brownson attended the California Legislative Black Caucus' (CLBC) 11th Annual Leadership Symposium at Pebble Beach. She was accompanied by September Hill from Crystal Stairs' Community Voices program, representing over 1700 parent and community leaders from geographies represented by the Black Caucus, and she is an Early Care and Education Policy and Advocacy Fund (PAF) grantee. The event provided an opportunity for First 5 LA to continue building relationships with members of the CLBC that represent Los Angeles County, and was partially sponsored by First 5 LA.

On November 12, 2019, First 5 LA co-sponsored a policy discussion that featured five Latina Senators from Southwestern states, including Los Angeles State Senator Maria Elena Durazo (D-Los Angeles). The discussion focused on how each Senator is shaping policy in their respective states leading into the 2020 general election cycle, and included the topics of early childhood development, public charge, and census. The event was hosted by the UCLA Latino Policy & Politics Initiative (LPPI), which is a comprehensive think tank that addresses the most critical domestic policy challenges facing communities of color in states and localities across the U.S. During the event First 5 LA Commissioner Yvette Martinez provided closing remarks.

On November 12-13, 2019, Director of Public Policy and Government Affairs Peter Barth and Government Affairs Strategist Anais Duran participated in the annual First 5 Washington D.C. advocacy trip. During the trip representatives from California's network of First 5 agencies traveled to the nation's capital to advocate for priority early childhood development issues and build partnerships with national early childhood development policy development and advocacy organizations. The trip included individual partner meetings, a First 5 LA-sponsored breakfast with early childhood development advocates, and a series of meetings with federal lawmakers and their staff.

Staff Contact: Anais Duran (aduran@first5la.org)

Thought Leadership

Continuing in her second consecutive year participating in the Sacramento Bee and McClatchy News Service's "California Influencer" series, First 5 LA Executive Director Kim Belshé responded to the October 11 Influencer Opinion question, "Are later school start times the answer to getting kids more sleep? Maybe, maybe not."

Referencing the American Academy of Sleep Medicine's recommendation of 9 to 13 hours of sleep every 24 hours for young children, Belshé affirmed that a modified school start time would help to

promote their health. She further specified that this would be, "part of a broader solution that considers the effects later start times would have on parents in the workforce."
<https://www.sacbee.com/opinion/opinion-influencers/article236008843.html>

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

Executive Director Kim Belshé Pens Op-Ed Lauding Governor as Champion for Children

In an exclusive Sacramento Bee op-ed published on October 16, First 5 LA Executive Director Kim Belshé further strengthened the profile of First 5 LA as an influential opinion leader lifting up the importance of early childhood during the first year of office of Governor Gavin Newsom. The opinion piece addresses the governor's actions through budget, legislation and executive appointments as evidence he understands the imperatives necessary to create a lasting continuum of support, from prenatal to kindergarten, to increase every child's opportunity to succeed in life.

Belshé addressed the importance of quality programs in home visiting, developmental interventions and early learning and childcare as a multi-pronged approach to childhood development, and as particularly necessary for vulnerable disadvantaged children. She applauded the 2019-2020 state budget allocation of more than \$2 billion to young children and families. Belshé commended the pathway created by Assembly Bill 1004 to help families access developmental screenings. She also lauded the Senate and Assembly bills, respectively, allowing child care workers to collectively bargain for better wages and requiring medical staff to receive implicit bias training to reduce black maternal mortality. All, she expressed, build anticipation for his "Master Plan for Early Learning and Care."
<https://www.sacbee.com/opinion/opinion-influencers/article236315008.html>

Staff Contact: Gabriel Sanchez (gsanchez@first5la.org)

Events

23rd Annual Van Nuys Health Fair & Family Festival

Date: Oct. 19, 2019

Celebrating their 23rd year, the annual event was held at the Children's Community School, and once again offered much-needed service information and resources to members of the culturally and economically diverse Van Nuys community. An estimated 530 were in attendance, which included 170 children. First 5 LA's resource table, located just outside the obstacle course area, offered attendees a variety of giveaways.

The Taste of Soul

Date: Oct. 19, 2019

An estimated 350,000 visitors gathered along historic Crenshaw Blvd. to enjoy the annual day-long soul food and live music event. Throughout the free, family-friendly festival, First 5 LA engaged with a diverse gathering of attendees while providing a variety of resources, as well as useful and needed giveaways that ranged from Band-Aids and toothbrushes to pencils, lunchboxes and books.

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

Access L.A. City Hall

First 5 LA sponsored and supported our partners at the Los Angeles Area Chamber of Commerce's annual ACCESS City Hall on October 2nd. ACCESS L.A. City Hall is an annual event organized by the LA Chamber to facilitate dialogue between business leaders, organizations, and LA City elected representatives. Representatives from First 5 LA's Strategic Partnerships, Community Relations, Policy and Communities Departments participated. The Chamber presented their annual economic report to the LA City Council meeting. As part of the presentation, Chamber Board President Jerry Neuman specifically highlighted the work of First 5 LA and the importance of investing in early childhood.

Following the presentation at City Council, the Chamber hosted a reception for LA City Public Officials and their staff to allow for further engagement between LA City Public Officials and Chamber members. During the reception, First 5 LA staff shared our priorities, including: the role early childhood investments play in economic development, First 5 LA's support of the governor's budget expanding Paid Family Leave, and Councilmember Krekorian's motion to reinstate childcare centers operated by the LA City Dept of Recreation and Parks. The Chamber's Education and Workforce Development Council, co-chaired by Policy and Strategy Division Vice President Kim Pattillo Brownson, advocated for a comprehensive advocacy agenda to address the holistic needs of our most vulnerable children and youth. First 5 LA assisted with their advocacy asks, including: Supporting high-quality early education; work-based learning in K-12 schools; career pathways to in-demand industries and occupations; and the City, in partnership with business and industry, to ensure greater access to economic opportunity and social mobility. Supporting the expansion of 2,500 new early childhood education provider slots Developing a viable solution to expand Paid Family Leave to support working parents.

Staff Contact: Kim Milliken Hayden (kMilliken_Hayden@first5la.org)

VI. MEASUREMENT, LEARNING AND EVALUATION

First 5 LA at the Learning about Learning Convening

On October 29, 2019, Manuel Fierro, Director, Integration and Learning, participated in the convening Learning about Learning: Connecting Internal and External Foundation Learning in Denver, Colorado. This free peer learning session was led and facilitated by the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University, which publishes The Foundation Review on a quarterly basis, and Evaluation Roundtable, a network of foundation leaders that aims to improve evaluation and learning practice in philanthropy. This convening builds upon previous evaluation roundtables and two recent issues of The Foundation Review, that focus on strategies for connecting internal and external learning practices. The goals of the event were to surface effective learning practices and to identify future research needs in the field of philanthropy. The session brought together grantmakers from the United States and Canada, as well as consultant firms working with the philanthropic sector to discuss, develop and maximize opportunities to apply learning to current and future work. A benefit of the format was that it allowed participants to learn from both the authors of the journal articles and other participants. Learnings from the session will be shared with staff and will inform the ongoing development of First 5 LA's Impact Framework. Add the body of your item here. Include formatting and hyperlinks.

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

VII. LEGACY INVESTMENTS

Nothing to highlight this month

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to highlight this month

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

Nothing to highlight this month

X. BOARD RELATIONS

Update on Board Surveys

First 5 LA's Board Relations Specialist conducted two surveys back in July 2019. A Board communication survey was conducted as an ongoing effort to effectively support Commissioners in their governing role. The intent of the second survey was to gather information on Commissioner background and expertise, relevant to First 5 LA's strategic priorities, that could be leveraged to help advance our strategic goals and results for children and families.

To date, staff is pleased to announce that we have received a response rate of 81% on the Board communication survey and a response rate of 62% on the Board expertise and background survey. Staff is appreciative of all Commissioners who took the time to complete the surveys and provide us with important feedback and information that will help us in better supporting Commissioners as our governing Board.

As next steps, Commissioners will notice that some immediate actions have already been taken in response to the Board Communication survey. Beginning with the October Board meeting, staff began including a meeting summary to complement meeting transcripts to help synthesize key information and action presented at Board meetings. Additionally, a full report out of Board communication survey findings and recommendations is included in this month's ED Report (See Attachment E). The results of the second survey will be used as an internal resource for staff.

Staff will continue to synthesize Board Communication survey results to identify the best approach(es) that would strengthen how we communicate with Board members. Additional Board survey updates will be provided in future ED reports.

Staff Contact: Linda Vo (lvo@first5la.org)

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

Procurement Update

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

The following contracts were executed between September 19, 2019 and October 30, 2019. Copies of the executed contracts can be found here: https://www.first5la.org/uploads/files/ed-report-contracts-november-2019_242.pdf

#10212 DE LAGE LANDEN FINANCIAL SERVICES – Contract Amount: \$58,282

Contract Period: 10/1/2019 – 9/30/2024

The vendor will provide financial services for the 60-month lease of two (2) color copier machines. First 5 LA awarded the Color Copier/Printers Invitation to Bid to Anderson Business Technology. Anderson Business Technology partners with De Lage Landen Financial Services for the leasing of equipment. The copier/printers will be set-up at the First 5 LA's offices for its business operations.

#10214 RSI SYSTEMS, INC. DBA RSI SECURITY – Contract Amount: \$29,995

Contract Period: 10/23/2019 – 12/31/2020

The Contractor will conduct an assessment of First 5 LA's data needs and current data environment based on their expertise on Health Insurance Portability and Accountability Act ("HIPAA") to inform a summary report detailing recommendations to ensure compliance with HIPAA regulations for First 5

LA funded and supported programs and evaluations.

Staff Contact: Andrea Abeleda (aabeleda@first5la.org)



Los Angeles Early Care and Education Provider Financial Analysis

Successful transition to an expanded and equitable early care and education system in California is dependent on addressing the intersection of quality, a sustainable workforce, and full cost funding.

Early care and education (ECE) programs in Los Angeles County provide critical childcare and pre-school services for families with children birth through age five. In addition to making it possible for parents to work and contribute to the economy, high-quality ECE programs foster healthy brain development, support the social-emotional and cognitive needs of young children, and profoundly influence children's readiness for school and life. ECE providers are the unsung heroes committed to the success of the children and families they serve.

Nonprofit Finance Fund (NFF) partnered with the California Community Foundation and First 5 LA to study the financial and operational challenges faced by 26 ECE center-based providers in Los Angeles County (with California Department of Education contracts) to help identify policy and systems change solutions that enhance the fiscal strength of the sector, so that more providers have the resources needed to provide quality care.



Photo courtesy of First 5 LA



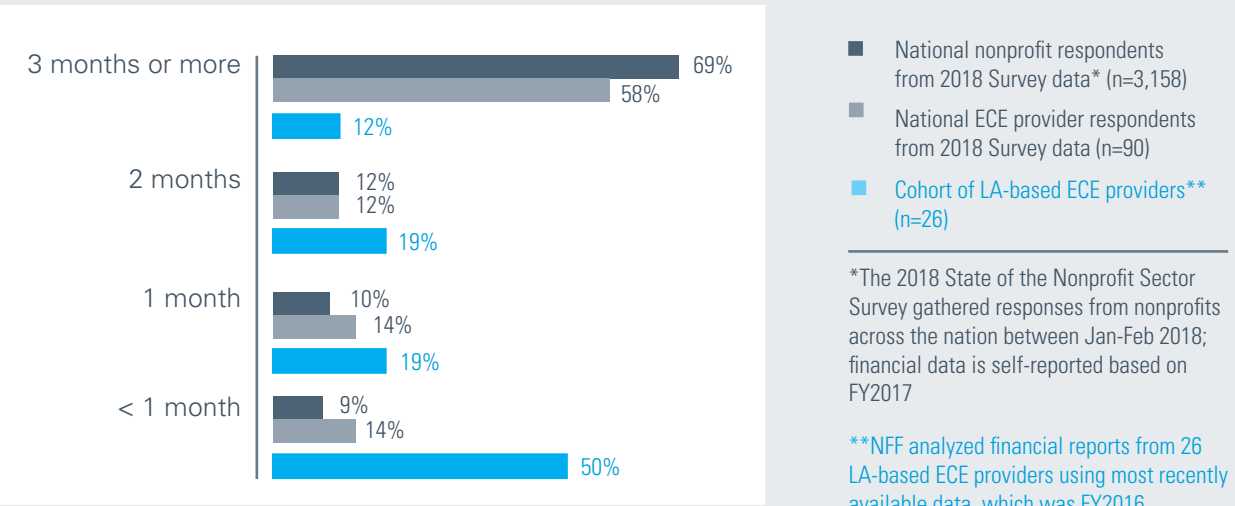
Key Findings

FOSTERING YOUNG MINDS AND DEVELOPING BRAINS WITH LITTLE MARGIN FOR ERROR

Providers struggle to cover year-to-year expenses much less build any “safety net” (i.e., cash reserves). More than 50 percent of LA-based ECE providers studied in this analysis had less than one month of cash on hand (as compared to only 9 percent of national nonprofits from the 2018 State of the Nonprofit Sector Survey).

COMPARISON OF LIQUIDITY: MONTHS OF CASH

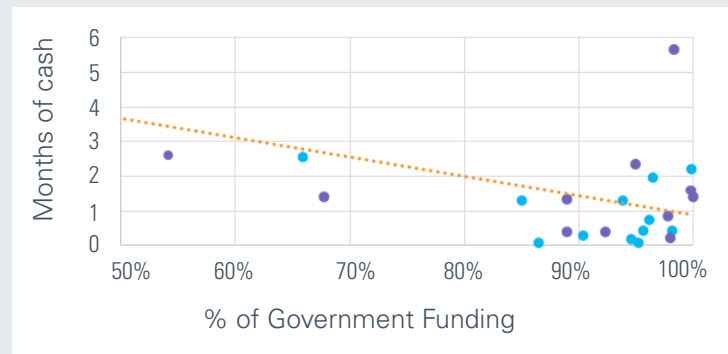
We compared our financial analysis of 26 LA-based ECE providers with results from the 2018 State of the Nonprofit Sector Survey to set context for how their financial positions differ from other ECE providers and nonprofits across the nation.



We found that LAC-based providers who deliver primarily ECE services struggle more with liquidity than multi-service organizations that offer a broader range of services to children and families, which is likely the result of a lack of public investment in ECE programs.

Providers who rely predominantly on government funding consistently experience cash constraints, which they attribute to insufficient reimbursement rates. Others voiced challenges around the onerous burden of managing multiple, disconnected public funding streams.

MONTHS OF CASH BY PERCENTAGE OF GOVERNMENT FUNDING



- Multi-service providers
- ECE-only providers

Analysis based on FY2016 financial reports from 26 LA-based ECE providers.

INEQUITABLE ACCESS TO QUALITY PROGRAMS AND FUNDING RESOURCES

Providers identified disparities in the care that low-income children receive. Funding sources such as California State Preschool Program, Head Start, and Alternative Payment Program all have varying quality requirements, and as one provider described:

“The experience of the child depends on which pot the money came from ... [and that] is not equitable for the child.” LA ECE Provider

ECE providers serving children from LA’s most disinvested communities have greater cash constraints relative to peers with more access to wealth. Particularly among organizations serving communities of color, providers described challenges accessing board members, donors, and/or philanthropic entities—all of which are instrumental to subsidizing the full cost of quality care.

WORKFORCE: UNSUNG HEROES

The ECE workforce – made up of predominantly women of color and immigrants¹ – is significantly underpaid and overworked. This project estimated an average annual compensation of \$21,000 per employee, which falls below the 2017 federal poverty threshold of \$24,600 for a family of four.² Additionally, there is significant inequity in wages between ECE workers and the K-12 workforce, despite a similar level of the rigor in work requirements.

“Our teachers subsidize this industry – by working sub-standard wages and working without the necessary supports in the classrooms.” LA ECE Provider

“This is a Fair Trade issue, it’s happening right here in the United States and right in California. The government wants to get the best bang for its buck, but the people who are delivering the service are being exploited. It’s a Fair Trade issue and exploitation ...we should know what it costs and fund it.” LA ECE Provider

Family Child Care (FCC) providers are proud small businesses that care for children in their own home. Though the focus of this project was on center-based providers, any discussion about California’s expanded ECE system must be inclusive of the experience of FCCs, who play a critical role in serving families who are less likely to be able to use center-based care—such as families with non-traditional work hours, infants and toddlers, and children with special needs.³ This project reveals the need for both operational/financial infrastructure support as well as more inclusive approaches to support FCCs as a valued part of the field.

“Without money in the bank, we would lose our homes and lose our businesses. We are business owners and without cash flow we don’t make it. With two months [of cash on hand], it hurts. We wouldn’t survive. We’re living paycheck to paycheck.” LA FCC Provider

1 Johnson-Staub, C. (2017). Equity Starts Early, Addressing Racial Inequities in Child Care and Early Education Policy; CLASP; see also Gould, E., Whitebook, M., Mokhiber, Z., and Austin, L. (2019). Breaking the Silence on Early Child Care and Education Costs; Center for the Study of Child Care Employment.

2 McLeon, C., Whitebook, M., and Roh, E. (2019). From Unlivable Wages to Just Pay for Early Educators, Center for the Study of Child Care Employment; University of California, Berkeley.

3 Henly, J., and Adams, G., (2018). Increasing Access to Quality Child Care for Four Priority Populations; University of Chicago and Urban Institute.

Top Recommendations

1. **More public investment is needed** to:
 - Cover providers' full cost of delivering quality care (including FCCs)—starting with increased subsidy reimbursement rates under the current structure. Additional detailed cost-modeling studies are needed to more thoroughly understand the full cost of delivering quality care and inform the reimbursement rate setting.⁴
 - Incentivize FCCs, who are well positioned to serve high need communities, to participate in subsidized programs—starting with reimbursing them at 100% of the regional market rate (RMR).
 - Increase base compensation (both wages and benefits) with stable funding streams.
2. **Public ECE contracts should be restructured** to (1) reduce the complex, onerous administration burden for already-stretched ECE staff and (2) protect against any delays in payments
3. **Policymakers and philanthropic donors must coordinate strategically** to provide more capital to the field – especially ongoing, flexible funding to support operations and build necessary cash reserves.
4. **Funders need to offer financial health capacity-building support to ECE providers** to: manage the volatility of ECE business models; better understand their full cost; and prepare for the opportunity of ECE expansion in the state of California.
5. **Policymakers need to further understand the barriers for providers to participate in quality improvement programs** so that providers can access the necessary quality supports they need to serve families. Policymakers will want to ensure equitable coordination of funding streams so that supports reach the providers who need it the most.

CONCLUSION

The expansion of quality ECE in California will be dependent on full cost funding to support both the existing and expanded system, including the supply and retention of a qualified workforce. From an equity perspective, the state's expansion efforts will necessitate a reevaluation of the existing funding system—not just in terms of level of investment (increased reimbursement rates & philanthropic support) but the structure in which funding streams flow to ECE providers (coordination and streamlining of funding sources). Ultimately, successful transition to an expanded equitable ECE system in California will be primarily dependent on addressing the intersection of quality, a sustainable workforce, and full cost funding.

⁴ Capito, J. (2019). Comprehensive Fiscal Analysis (CFA) of Los Angeles's Early Childhood Education System; Capito Associates.

NFF AUTHORS

Annie Chang and Kristine Alvarez



Nonprofit Finance Fund® (NFF®) advances missions and social progress in underserved communities through financing, consulting, partnerships, and knowledge-sharing. A leading Community Development Financial Institution (CDFI), NFF currently manages over \$347 million. Since 1980, we have provided \$875 million in financing and access to additional capital in support of over \$2.9 billion in projects for thousands of organizations nationwide. To learn more, visit us online at nff.org.

A CHILD—AND A LAW—WORTH FIGHTING FOR

Writer & Editor: [Jeff Schnauffer](#)

Published October 29, 2019

“If a thing is worth doing, it is worth doing well. If it is worth having, it is worth waiting for. If it is worth attaining, it is worth fighting for. If it is worth experiencing, it is worth putting aside time for.” – Oscar Wilde

A lot can happen in two years:

- Using 2.5 million rivets, French workers constructed the 1,063-foot tall Eiffel Tower
- Voyager 1 journeyed more than 360 million miles through space to reach Jupiter
- Heather Breen searched for support for her daughter

Several years ago, Breen contacted the Los Angeles County Regional Center with concerns that her 2-year-old daughter, Clara, was still not talking and could only say a handful of words. She was told that because her daughter could say even a few words, she did not qualify for services.

“I hit a closed door on a single phone call,” Breen recalled.

Breen was launched into a confusing, bureaucratic, time-consuming process with little guidance or assistance. By the time Clara was 3, Breen had taken her daughter to four different pediatricians — each one providing a “developmental screen” through a form filled out by parents.

“No one reviewed the forms with us, asked us questions directly, or assisted us with interpreting the questions. If I asked for clarification, I was offered a variation on ‘do the best you can,’” Breen recalled.

Breen, who previously worked at First 5 LA and as a special education paraprofessional, was dumbfounded. “If any parent should have been able to navigate the system and get her child diagnosed early it’s me, yet even my family, my child, fell through the cracks,” she said.

Clara was eventually diagnosed with autism in San Diego by a program funded by First 5. It was a year and a half after the phone call to the Regional Center. She would not receive services for another six months.

“By the time my daughter received her formal diagnosis, she was almost four years old,” Breen said. “(This) later diagnosis meant my daughter did not receive early intervention services that would have changed the course of her development, helped us properly care for her, and led to a better outcome.”

Just as Breen never gave up on helping her child, First 5 LA did not give up on legislation to improve developmental screening rates for many of California’s children.

And, yes, it also took two years.

This fall, First 5 LA ended a two-year journey through Sacramento’s legislative labyrinth to reach a momentous milestone: the agency’s first-ever sponsored bill inscribed into law by a California governor.

Signed by Gov. Gavin Newsom on September 30, [Assembly Bill 1004](#) will help to ensure California’s babies and toddlers receive the developmental screenings — and the services — they are entitled to through Medi-Cal. Authored by [Assemblyman Kevin McCarty](#) (D-Sacramento), a version of AB 1004 was originally introduced by McCarty in 2018 as AB 11. Both AB 11 and AB 1004 were co-sponsored by First 5 LA, the [First 5 Association of California](#) and [Children Now](#).



“I was very pleased to see AB 1004 get signed into law, especially since we had been working on this issue for the past several years in the Legislature,” McCarty said. “With the new governor’s emphasis on supporting early childhood development, we had a great shot this session to get a bill signed that would provide developmental screenings for our infants and toddlers.”

“AB 1004’s signing is the culmination of two years of fantastic work with over 200 partners to lift up the importance of developmental screenings for our youngest children,” said First 5 LA Vice President of Policy and Strategy Kim Pattillo Brownson. “Under the strong leadership of Assemblymember Kevin McCarty, and with robust support from the First 5 Association and Children Now, our partners from across the state made clear that we must and can do better for our youngest children.”

“AB 1004 is a great example of First 5 LA’s systems change agenda in action,” said First 5 LA Senior Policy Strategist Charna Widby, who led First 5 LA’s effort on the bill. “The depth and breadth of our health systems investments and community partnerships identified a specific obstacle in the system that we were then able to elevate, lead on and change. AB 1004 will provide improved oversight and data quality around developmental screening practices, and in turn allow us to continue to better target resources and strengthen the early identification and intervention system.”

Why Developmental Screenings?

Developmental screenings performed during pediatric visits for babies and toddlers help to identify concerns about a child’s healthy development and are the first step to accessing critical early intervention services. A child’s brain develops rapidly during the first five years of life, and unidentified delays can negatively impact school readiness and overall well-being.

However, providers often rely on informal observation or surveillance to identify delays, without the benefit and sensitivity of a validated screening tool at the intervals recommended by the American Academy of Pediatrics in their [Bright Future guidelines](#) to identify any developmental concerns at the earliest moment. AB 1004 stipulates that providers adhere to the Bright Futures timeline for developmental screenings, as well as use a validated screening tool.

AB 1004's provisos specifically benefit children insured through Medi-Cal. It is estimated that only 36 percent of young children enrolled in Medi-Cal received timely developmental screenings in 2015, which are required as part of the federal Medicaid Early and Periodic Screening, Diagnostic and Treatment (EPSDT) benefit entitlement. Even less receive the timely access to needed interventions. Nearly half of the state's children ages 0-5 are insured through Medi-Cal.

The bill also improves oversight by aligning the state's reporting requirements for developmental screening with the implementation of the federal reporting requirements on the Core Set of Children's Health Care Quality Measures for Medicaid and Children's Health Insurance Program (CHIP) that take effect in 2024.

"AB 1004 is a really significant milestone for First 5 LA because it's the first time legislation we've driven will become state law," said First 5 LA Policy Analyst Andrew Olenick. "AB 1004 is also just good policy, and the most exciting part is that it will help support the healthy development of children."

Learning from the Past

First 5 LA's AB 1004 [advocacy odyssey began in fall 2017](#) during a phone call between Widby, Early Care and Education Director Becca Patton and McCarty. They discussed the importance of early screenings for developmental delays in children, an issue the two knew well through First 5 LA's [First Connections and Help Me Grow-LA](#) work.

This set the wheels in motion for AB 11, a bill to improve developmental screening rates for low-income children age 0-3.

AB 11 marked the first time that First 5 LA helped craft legislation early in the drafting process, a turning point for the agency. This was spawned by a new [policy and systems change agenda](#) approved by the Board in November 2017, which enabled First 5 LA to engage in policy development and advocacy from the early moments possible.



"Giving voice to the needs of our youngest through the promotion and sponsorship of legislation reflects our commitment to improving the quality of their lives in concrete and tangible ways," First 5 LA Commissioner Marlene Zepeda said of the Board's 2017 decision.

Over the following months, Widby, Patton and other members of First 5 LA's Public Policy and Government Affairs team met with lawmakers, coordinated with co-sponsors, drafted and sent support letters and discussed the bill's language with stakeholders and relevant committee staff. Through these efforts, First 5 LA and its partners helped McCarty in moving AB 11 unanimously through the Legislature in 2018, working with 77 organizations who publicly supported the legislation and engaging with nearly 200 organizations over the year.



While the bill was vetoed by then-Gov. Jerry Brown, lessons were learned from the connections, the collaboration and the influence that arose from elevating the issue of early identification and intervention during the year.

As Widby said at the time: “We have a long game here. It’s a foundation we can build on.”

Seizing New Opportunities

With the November 2018 election of Newsom — whose campaign touted the importance of early childhood investment — First 5 LA, the bill’s co-sponsors and McCarty eyed a new opportunity to reintroduce AB 11.

This was bolstered by Gov. Newsom’s proposed 2019-2020 budget, introduced in January, which recommended \$2.7 billion in early childhood investments statewide that aligned with First 5 LA priorities.

So it was that McCarty introduced AB 1004 in February. With lessons learned from AB 11, First 5 LA worked again with the bill’s co-sponsors and McCarty to move the measure through the Legislature, which included 8 different committees and two floor votes.

At the same time, First 5 LA supported more than a dozen other child- and family-strengthening state bills aligned with its priorities and advocated for the governor’s early childhood budget proposals. These efforts were often supported by First 5 LA’s state advocates – [California Strategies](#) – and partners in advocacy like [Advancement Project](#), Children Now, [Child360](#), [the Child Care Alliance of Los Angeles](#), the [Los Angeles Area Chamber of Commerce](#), the First 5 Association of California, [First 5 California](#) and [Early Edge](#), among others.

In June, Gov. Newsom approved the 2019-2020 budget that [included nearly \\$2.8 billion focused on early childhood development priorities](#), including \$95 million to improve rates of developmental screenings and screenings for adverse childhood experiences (ACEs) to build a more responsive and trauma-informed healthcare delivery system. Trauma informed systems change and early identification and intervention (EII) are key [integrated health priorities](#) for First 5 LA.

[Photo Courtesy Gov.Ca.Gov]

In September, following unanimous passage in the Legislature, Gov. Newsom signed AB 1004 into law. In addition, Gov. Newsom signed five of the bills supported by First 5 LA (click [here](#) for a synopsis), which will be detailed further in next month’s newsletter.

“First 5 LA has been a dedicated supporter of early childhood development, and their experience out in the field has been crucial in pressing this issue at the state level,” McCarty said. “Their efforts in providing key witnesses to testify on behalf of this bill and their ability to educate lawmakers on the importance of expanding developmental screenings played a key role in getting AB 1004 signed into law.”

For all involved, the signing of AB 1004 sent a message.

“With the passage of AB 1004, First 5 LA messages to those we serve and beyond that we are serious about standing up for what is right for our youngest,” Zepeda said. (Click [here](#) to read October's Commission Summary for more reactions from Commissioners.)

Ted Lempert, President of Children Now, said in a statement that AB 1004 builds on and complements the state budget's multi-million-dollar investment in developmental screenings “by setting parameters to ensure the state delivers quality child health screenings through Medi-Cal that are required by law — screenings which, unfortunately for our kids, have not been happening for a long time.”

“The partnership with First 5 LA and Children Now on the fundamental priorities for early childhood system building, including developmental screenings, reflects the broad-based consensus we have been building with partners at both the local and state levels,” First 5 Association Executive Director Moira Kenney said. “This is a powerful approach that reflects our core commitment to California's success.”

Making Steady Progress

Breen, who provided testimony in favor of AB 1004, was also glad the bill was signed into law.

“However, we can do so much better and making improvements is in everyone's interest,” Breen said. “Ensuring that all kids are screened early is so important.”

Meanwhile, Breen said Clara is making “steady progress.”

“We have a terrific team now, but it has taken years to develop,” she said. “I have found that you cannot use the same interventions for every kid. You have to find the right therapeutic approach for YOUR child. It's critical that parents learn how to be good advocates for their children.”

“We're hopeful for Clara and we love her — autism and all.”

Jessica Berthold, Communications Director at the First 5 Association of California contributed to this article

Tags: [News & Resources](#)

ATTACHMENT C



October 31, 2019

The Honorable Richard Neal
Chair, House Ways & Means Committee
1102 Longworth House Office Building
Washington DC, 20515

The Honorable Kevin Brady
Ranking Member, House Ways & Means Committee
1102 Longworth House Office Building
Washington DC, 20515

RE: Support– H.R.4768 (Davis, with Neal, Doggett, Blumenauer, Castor, Chu, DeGette, Evans, Higgins, Horsford, Kildee, Larson, Lewis, Moore, Pascrell, Jr., Sanchez, Sewell, Suozzi and Gomez): Home Visiting to Reduce Maternal Mortality and Morbidity Act

Dear Chairman Neal and Ranking Member Brady,

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA is proud to support H.R.4768 (Davis, with Neal, Doggett, Blumenauer, Castor, Chu, DeGette, Evans, Higgins, Horsford, Kildee, Larson, Lewis, Moore, Pascrell, Jr., Sanchez, Sewell, Suozzi and Gomez), which would increase total federal funding for the Maternal, Infant, and Early Childhood Home Visiting Program (MIECHV) from \$400 million to \$800 million over two years. Current funding for MIECHV leaves far too many families without the option of receiving home visits, and also hampers potential programmatic innovation, cross-agency collaboration, data collection, evaluation efforts and workforce training. By directing additional funds to MIECHV, H.R.4768 will provide home visiting supports to many more families in California and throughout the country, and allow for program enhancement, innovation and improvement that is not currently possible.

Home visitation programs can play a powerful role in supporting parents and improving child development outcomes. More specifically, through regular, planned and voluntary home visits, credentialed and trained home visitors, often nurses, social workers or mental health professionals, provide parents with coaching and resources, help magnify parental skills, support child health and development, promote school readiness and prevent and respond to trauma. Furthermore, home visitation helps address the causes of maternal mortality and morbidity, which is crucial because the United States is one of just 13 countries worldwide whose maternal mortality rate has risen over the past quarter century. H.R.4768 would make a significant impact on the maternal mortality and morbidity crisis by expanding access to

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home visiting supports that close gaps in connections to appropriate services, address social determinants of health that negatively impact pregnancies, and broadly break down barriers to care.

Despite the powerful role home visitation plays in supporting maternal and child health, there is significant unmet need. At current funding levels, California's MIECHV program for example, known as the California Home Visiting Program, operates in just 22 of the state's counties, and thus fails to reach the families in each of its other 36 counties. This highlights both the program's relatively limited reach and the geographic based disparities in who can receive supports. Given sufficient resources, evidence-based home visitation should be available to any and every pregnant woman who is of lower-income and experiencing multiple psychological risk factors, not just families who happen to live in relatively limited service areas. By increasing federal funding for MIECHV, H.R.4768 will help ensure that many more families can access voluntary home visiting supports, promoting maternal health, optimal child development and familial well-being in the process.

For all of these reasons, First 5 LA supports H.R.4768. We respectfully ask for your support as well. If we can be of further assistance, please contact Charna Martin, Senior Policy Strategist, at CMartin@First5LA.org.

Sincerely,

Kim Belshé
Executive Director

CC: Members and Staff of the House Ways & Means Committee

Representative Danny Davis
Representative Richard Neal
Representative Lloyd Doggett
Representative Earl Blumenauer: Democrat representing Oregon's 3rd district
Representative Kathy Castor
Representative Judy Chu
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Representative John Larson
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Representative Bill Pascrell, Jr.
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Representative Terri Sewell
Representative Thomas Suozzi
Representative Jimmy Gomez

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Early Care & Education					
Assembly Bill (AB) 125	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Early childhood education: reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Senate Appropriations Committee (2-year bill)		Support
AB 194	Reyes (D-San Bernardino)	Child care and development services: This bill would make legislative findings and declarations relating to early care and education programs and would state the intent of the Legislature to enact legislation to appropriate \$1,000,000,000 to immediately improve access to alternative payment programs and general childcare and development programs.	Assembly Appropriations Committee (Held)		Support
AB 324	Aguiar-Curry (D-Napa), Rubio	ECE Workforce: In 2000, AB 212 (Aroner) authorized funds from the California Department of Education (CDE) for childcare development staff retention. These funds aim to retain quality staff who have experience working directly with children in state-subsidized, Title 5 child development programs. AB 324 requires CDE to develop guidelines for the use of AB 212 funds. The new guidelines will still allow for local flexibility, but will create a standardized, effective, and measurable funding program. These guidelines will prioritize stipends that recruit, strengthen, and retain a quality, diverse ECE workforce.	Senate Appropriations Committee (2-year bill)		Support
AB 378	Limon (D-Santa Barbara), Gonzalez, Kalra Chiu, Blanca Rubio, Mark Stone, Wicks, and Galgiani	Childcare: family childcare providers: bargaining representative: Provides that family childcare providers have the right to form, join, and participate in the activities of a provider organization of their own choosing for the purpose of representing them and bargaining on matters related to the terms and conditions of their employment.	Signed by Governor Newsom		Support
AB 452	Mullin (D-Daly City)	California Child Care Facilities Grant Program: This bill would seek to appropriate funds of between \$25,000,000 and \$35,000,000 towards grants to develop childcare facilities that serve children from birth to age three, with no less than \$10,000,000 of which dedicated to Early Head Start facilities.	Senate Education Committee (2-year bill)		Support
AB 1001	Ting (D-San Francisco), Mullin	Local Planning Councils: AB 1001 would restructure the composition of local planning councils (LPCs) to be more representative of the local communities they serve, and would appropriate no less than \$10,000,000 to LPCs to sufficiently fulfil their primary functions.	Senate Appropriations Committee (2-year bill)		Support
SB 174	Leyva (D-Ontario)	Reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Assembly Appropriations Committee (2-year bill)		Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
SB 234	Skinner (D-Oakland)	Family Daycare Homes: Under existing law, the California Child Day Care Facilities Act, the State Department of Social Services licenses and regulates family daycare homes. Under existing law, a small family daycare home, which may provide care for up to 8 children, is considered a residential use of property for purposes of all local ordinances. Existing law authorizes a city, county, or city and county to either classify a large family daycare home, which may provide care for up to 14 children, as residential use of the property or to provide a process for applying for a permit to use the property as a large family daycare home. This bill would instead require a large family daycare home to be treated as a residential use of property for purposes of all local ordinances.	Signed by Governor Newsom		Support
SB 321	Mitchell (D-Los Angeles)	CalWORKs: supportive services: childcare. This bill would increase access to childcare supportive services for welfare-to-work participants by, among other things, requiring that the childcare be full-time unless the participant determines that part-time care better meets the family's needs, requiring first-stage childcare to be authorized for one year, or until the participant is transferred to the 2nd stage of childcare, and prohibiting the first stage or the 2nd stage of childcare services from being discontinued until confirmation is received from the administrator of the subsequent stage of childcare that the family has been enrolled or that the family is ineligible for services in the subsequent stage of childcare.	Assembly Human Services Committee (2-Year bill)		Support
State Budget Request: Child Care Bridge Program	\$47,000,000	\$47 million to support additional vouchers to assist families in paying for emergency, short-term child care for foster children in a home-based family care setting, allowing approximately 19,000 foster children to receive child care for up to six months on an immediate basis.	\$10 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Infrastructure	\$500,000,000	One-time funding to improve child care infrastructure, including support for professional development and facilities.	\$245 million for facilities, and \$195 million for professional development appropriated in 19-20 budget.		Support
Gov. Budget Proposal: CSU Child Care Infrastructure	\$247,000,000	California State University (CSU) system would receive \$247 million in one-time funding which could be used to expand child care facilities for students with young children.	\$239 million appropriated in the 19-20 budget.		Support
Gov. Budget Proposal: California State Pre-School	\$125,000,000	\$125 million would provide an additional 180,000 full-day, full-year pre-school spaces in 2019-20, increasing to 200,000 students by 2022.	\$31 million appropriated in 19-20 budget, and \$125 million in 20-21.		Support
Gov. Budget Proposal: Roadmap for Universal Pre-School and Child Care	\$10,000,000	\$10 million to develop, in partnership with the State Board of Education, Department of Finance, and Department of Social Services, a roadmap toward universal pre-school and quality, affordable subsidized child care in California.	\$5 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: CalWORKs Stage 1 Child Care	\$ 54, 200,000	\$54.2 million to stabilize child care for families receiving CalWORKs Stage 1 support, allowing children to remain in care programs for 12 months.	\$56.4 million appropriated in 19-20 budget		Support
Gov. Budget Proposal: Proposition 64 Child Care	\$80, 500,000	\$80.5 million in Proposition 64 (Cannabis) prevention fund dollars to expand access to child care.	\$80.5 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Emergency Child Care Vouchers	\$12, 800,000	\$12.8 million in federal funds to support emergency vouchers for families in crisis requiring temporary care or cash aid to support the cost of care.	Not appropriated in the 19-20 budget.		Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: Quality Counts Program	\$2,200,000	\$2.2 million in ongoing federal funds to improve child care quality through Quality Counts California, the state's quality rating and improvement system.	\$2.2 million appropriated in 19-20 budget.		Support
Health					
AB 526	Petrie-Norris (R-Irvine)	Medi-Cal: This bill would create an expedited Medi-Cal enrollment pathway for children and pregnant women, by allowing the data individuals provide when applying to the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) to also determine eligibility for Medi-Cal. The state would accomplish this by utilizing Medicaid's Express Lane Eligibility (ELE) authority. This allows children to concurrently apply for Medi-Cal, as well as pregnant women into Presumptive Eligibility Medi-Cal status, when applying to certain other federal benefits programs. The bill would also fund infrastructure and systems changes needed to enable information sharing between WIC and Medi-Cal.	Assembly Appropriations Committee (2-year bill)		Support
AB 1004	McCarty (D-Sacramento)	Developmental screening services: This bill is the re-introduction of AB 11, which would require, consistent with federal law, that screening services provided as an EPSDT benefit include developmental screening services for individuals zero to 3 years of age, inclusive. The bill would require the department to ensure a Medi-Cal managed care plan's ability and readiness to perform these developmental screening services, and would require the department to adjust a Medi-Cal managed care plan's capitation rate, as specified. Until July 1, 2023, the bill would require an external quality review organization entity to annually review, survey, and report on managed care plan reporting and compliance with specified developmental screening tools and schedules.	Signed by Governor Newsom		Co-Sponsor
Senate Bill (SB) 66	Atkins (D-San Diego), McGuire	Medi-Cal: federally qualified health center and rural health clinic services: This bill would authorize reimbursement for a maximum of 2 visits taking place on the same day at a single location if after the first visit the patient suffers illness or injury requiring additional diagnosis or treatment, or if the patient has a medical visit and a mental health visit or a dental visit, as defined.	Assembly Appropriations Committee (2-year bill)		Support
SB 464	Mitchell (D-Los Angeles)	Implicit Bias: This bill would make legislative findings relating to implicit bias and racial disparities in maternal mortality rates. The bill would require a hospital that provides perinatal care, and an alternative birth center or a primary clinic that provides services as an alternative birth center, to implement an implicit bias program, as specified, for all health care providers involved in perinatal care of patients within those facilities. The bill would require the department to track and publish data on maternal death and severe morbidity, disaggregated by county, facility, and racial and ethnic identity.	Signed by Governor Newsom		Support
Gov. Budget Proposal: Developmental Screenings	\$60,000,000	\$60 million in state and federal funding to increase developmental screening rates for young children.	\$53.9 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Adverse Childhood Experiences	\$45,000,000	\$45 million in state and federal funding to ensure all families on Medi-Cal receive Adverse Childhood Experiences (ACEs) screens.	\$40.8 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Black Infant Health	\$12,000,000	\$12 million to further address disparities in infant and maternal mortality for African American women.	\$19.5 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Training for Trauma Screenings	\$25,000,000	\$60 million over three years in Proposition 56 funding, starting with \$25 million in FY 19-20, to train providers responsible for conducting the trauma screenings proposed in the January budget.	\$50 million appropriated in 19-20 budget.		Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: Cannabis surveillance and education	\$12,000,000	\$12 million for the California Department of Public Health to conduct cannabis surveillance and education programs.	\$12 million appropriated in 19-20 budget		Support
Federal Policy					
HR 4107	DeSaulnier and Davis, with Huffman, Fitzpatrick, Levin, Holmes Norton, Jackson Lee, Soto and Scanlon),	Early Childhood is the Right IDEA Act: HR 4107: The Funding for Early Childhood is the Right IDEA Act, would increase federal funding for two programs within the Individuals with Disabilities Education Act (IDEA). Specifically, it would call on Congress to boost IDEA Part C and Section 619 funding to between approximately \$1,700 and \$1,900 per child.	Referred to the House Committee on Education and Labor		Support
Families					
Assembly Concurrent Resolution (ACR) 1	Bonta (D-Oakland), Aguiar-Curry, Bealle, Bradford, Calderon, Carrillo, Chiu, Chu, Gabriel, Cristina Garcia, Gloria, Gonzalez, Holden, Hueso, Jones-Sawyer, Kalra, Levine, Limón, Low, McCarty, Rendon, Reyes, Rivas, Rodriguez, Santiago, Ting, and Weber	Public Charge: This measure would condemn regulations proposed by the Department of Homeland Security to prescribe how a determination of an alien's inadmissibility is made based on the likelihood that the alien will become a public charge. This measure would also urge the federal government to reconsider and roll back the proposed regulations.	Signed by Governor Newsom		Support
Gov. Budget Proposal: Working Families Tax Credit	1,000,000,000	\$1 billion to expand eligibility to an additional 400,000 families, and converting the credit to a monthly benefit to better meet the needs of working families.	\$1.2 billion appropriated in 19-20 budget.		Support
Gov. Budget Proposal: CalWORKs Grants	\$347,600,000	\$347.6 million to further increase the size of the state's California Work Opportunity and Responsibility to Kids (CalWORKs) cash grants, eventually increasing to \$455.5M annually. These increases will begin October 1, 2019 and ensure no child in a family receiving cash aid from the state lives in deep poverty.	\$331.5 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: CalWORKs Home Visiting Initiative	89,600,000	\$89.6 million to expand and make permanent the CalWORKs Home Visiting Initiative (HVI) created in the 2018-19 budget.	\$89.6 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Maternal Infant Early Childhood Home Visiting (MIECHV)	\$45,900,000	\$45.9 million to double the federally-funded Maternal Infant Early Childhood Home Visiting (MIECHV) program operated by the California Department of Public Health.	\$45.9 million appropriated in 19-20 budget.		Support
Gov. Budget Proposal: Paid Family Leave	N/A	Expanding paid family leave from six to eight weeks per parent or caregiver, allowing for up to an additional month of paid leave for a two-parent household	Paid family leave expanded from six to eight weeks in 19-20 budget.		Support
Federal Policy					
HR 3222	Chu (D-Pasadena), 104 Co-Sponsors	Public Charge: H.R. 3222, The No Federal Funds for Public Charge Act prohibits the use of federal funds and other fees to implement the U.S. Department of Homeland Security's (DHS) new regulatory rule to expand the definition of public charge, released on August 12, 2019. Under the legislation, federal funds made available for any fiscal year, may not be used to implement, administer, enforce, or carry out the regulation.	Referred to the Subcommittee on Immigration and Citizenship		Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
HR 4768	Danny Davis (D-IL); 18 Co-Sponsors	The Home Visiting to Reduce Maternal Mortality and Morbidity Act: H.R. 4768 would double the federal government's investment in evidence-based home visiting programs by 2022, making a proven tool to fight maternal mortality and morbidity available to more communities across the United States. Under current law, federally-funded home visiting services reach only about 150,000 of the 18 million families that could benefit from home visiting.	Introduced		Support
Federal Regulation -USCIS-2010-0012	U.S. Department of Homeland Security (DHS)	Proposed Federal Regulation: Expansion of the public charge definition for immigrants seeking to legally adjust their status.	Public Comments submitted to the Federal Register.		Oppose
Federal Regulation- OMB-2019-0002	U.S. Office of Management and Budget (OMB)	Request for Comment: Consumer Inflation Measures Produced by Federal Statistical Agencies.	Public Comments submitted to the Federal Register.		Oppose
Federal Regulation - HUD-2019-0044	U.S. Department of Housing and Urban Development (HUD)	Proposed Federal Regulation: Prohibition of mixed-status immigrant families from living in public housing and receiving other housing assistance.	Public Comments submitted to the Federal Register.		Oppose
Federal Regulation - FNS-2018-0037	U.S. Department of Agriculture (USDA)	Proposed Federal Regulation: Revision of Categorical Eligibility in the Supplemental Nutrition Assistance Program (SNAP)	Public Comments submitted to the Federal Register.		Oppose
Communities					
SB 225	Durazo (D-Los Angeles), Chiu and Gonzalez	State and Local Board Participation: Makes any person at least 18 years of age and a resident of California eligible to hold an appointed civil office, regardless of that person's citizenship and immigration status.	Signed by Governor Newsom		Support
Sustainability					

Watch List					
Early Care & Education					
Assembly Bill (AB) 48	O'Donnell (D-Long Beach), Cunningham	Kindergarten-Community Colleges Public Education Facilities Bond Acts of 2020 and 2022: This bill would state the intent of the Legislature to enact legislation that would create the Kindergarten-Community Colleges Public Education Facilities Bond Acts of 2020 and 2022, state general obligation bond acts that would provide funds to construct and modernize education facilities, to become operative only if approved by the voters at unspecified 2020 and 2022 elections, and to provide for the submission of the bond acts to the voters at those elections.	Signed by Governor Newsom		Watch
AB 123	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	State Preschool/Transitional Kindergarten: This bill would make various findings and declarations regarding early childhood education and would provide that it is the intent of the Legislature to enact legislation that would do certain things relating to early childhood education, including expanding the state preschool program and enabling local educational agencies to blend the program with transitional kindergarten.	Senate Education Committee (Held)		Watch
AB 124	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Preschool Facilities Bond Act of 2020: This bill would enact the Preschool Facilities Bond Act of 2020 which, if approved by the voters, would authorize the issuance of bonds in the amount of \$500,000,000 pursuant to the State General Obligation Bond Law to finance a preschool facility grant program.	Assembly Appropriations Committee (Held)		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
AB 167	Rubio (D-West Covina)	Childcare and development services: infants and toddlers: state funding: This bill would create the California Childcare-Early Head Start Partnership, and would provide that a state grant to support the partnership that supplements any federal funding shall be made available and distributed, upon appropriation by the Legislature, to qualifying childcare and development programs and family childcare home education networks that serve infants and toddlers from birth to 3 years of age at a base grant amount of \$4,000 annually per child, adjusted as specified. The bill would state the intent of the Legislature to address the childcare crisis by appropriating sufficient funding in the annual Budget Act or another statute to childcare and development programs and family childcare home education networks to serve an additional 20,000 infants and toddlers from birth to 3 years of age with high-quality childcare.	Assembly Appropriations Committee (Held)		Watch
AB 452	Mullin (D-South San Francisco)	Child care: early childhood programs; grants. This bill would seek to appropriate funds of between \$25,000,000 and \$35,000,000 towards grants to develop childcare facilities that serve children from birth to age three, with no less than \$10,000,000 of which dedicated to Early Head Start facilities.	Senate Education Committee (Held)		Watch
AB 776	Kalra (D-San Jose)	The Child Care and Development Services Act has a purpose of providing a comprehensive, coordinated, and cost-effective system of childcare and development services for children from infancy to 13 years of age and their parents, including a full range of supervision, health, and support service through full- and part-time programs. The act includes statements of legislative intent relating to childcare and development services. This bill would make nonsubstantive changes to that intent language.	Vetoed by Governor Newsom		Watch
AB 842	Limón (D-Santa Barbara) and Eggman (D-Stockton)	Child nutrition: school, childcare, transitional kindergarten, and preschool meals. This bill would require the reimbursement rate for meals served in schools and childcare centers and homes to be set at an equivalent rate, and would repeal the provisions setting the reimbursement rate for free or reduced-price meals served to needy pupils by family daycare homes at 75% of the meals served.	Vetoed by Governor Newsom	Yes	Watch
AB 1154	Bonta (D-Oakland)	ECE CSU Degree: This bill would state the intent of the Legislature to enact future legislation to create a pilot program at 4 California State University campuses to offer a major in early care and education for children zero to 5 years of age, inclusive.	Assembly Higher Education Committee		Watch
AB 1256	Bonta (D-Oakland)	Early Childhood Education: learning readiness measures: report. This bill would require the Superintendent to provide a report to the Legislature and the Governor, no later than January 1, 2021, with recommendations to guide state policy on learning readiness measures, as provided.	Assembly Education Committee	Yes	Watch
Senate Bill (SB) 2	Glazer (D-Orinda), Allen, Wilk	Statewide Longitudinal Student Database: This bill would express the intent of the Legislature to establish the Statewide Longitudinal Student Database to collect and store data regarding individual students as they matriculate through P-20, as defined, and into the workforce. The bill would require the commission to convene a review committee for purposes of advising the commission on the establishment, implementation, funding, and ongoing administration of the database. The bill would require the commission to review the committee's recommendations and develop a database plan on or before July 1, 2021.	Assembly Education Committee		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
SB 614	S. Rubio (D-West Covina)	Inclusive Early Childhood Education Grant Program : This bill would establish the Inclusive Early Childhood Education Grant Program for the purpose of increasing access to early childhood education programs. The bill would require the department's Special Education Division and Early Learning and Care Division, in consultation and coordination with the State Department of Developmental Services, to administer the program, including developing criteria for proposals, selecting grantees, and collecting specified data. The bill would require an applicant to be a county office of education and to include specified information in its grant application.	Assembly Education Committee		Watch
Gov. Budget Proposal: Full School Day/Year Kindergarten	\$750,000,000	One-time funding directed toward local education agencies to remove barriers to full school-day, full school-year kindergarten.	\$300 million appropriated in 19-20 budget.		Watch
Federal Policy					
TBD	Rep. Bobby Scott (D-VA) and Sen. Patty Murray (D-WA)	Child Care for Working Families Act would amend the Child Care and Development Block Grant to provide sufficient funding so that all eligible families can afford high quality care.	N/A		Watch
TBD	Rep. Joaquin Castro (D-TX)	Pre-K for USA Act amends the Every Student Success Act (ESSA) to provide grants for high-quality, local prekindergarten programs, and for other purposes.	N/A		Watch
TBD	Rep. Joaquin Castro (D-TX)	Prek-K for Teacher Parity Act amends the Internal Revenue Code of 1986 to extend the above-the-line deduction for certain expenses of elementary and secondary school teachers to individuals involved in early childhood education programs.	N/A		Watch
TBD	Sen. Elizabeth Warren (D-MA)	Universal Child Care and Early Learning Act	N/A		Watch
Health					
AB (Assembly Bill) 537	Wood (D-Santa Rosa)	Medi-Cal: This bill would require, commencing January 1, 2022, a Medi-Cal managed care plan to meet a minimum performance level (MPL) that improves the quality of health care and reduces health disparities for enrollees, as specified. The bill would require the department to establish both a quality assessment and performance improvement program and a value-based financial incentive program to ensure that a Med-Cal managed care plan achieves an MPL. The bill would, among other things, require the department to establish a public stakeholder process in the planning, development, and ongoing oversight of the programs. The bill would require the department to annually and publicly report the results of the quality assessment and performance improvement program on the department's internet website. The bill would require the department to utilize the results of the quality improvement and value-based financial incentive program to inform a publicly reported Quality Rating System for Medi-Cal managed care plans, subject to federal approval.	Assembly Appropriations Committee (Held)		Watch
AB 577	Eggman (D-Stockton)	Medi-Cal: maternal mental health: The bill would extend Medi-Cal postpartum care up to one year beginning on the last day of the pregnancy for an eligible individual diagnosed with a maternal mental condition.	Signed by Governor Newsom		Watch
AB 741	Arambula (D-Fresno)	Trauma Screenings: Would provide that it is the intent of the Legislature to enact legislation that would implement provider training to ensure the success and sustainability of universal trauma screening.	Assembly Appropriations Committee (Held)		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
AB 769	Smith (D-Santa Clarita)	FQHC Clinical Counseling: Would require an FQHC or RHC that currently includes the cost of the services of a licensed professional clinical counselor for the purposes of establishing its FQHC or RHC rate to apply to the State Department of Health Care Services for an adjustment to its per-visit rate, and, after the rate adjustment has been approved by the department, would require the FQHC or RHC to bill for these services as a separate visit, as specified.	Senate Appropriations Committee (Held)		Watch
AB 898	Wicks (D-Berkeley)	Early and Periodic Screening Diagnosis, and Treatment services: behavioral health: This bill would require, by March 30, 2020, and monthly thereafter, the California Health and Human Services Agency, under the oversight of the Governor, to convene the Children's Behavioral Health Action Team, which would consist of no fewer than 30 individuals, including the Director of Health Care Services, Director of Social Services, the Director of Managed Health Care, and representatives from community-based behavioral health agencies, to maximize the well-being of children in California who receive EPSDT services and health care through the Medi-Cal program.	Senate Health Committee (Held)		Watch
AB 977	Stone (R-La Quinta)	Medi-Cal: Early and Periodic Screening, Diagnosis, and Treatment: This bill would declare the intent of the Legislature to enact legislation to ensure that children enrolled in the Medi-Cal program receive timely access to care and preventative care services, based upon the findings of the California State Auditor, as specified.	Assembly Health Committee		Watch
AB 1322	Berman (D-Los Altos)	Office of School-Based Health Programs: Would require the State Department of Education to, no later than July 1, 2020, establishing Office of School-Based Health Programs for the purpose of, among other things, administering health-related programs under the purview of the State Department of Education and advising on issues related to the delivery of school-based Medi-Cal services in the state.	Vetoed by Governor Newsom		Watch
AB 1797	Smith (D-Santa Clarita)	Special Education: Current law requires school districts, county offices of education, and special education local plan areas to identify, locate, and assess individuals with exceptional needs and to provide those pupils with a free appropriate public education in the least restrictive environment, and with special education and related services as reflected in an individualized education program. Existing law also requires an early education program provided by a local educational agency to include services designed to meet the unique needs of individuals with exceptional needs from birth to 3 years of age and their families. This bill would make non-substantive changes to the early education program provisions.	Assembly Education Committee		Watch
SB 142	Weiner (D-Oakland), Chiu, Durazo, C. Garcia, Chiu, Leyva, Limon, Wicks	Lactation Stations: This bill would require the commission to adopt prescribed mandatory building standards for the installation of lactation space for employees in nonresidential buildings newly constructed or remodeled for workplace occupancy, as specified, when there is a tenant improvement project to the building and certain criteria are met.	Signed by Governor Newsom		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
SB 163	Portantino (D-La Cañada Flintridge)	Behavioral Health: This bill would revise the definition of behavioral health treatment to require the services and treatment programs provided to be based on behavioral, developmental, behavior-based, or other evidence-based models. The bill would remove the exception for health care service plans and health insurance policies in the Medi-Cal program, consistent with the MHPAEA. This bill also would expand the definition of a "qualified autism service professional" to include behavioral service providers who meet specified educational and professional or work experience qualifications program.	Vetoed by Governor Newsom		Watch
Gov. Budget Proposal: Special Education	\$76,000,000	\$576 million for expanded special education services provided by local education agencies, among other adjustments to TK-14 education funding.	\$646 million appropriated in the 19-20 budget.		Watch
Federal Policy					
TBD	Sen. Kamala Harris (D-CA)	Maternal CARE Act supports States in their work to end preventable morbidity and mortality in maternity care by using evidence-based quality improvement to protect the health of mothers during pregnancy, childbirth, and in the postpartum period; and to reduce neonatal and infant mortality, to eliminate racial disparities in maternal outcomes and other purposes.	N/A		Watch
Families					
Assembly Bill (AB)15	Nazarian (D-Van Nuys), McCarty, Ting	Child Savings Account Program: This bill would express the intent of the Legislature to enact future legislation to establish a universal statewide children's savings account program, established for each child at entrance into kindergarten, to ensure that California's children and families save, build assets, and achieve economic mobility.	Senate Education Committee		Watch
AB 24	Burke (D-Inglewood)	Targeted Child Tax Credit: This bill would declare the Legislature's intent to enact legislation that would establish a Targeted Child Tax Credit as recommended by the task force.	Assembly Appropriations Committee (Held)		Watch
AB 66	Gonzalez-Fletcher (D-San Diego), McCarty	Sales and use taxes: exemption: diapers: Existing sales and use tax laws impose a tax on retailers measured by the gross receipts from the sale of tangible personal property sold at retail in this state, or on the storage, use, or other consumption in this state of tangible personal property purchased from a retailer for storage, use, or other consumption in this state. That law provides various exemptions from those taxes. This bill would exempt from those taxes the gross receipts from the sale in this state of, and the storage, use, or other consumption in this state of, diapers for infants and toddlers, designated size 3 or under.	Assembly Appropriations Committee (Held)		Watch
AB 196	Gonzalez-Fletcher (D-San Diego)	Paid Family Leave: Existing law establishes, within the state disability insurance program, a family temporary disability insurance program, also known as the paid family leave program, for the provision of wage replacement benefits to workers who take time off work to care for a seriously ill family member or to bond with a minor child within one year of birth or placement, as specified. This bill would state the Legislature's intent to enact legislation that would expand the paid family leave program in order to provide a 100% wage replacement benefit for workers earning \$100,000 or less annually.	Senate Labor Committee		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
AB 372	Voepel (R-Santee)	State employees: Infant at Work programs: This bill would authorize a state agency, as defined, to adopt an Infant at Work program to allow an employee of the agency who is a new parent or caregiver to an infant to bring the infant to the workplace. The bill would establish certain required elements for such a program. The bill would authorize a state agency to adopt regulations that it determines necessary to establish the program. The bill would prohibit a state agency from adopting the program in circumstances that are inappropriate based on safety, health, or other concerns for the infant or adult, as specified.	Vetoed by Governor Newsom		Watch
AB 406	Limon (D-Santa Barbara)	Paid Family Leave: Current law provides family temporary disability insurance benefits to workers to care for their family members, and is known as Paid Family Leave. This bill would declare the intent of the Legislature to enact legislation that would ensure that paid family leave forms are language-accessible to all families in the state.	Signed by Governor Newsom		Watch
AB 500	Gonzalez (D-San Diego)	Paid Family Leave: Would require the governing board of a school district, the governing body of a charter school, and the governing board of a community college district to provide at least 6 weeks of a leave of absence with full pay for a certificated employee, or an academic employee, of the district or charter school who is required to be absent from duty because of pregnancy, miscarriage, childbirth, and recovery from those conditions. The bill would authorize the paid leave to begin before and continue after childbirth if the employee is actually disabled by pregnancy, childbirth, or a related condition	Vetoed by Governor Newsom		Watch
AB 752	Gabriel (D-Van Nuys)	Lactation Centers: Current law imposes various requirements on transit operators. This bill would state the intent of the Legislature to enact future legislation to expand access to lactation rooms in transit centers.	Signed by Governor Newsom		Watch
AB 807	Bauer-Kahan (D-San Ramon), Wilk, Weiner	CalWORKs: Existing federal law provides for allocation of federal funds through the federal Temporary Assistance for Needy Families (TANF) block grant program to eligible states. Existing law provides for the California Work Opportunity and Responsibility to Kids (CalWORKs) program, under which, through a combination of state and county funds and federal funds received through the TANF program, each county provides cash assistance and other benefits to qualified low-income families. This bill would delete the condition that an award or scholarship be based on a child's academic or extracurricular achievement or participation in a scholastic, educational, or extracurricular competition, in order to be exempt as income. The bill would add to those exempt categories funds received by a governmental agency specifically to pay for rent or shelter expenses. The bill would also prohibit funds withdrawn for personal use from a bank account or a retirement savings account, as specified, and funds transferred from one bank account or retirement savings account to another of those accounts, from being considered income for these purposes. By expanding the scope of eligibility for CalWORKs, the bill would impose a state-mandated local program.	Signed by Governor Newsom		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
AB 845	Maienshein (R-San Diego)	Maternal Mental Health Training: By July 1, 2019, current law requires a licensed healthcare practitioner who provides prenatal or postpartum care for a patient to offer to screen or appropriately screen a mother for maternal mental health conditions. Current law also requires a general acute care hospital or special hospital that has a perinatal unit to develop to implement, by January 1, 2020, a program relating to maternal mental health conditions including, but not limited to, postpartum depression. This bill would require the Medical Board of California and the Board of Registered Nursing, in determining their continuing education requirements for physicians and surgeons and registered nurses, to include a course in maternal mental health, addressing, among other provisions, the requirements described above.	Signed by Governor Newsom		Watch
AB 1059	Burke (D-Inglewood)	Child Poverty: This bill would declare the Legislature's intent to enact legislation to expand existing services and programs addressing deep child poverty and to implement the recommendations contained in the Lifting Children and Families Out of Poverty Task Force's report.	Assembly Human Services		Watch
AB 1070	Arambula (D-Fresno)	CalWORKs Home Visiting Initiative: This bill would state in the intent of the Legislature to enact legislation that would expand eligibility for the CalWORKs Home Visiting Initiative to all parents served through the CalWORKs program and applicants deemed apparently eligible for CalWORKs.	Waiting for committee referral		Watch
SB 26	Caballero (D-Salinas)	Personal income taxes: working families child care tax credit: The Personal Income Tax Law, in modified conformity to federal income tax law, authorizes a credit for household and dependent care expenses necessary for gainful employment, as provided. This bill, for taxable years beginning on or after January 1, 2020, and before January 1, 2025, for a taxpayer with an allowable credit in excess of tax liability, would allow a payment to the taxpayer in excess of that credit amount, subject to the annual Budget Act or a bill providing for appropriations related to the Budget Act, as provided, not to exceed a specified amount.	Senate Appropriations Committee (Held)		Watch
Senate Bill (SB) 135	Jackson (D-Santa Barbara), Leyva, Limon	Disability compensation: paid family leave: This bill would express the intent of the Legislature to enact legislation that would strengthen California's family leave laws and to create more equitable access to California's family leave programs, as specified. The bill would also state various findings and declarations in that regard.	Senate Appropriations Committee (Held)		Watch
SB 298	Caballero (D-Salinas)	Lifting Children and Families Out of Poverty Task Force: Current law establishes the Lifting Children and Families Out of Poverty Task Force, for the purpose of submitting a report to the Legislature and the executive branch that recommends future comprehensive strategies to achieve the reduction of deep poverty among children and reduce the overall child poverty rate in the state. Current law requires the State Department of Social Services to invite and convene the task force and to assist the task force in carrying out its duties. This bill would extend the operation of those provisions indefinitely and require the State Department of Social Services, commencing in 2020 and every 2 years thereafter, to conduct an analysis and submit a report to the Legislature with specified information.	Assembly Appropriations Committee (Held)		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
SB 374	Glazer (D-Orinda), Stone, Lackey	CalWORKs Eligibility: Would require that a CalWORKs eligible individual participating in an educational activity fulltime and making satisfactory progress, as specified, receive a standard allowance of \$500. The bill would authorize a participant to opt out of the standard allowance at any time, to make are imbursement claim for the actual costs of books and supplies, and to submit this claim to the county. The bill would require that an applicant or recipient who is enrolled full time in a specified plan or program and making satisfactory progress be deemed to be meeting the hourly participation requirements and be entitled to the allowance or reimbursement and other necessary supportive services.	Senate Appropriations Committee (Held)		Watch
SB 421	Pan (D-Sacramento)	Children's Cabinet of California: This bill would establish the Children's Cabinet of California to consist of the Superintendent of Public Instruction, the Secretary of California Health and Human Services, and the head of each agency and department within the state that provides services for, or has jurisdiction over the well-being of, children, and would set forth its powers and duties, including promoting and implementing information sharing, collaboration, increased efficiency, and improved service delivery among and within the state's child-serving agencies, departments, and organizations.	Senate Appropriations Committee (Held)		Watch
Gov. Budget Proposal: Child's Saving Accounts	\$50,000,000	The budget allocates \$50M in one-time funding to establish child savings accounts in partnership with First 5s, local governments, and philanthropy to ensure families have the opportunity to start building assets for their children from birth.	\$50 million appropriated in the 19-20 budget.		Watch
Gov. Budget Proposal: Immigration Services	\$25,000,000	Continued funding for state immigration legal services, including \$25 million in new, ongoing funding to develop an immigration rapid response fund at the state Department of Social Services. The fund would support community based and other non-profit organizations addressing emergency immigration needs in California.	N/A		Watch
Gov. Budget Proposal: Paid Family Leave	TBD	Expansion of Paid Family Leave from 6 weeks to 6 months, with task force to design options.	Paid family leave expanded from six to eight weeks in 19-20 budget.		Watch
Federal Policy					
House Resolution (HR) 541 S. 292	Rep. Jerry Nadler (D-NY) and Sen. Dianne Feinstein (D-CA)	Keep Families Together Act limits the separation of families at or near ports of entry.	N/A		Watch
TBD	Rep. Rosa DeLauro (D-CT) and Sen. Kirsten Gillibrand (D-NY)	FAMILY Act (Paid Family Leave)	N/A		Watch
S. 3345	Sen. Rubio (R-FL)	Paid Family Leave	House Finance Committee		Watch
S. 107	Sen. Dianne Feinstein (D-CA) and Sen. Marco Rubio (R-FL)	State Flexibility for Family First Transition Act is a proposed legislation that would allow jurisdictions with existing Title IV-E waivers to keep those in place until 2021, providing a two-year bridge before having to implement the Family First Act, which goes into effect in Oct. 2019.	N/A		Watch
Communities					

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Assembly Bill (AB) 22	Burke (D-Inglewood), Wiener	Housing: safe and clean shelter for children: This bill would declare that it is the policy of the state that every child has the right to safe and clean shelter and that no child should be without safe and clean shelter by 2025. The bill would require the agency, the department, and every other state agency, to consider this policy when establishing, adopting, or revising any policy, regulation, or grant criterion pertinent to safe and clean shelter for children.	Assembly Housing and Community Development Committee		Watch
SB 285	Wiener (D-San Francisco)	CalFresh: This bill would require the State Department of Social Services to ensure counties are providing the desired access to CalFresh and meeting specified participation performance outcomes. The bill would require the department to take specified actions to support counties in meeting the participation performance outcomes, including, among others, utilizing specified data to support continuous improvement. The bill would require counties that are not meeting those participation performance outcomes to enter a process of continuous improvement that includes developing a plan to meet the participation performance outcomes. By imposing new requirements on counties, this bill would impose a state-mandated local program.	Senate Appropriations Committee (Held)		Watch
Gov. Budget Proposal: Homeless Support/Affordable Housing	\$500,000,000	Homelessness: Funding to combat homelessness and accelerate the availability of affordable housing, including \$500 million in one-time funds to build emergency shelters and permanent supportive housing, and accelerated payments from the \$2 billion "No Place Like Home" initiative. A portion of one-time funds will be set-aside for housing projects in the 11 largest cities in California, which include Los Angeles and Long Beach.	\$2.4 billion appropriated in the 19-20 budget.		Watch
Gov. Budget Proposal: SB 1 Transportation Funding	\$4,800,000,000	\$4.8 billion in new Senate Bill 1 transportation funding (increased gasoline tax enacted in 2017 by state policymakers and protected by California voters in 2018). At least \$1.2 billion will be available for city and county-led projects statewide.	TBD		Watch
Gov. Budget Proposal: Local Control Funding Formula	\$2,000,000,000	Provides an increase in \$2 billion in Proposition 98 funding for Local Control Funding Formula reflected a 3.46 percent cost of living.	\$1.9 billion appropriated in 19-20 budget.		Watch
Sustainability					
Assembly Bill (AB) 286	Bonta (D-Oakland), Cooley, Jones-Sawyer, Lackey, Stone	Cannabis: The Control, Regulate and Tax Adult Use of Marijuana Act (AUMA), an initiative measure approved as Proposition 64 at the November 8, 2016, statewide general election, and additionally amended by statute, imposes an excise tax commencing January 1, 2018, on the purchase of cannabis and cannabis products at the rate of 15% of the average market price of any retail sale by a cannabis retailer. This bill would reduce that excise tax rate to 11% on and after the operative date of this bill until June 1, 2022, at which time the excise tax rate would revert back to 15%. This bill would suspend the imposition of the cultivation tax on and after the operative date of this bill until June 1, 2022.	Assembly Appropriations Committee (Held)		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
AB 739	McCarty (D-Sacramento), Wood, Hill, Berman, Friedman, Cristina Garcia, Muratsuchi, Nazarian, O'Donnell, Mark Stone, Ting, and Wicks, Allen, Glazer, Leyva, and Wiener	Tobacco Sales: Would prohibit a tobacco retailer from selling, offering for sale, or possessing with the intent to sell or offer for sale, a flavored tobacco product, as defined. The bill would make a violation of this prohibition an infraction punishable by a fine of \$250 for each violation. The bill would state the intent of the Legislature that these provisions not be construed to preempt or prohibit the adoption and implementation of local ordinances related to the prohibition on the sale of flavored tobacco products. The bill would state that its provisions are severable.	Assembly Governmental Organization Committee		Watch
AB 1098	O'Donnell (D-Long Beach), Wood	Cannabis: The Control, Regulate and Tax Adult Use of Marijuana Act (AUMA), requires, among other things, the Controller, by July 15 of each fiscal year beginning in the 2018–19 fiscal year, to disburse 60% of the funds deposited in the California Cannabis Tax Fund during the prior fiscal year into the Youth Education, Prevention, Early Intervention and Treatment Account. This bill would set forth procedures for the implementation and administration of programs funded by the above-described account, including the identification of targeted outcomes with unspecified metrics, the establishment of a technical advisory committee, required information to be provided by applicants for program funding, and progress reports to the Legislature.	Senate Appropriations Committee (Held)		Watch
AB 1470	Quirk (D-Hayward)	Cannabis: Existing law, the Medicinal and Adult-Use Cannabis Regulation and Safety Act (MAUCRSA), which includes the Control, Regulate and Tax Adult Use of Marijuana Act (AUMA), enacted by the voters at the November 8, 2016, statewide general election, provides for the licensure and regulation of commercial cannabis activity. Existing law places restrictions on the packaging and labeling of cannabis and cannabis products, including requiring the packaging to be resalable, tamper-evident, and child-resistant, prohibiting the packaging and labeling from being attractive to children, and prescribing statements to be printed on the packaging. This bill would make a technical, nonsubstantive change to those provisions.	Assembly Business and Professions Committee (Held)		Watch
Senate Bill (SB) 38	Hill (D-San Mateo), Glazer, McGuire, and Portantino, McCarty and Wood, Allen, Beall, Leyva, Skinner, and Wiener, Berman, Bloom, Cristina Garcia, Muratsuchi, O'Donnell, Mark Stone, and Ting	Flavored tobacco products: Existing law, the Stop Tobacco Access to Kids Enforcement (STAKE) Act, prohibits a person from selling or otherwise furnishing tobacco products, as defined, to a person under 21 years of age. Existing law authorizes specified enforcing agencies to assess civil penalties for violations of the STAKE Act. This bill would prohibit a tobacco retailer from selling, offering for sale, or possessing with the intent to sell or offer for sale, a flavored tobacco product, as defined. The bill would authorize an enforcing agency to assess civil penalties under the STAKE Act for a violation of this prohibition. The bill would state the intent of the Legislature that these provisions not be construed to preempt or prohibit the adoption and implementation of local ordinances related to the prohibition on the sale of flavored tobacco products. The bill would state that its provisions are severable.	Senate Floor		Watch

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
SB 39	Hill (D-San Mateo), Glazer, McGuire, and Portantino, McCarty and Wood, Allen, Beall, Leyva, Skinner, and Wiener, Berman, Bloom, Cristina Garcia, Muratsuchi, O'Donnell, Mark Stone, and Ting	Tobacco products: Existing law, the Stop Tobacco Access to Kids Enforcement (STAKE) Act, prohibits the sale, distribution, or nonsale distribution of tobacco products, as defined, directly or indirectly to any person under 21 years of age through the United States Postal Service or through any other public or private postal or package delivery service. Existing law requires a person selling or distributing tobacco products directly to a consumer through the United States Postal Service or by another postal or package delivery service to comply with specified age-verification policies. Existing law authorizes enforcing agencies to assess civil penalties for violations of the STAKE Act. This bill would additionally require sellers, distributors, and nonsale distributors to deliver tobacco products only in conspicuously marked containers, as specified, and to obtain the signature of a person 21 years of age or older before delivering a tobacco product.	Signed by Governor Newsom		Watch
SB 538	S. Rubio (D-West Covina)	STAKE Act: definitions: This bill would make technical, nonsubstantive changes to the Stop Tobacco Access to Kids Enforcement (STAKE) Act.	Governor's Desk		Watch
Gov. Budget Proposal: Census	\$50,000,000	\$50 million for 2020 census activities, bringing the total state investment to \$140.3 million.	\$30 million appropriated in the 19-20 budget.		Watch

Memo

To: Board of Commissioners

From: Linda Vo, Board Relations Specialist

Copies to: Kim Belshé, Executive Director

Date: November 14, 2019

Subject: Board Communication Survey Findings and Recommendations

As an ongoing effort to effectively support Commissioners in their governing role, First 5 LA conducted two surveys in July 2019; one soliciting feedback from First 5 LA Commissioners on Board-related information, materials, communications, as well as Board learning and development opportunities and the other soliciting feedback to gain a better understanding of Commissioner interest and expertise that would assist in advancing our strategic goals and results for children and families. This memo summarizes key findings and recommendations from the Board Communication survey and will use these findings to ensure communication with the Board is done in a timely manner and in a format that effectively supports Commissioners' governance responsibilities.

As of September 2019, 17 out of 21 (81%) Commissioners have completed the survey; responses were recorded anonymously. There were a total of 29 questions that Commissioners were asked to complete. Although most questions were completed, it should be noted that not all questions were answered by all respondents.

KEY FINDINGS AND RECOMMENDATIONS:

Meeting Materials

Overall, Commissioners agree that the current mechanisms (e.g. Memos, PowerPoints, Executive Director's (ED) report) around Communication are sent in a timely manner in advance of meetings, with an average of 94% of respondents in agreement. However, some Commissioners commented that meeting material packets are too voluminous; Board memos and PowerPoints should be more high-level and shortened in order to be more effective.

- 97% review Board memos; 58% find them useful and easy to read and that they provide the necessary information and context needed to understand the item or action being sought
- 87% review PowerPoints; 76% find them useful

Staff Recommendation: *Initial steps have been made to provide Commission meeting minute summaries as a complement to meeting transcripts (included in the October Board meeting packet). Moving forward, staff will continue to provide a meeting summary, alongside the meeting transcripts for each Board book to help synthesize important information that transpires during Board meetings.*

COMMISSIONERS

Los Angeles County Supervisor Sheila Kuehl <i>Chair</i>	Bobby Cagle Astrid Heger, M.D. Yvette Martinez Jonathan E. Sherin, M.D., Ph.D.	Romalis J. Taylor Keesha Woods Marlene Zepeda, Ph.D.
Judy Abdo <i>Vice Chair</i>		

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton
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EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

In addition, Staff will be taking a more extensive look at survey findings to identify the most effective approach in addressing Commissioner concerns regarding meeting materials. An option staff is considering is to develop a condensed version of the Board agenda and materials, a format borrowed from the Board of Supervisor's agenda. Staff will report back at a later date with additional details.

First 5 LA Website

Commissioners primarily use First 5 LA's website to access meeting materials (65%). Less than half of Commissioners use the website to access other information such as the Bylaws (35%) and Governance Guidelines (35%). Based on Commissioner responses, Commissioners are able to easily locate meeting materials on our website (88% in agreement). It appears, though, that Commissioners are not able to easily locate our Bylaws or Governance Guidelines (47% and 50%, respectively, agree these documents are easy to find on our website) which could explain why less than half of Commissioners use the website to access these types of documents.

Commissioners were also asked what information would be useful to them if added to First 5 LA's website and they indicated the following would be helpful to have on our website (listed in order from most preferred based on percentage of Commissioner responses): 1) New research regarding early child development; 2) First 5 LA's Legislative Agenda and updates, and; 3) News articles regarding Early childhood development

Staff Recommendation: *Make website links to our Bylaws and Governance Guidelines more prominent so that they are easier for Commissioners (and the public) to find. These are important guiding documents and should be easy to locate on our website.*

Board & Committee meetings

Commissioners were queried about monthly Board meetings and 88% of respondents agreed the length of Board meetings is long enough to ensure effective governance and 70% agree Committee meetings are helpful in preparing for Commission meetings. A few Commissioner comments included, "there are too many meetings" and First 5 LA meetings are a "significant block of time". Findings also show that Board meetings do not provide enough time for Commissioner discussions, including when in breakout sessions; Commissioners say presentations are too long.

Staff Recommendation: *Staff is taking these findings and are in the process of analyzing Commissioner feedback to identify different approaches to address Commissioner concerns and will report back at a later date.*

Board Learning Development

As part of Board development, First 5 LA currently periodically dedicates time at Commission and Special Commission/Program & Planning Committee meetings for Board learning opportunities. According to survey findings, 88% of respondents agreed it is very important for First 5 LA to allocate time for Board learning and development that would strengthen and deepen Commissioners' understanding of the early childhood development field and the work of First 5 LA. Listed in order of most to least preferred by Commissioners, Commissioners would like to learn more about: Policy and Advocacy; Health-Related Systems, Family Supports; Early Care and Education Systems; Communities; Sustainability, Impact Framework, and the Field of Philanthropy.

The three mechanisms through which Commissioners prefer Board learning opportunities to be offered are at Board meetings, field experiences (e.g. site visits with grantees) and First 5 LA Board meetings with breakout sessions. Commissioners also prefer that the frequency of these opportunities be quarterly (93% in agreement), rather than monthly (60% in agreement).

Staff Recommendation: *When offering Board learning opportunities as part of Board meetings, staff will be sure to consider Commissioner preferences of Board learning opportunities, regarding frequency and format so that they are more productive and effective to Commissioners.*

New Board Orientation

Note: Only Commissioners appointed on or after June 2016 (8 Commissioners) should have completed this section but we received a total of 11 respondents. The data presented is inclusive of all responses since there is no mechanism to filter out Commissioners who were appointed on or after June 2016.

Overall, 82% of respondents agreed they received an adequate orientation to their role and responsibilities as a Board member, and felt they received sufficient information in the following areas: First 5 LA's Critical Strategic Issues, Strategic Plan 2015-20, and Governance Guidelines. However, a lower percentage agreed they received adequate information on the following topic areas:

1. Conflicts of Interest (73%)
2. Long Term Financial Projection (63%)
3. Strategic Plan Refinement Process (62%)
4. Impact Framework (60%)

Staff Recommendation: *1) Offer ongoing briefings on aforementioned topics to ALL Commissioners, and 2) Work with First 5 LA Legal Counsel to refine current approach taken when covering conflict of interest(s) with Commissioners*

Method and Frequency of Communication

Most respondents preferred to receive information: 1st Choice) emails and; 2nd Choice) Board Meetings, which is consistent with First 5 LA's current approach.

Staff Recommendation: *Continue providing Commissioner briefings as a call or in-person meeting that falls on the same day as a Board meeting, when possible. If not possible, options should still be provided so that Commissioners can align them with their calendars.*

Administration and Staff Support

Based on responses received, 82% agreed communication is strong and clear between the Board the Board Relations Specialist as well as the Executive Team. As it relates to support during Board meetings, most Commissioners agree (88%) support from the Board Relations Specialist during Commission/Committee meetings is organized and ensures meetings run smoothly.

- 69% feel the same about IT support during Board/Committee meetings

Staff Recommendation: *In partnership with our IT director, identify any potential gaps or areas in IT's process that could be improved when providing AV support during Board/Committee meetings.*

NEXT STEPS:

The survey has identified some areas in the way we communicate with Board members that have room for improvement (e.g. Meeting Materials, to include PowerPoints and Memos; First 5 LA Website; and Board Learning Development opportunities). Staff will use these findings to help further refine the mechanisms through which communication is shared with Commissioners. For example, Staff is currently working on identifying and developing an appropriate format for Board memos and presentations that would be more useful and informative as a resource to Commissioners.

FIRST 5 LA

SUBJECT:

Approve the 2020-28 Strategic Plan

RECOMMENDATION:

Request for 5 affirmative votes to:

- A. Adopt 2020-2028 Strategic Plan; and
- B. Adopt Resolution 2019-06: All funds in First 5 LA’s “Assigned” fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2020-2028 Strategic Plan
 - o The 2020-28 First 5 LA Strategic Plan is hereby adopted;
 - o All funds in First 5 LA’s “Assigned” fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2020-28 Strategic Plan; and
 - o The executed copy of this Resolution and the 2020-2028 Strategic Plan shall be retained on file as evidence of the Commission’s actions herein.

SUMMARY:

At the November 14, 2019 Board of Commissioners meeting, staff is requesting 5 affirmative votes for Resolution No. 2019-06 to adopt the 2020-2028 Strategic Plan, and confirm the intended purposes and constraints placed on funds in the “assigned” fund balance category. This action will enact the Strategic Plan as the official policy guidance for the Commission and enable staff to begin developing an implementation plan for the organization.

BACKGROUND:

To contribute to greater impact, the 2015-2020 Strategic Plan represented a significant pivot for First 5 LA from primarily a funder of direct services to an agent of system changes. This change was driven by the recognition that only through a focus on the systems that are designed to support families at the community, county and state level could First 5 LA have the desired impact on all children in L.A. County, especially given our limited and declining resources. The Strategic Plan Refinement (SPR4) process was launched in January 2019, affirming our commitment to system change and refining our approach informed by our learnings, changes in the environment, and appreciation of the value of more clearly articulating the unique role and assets of First 5 LA.

Throughout the SPR4 process, the Commission has made policy decisions and provided input and guidance that informed the refinement process and the 2020-2028 Strategic Plan (see Attachment 1). The following table highlights key milestones that have been reached in the SPR4 process to date:

Meeting Date	Action Taken	Strategic Plan Element
November 2018	Directionally Endorsed	North Star Results for Children and Families
March 14, 2019	Directionally Endorsed	Investment Guidelines
March 28, 2019	N/A – received as information	Long-term System Outcomes
May 23, 2019	N/A – received as information	System Change Approaches
July 11, 2019	N/A – received as information	Values
September 24, 2019 October 10, 2019	Directionally Endorsed	Strategic Priorities
October 10, 2019	Presented as information	Draft Strategic Plan 2020-2028

DISCUSSION:

Staff recommends the Board of Commissioners approve First 5 LA's 2020-2028 Strategic Plan. This Strategic Plan tells the story of First 5 LA's prioritized and focused role in working with others to strengthen families, communities, and systems of services and supports so that all children in L.A. County enter kindergarten ready to succeed in school and life.

The 2020-2028 Strategic Plan is organized into three sections:

- Section 1: Our Strategic Overview – the core elements of the plan that serve as Board policy direction on strategy. They include the elements described above, representing First 5 LA's pathway for systems change.
- Section 2: Our Refined Strategy – further details on First 5 LA's Strategic Priorities, including why this priority for First 5 LA now, what have we learned that informed this body of work, and priorities for 2020-2028.
- Section 3: Appendices and Additional Materials – more information on the SPR4 process, Strategic Priorities and Objectives, and Impact Framework.

During the September 26 Special Board/Program and Planning Committee and October 10 Board of Commissioners meetings, the Board provided directional endorsement of the strategic priorities and directed staff to continue with finalization of the refined Strategic Plan. Staff has incorporated Board feedback from the September and October meetings and will present a final refined Strategic Plan for the Board's consideration at the November meeting.

NEXT STEPS:

Following the receipt of 5 affirmative votes for Resolution No. 2019-06, staff will begin developing an implementation plan for the first three years. An implementation planning update will be provided at the February 2020 Program and Planning Committee meeting and implementation plan will be presented at the March 2020 Board of Commissioners meeting.

RESOLUTION NO. 2019-06

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION
ADOPTING THE 2020-28 STRATEGIC PLAN, AND CONFIRMING THE INTENDED PURPOSES AND
CONSTRAINTS PLACED ON FUNDS IN THE “ASSIGNED” FUND BALANCE CATEGORY**

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

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

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

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The 2020-28 First 5 LA Strategic Plan is hereby adopted;
2. All funds in First 5 LA’s “Assigned” fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2020-28 Strategic Plan; and
3. The executed copy of this Resolution and the 2020-28 Strategic Plan shall be retained on file as evidence of the Commission’s actions herein.

PASSED, APPROVED AND ADOPTED THIS 14th DAY OF NOVEMBER, 2019, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

ATTEST:

Kim Belshé
Executive Director



PUBLIC HEARING ON STRATEGIC PLAN

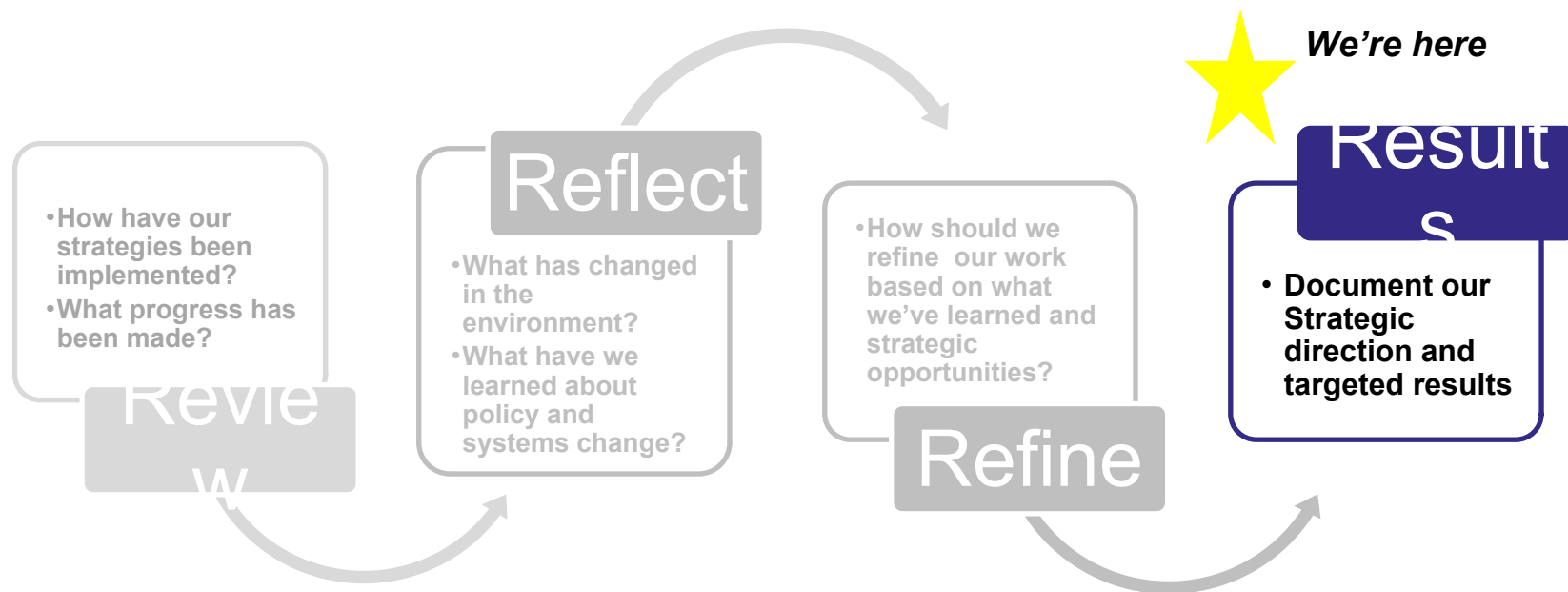
Christina Altmayer
Vice President of Programs

Steven LaFrance
Founder and CEO, Learning for Action



- Report back from October 10 Board of Commissioners Meeting
- Preview implementation planning
- Board Action Items:
 - Adopt 2020-2028 Strategic Plan; and
 - Adopt Resolution 2019-06: All funds in First 5 LA's "Assigned" fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2020-28 Strategic Plan

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



Our Pathway for Systems Change



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

Results for Children and Families

- Families optimize their child's development.
- Children receive early developmental supports and services.
- Children are safe from abuse, neglect, and other trauma.
- Children have high-quality early care and education experiences.

We Want Systems To Be

- Accessible
- Quality
- Aligned
- Sustainable

We Change Systems By

- Policy change
- Practice change
- Will building

Our Strategic Priorities

- Strengthen public & community systems
- Advance & build on community experience
- Expand influence & impact with data
- Optimize our effectiveness

Our Values

- Collaboration
- Integrity
- Learning
- Diversity, Equity and Inclusion

Our Investment Guidelines

- Equity
- Sustainability
- Partnership
- Prevention
- Systems Change
- Evidence and Innovation

Strategic Priorities for First 5 LA's Work



Based on our learnings over the past five years, and the reflections generated through the Strategic Plan Refinement process, First 5 LA has developed four **strategic priorities** that articulate how we will focus our efforts and contributions to achieve our system change outcomes and ultimately our targeted results for children and families.

Strengthen Public and Community Systems

Improve, integrate and expand family-centered systems of early prevention, intervention and learning.

Advance and Build on Community Experience

Connect, maximize and coordinate public resources, local assets, and relationships.

Expand Influence and Impact with Data

Expand the availability, use and power of data.

Optimize Our Effectiveness

Heighten organizational performance to enhance our impact.



Strategic Priority	What We Heard
1: Strengthen Public and Community Systems	<ul style="list-style-type: none">• Ensure public systems provide timely and quality services• Consider diverse funding and early childhood settings• Change word “deploy”
2: Advance and Leverage Community Experience	<ul style="list-style-type: none">• The term “kindergarten readiness assessment” may not recognize the diverse settings/times for entry to school
3: Expand Influence and Impact with Data	<ul style="list-style-type: none">• Story telling includes qualitative (parent voice, family perspectives, etc.) and quantitative data
4: Optimize our Effectiveness	<ul style="list-style-type: none">• No changes

There was unanimous endorsement of the strategic priorities by the Board of Commissioners at the meeting.

Strategic Priority	Examples
1: Strengthen Public and Community Systems	<ul style="list-style-type: none">• Changed the word “deploy” to “leverage”
2: Advance and Leverage Community Experience	<ul style="list-style-type: none">• Changed “kindergarten readiness assessment” to “developmental readiness”• Clarified and revised language for “infrastructure”
3: Expand Influence and Impact with Data	<ul style="list-style-type: none">• Added parent voice to Strategic Priority statement• Included “Family perspectives and quantitative measures are essential data tools to build public will and advance learning on early childhood.”
4: Optimize our Effectiveness	<ul style="list-style-type: none">• No changes

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Please see Appendix (Slides 12-20)
for the tracked changes

Purpose:

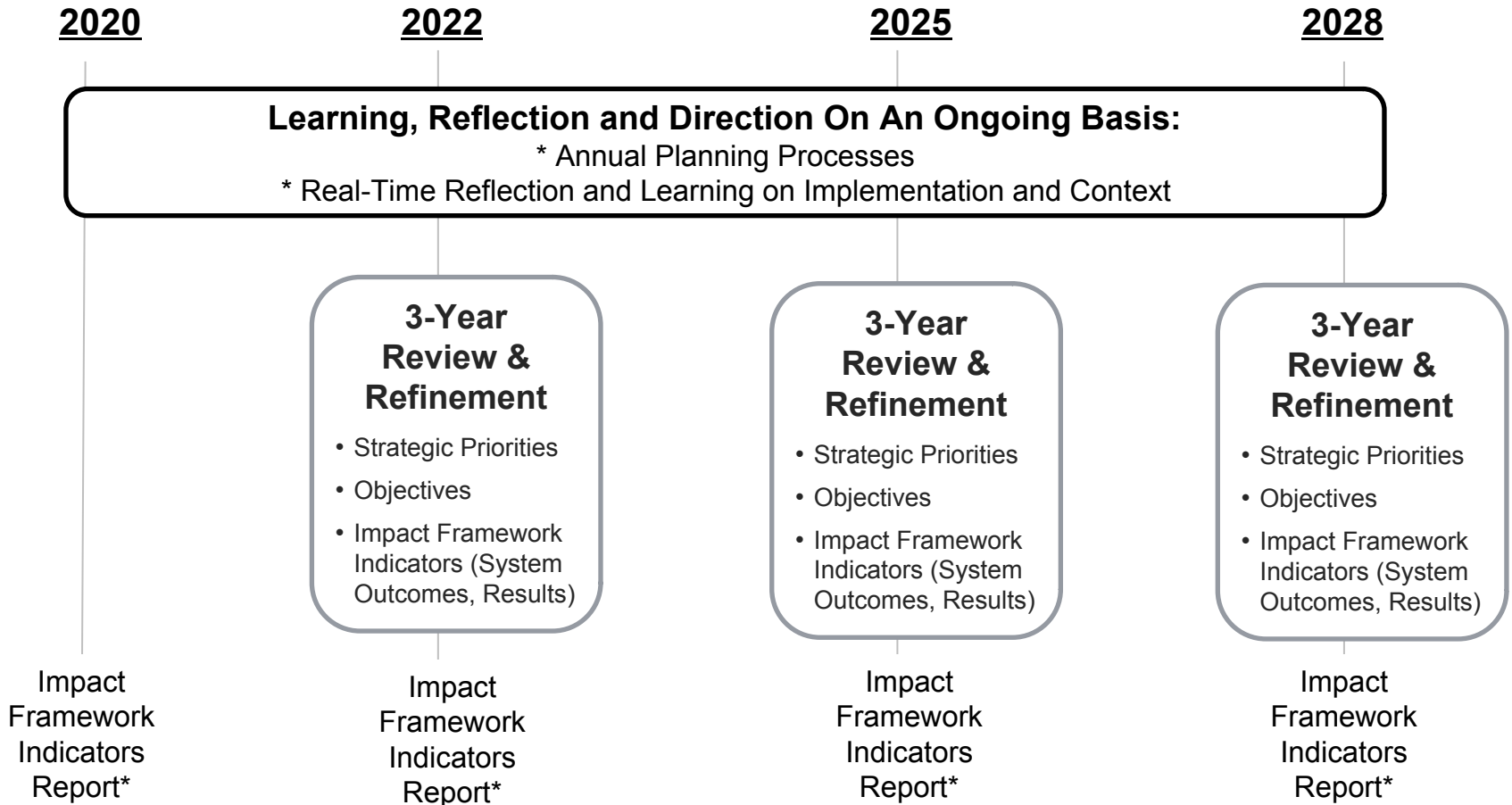
- To develop an implementation plan that outlines the key activities, timeline, and measures of progress for the first three years of implementation

Expected Deliverables:

- Implementation Plan for years 1-3
- Targets, informed by the release of Impact Framework Indicators Report
- Communication and dissemination plan for 2020-2028 Strategic Plan


Timeline:

- November 2019 – March 2020: Implementation Planning Process
- February PPC Meeting: Draft implementation approach and strategy
- March BOC Meeting: Present Board-level implementation strategy



* Dependent on availability of data sources

- Adopt 2020-2028 Strategic Plan; and
- Adopt Resolution 2019-06: All funds in First 5 LA's "Assigned" fund balance shall be used only for purposes consistent with the parameters and guidelines outlined in the adopted 2020-28 Strategic Plan



Appendix:
Strategic
Priorities and
Objectives
(Tracked
Changes)

Strategic Priority #1:

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

Why is this a Priority for First 5 LA Now?

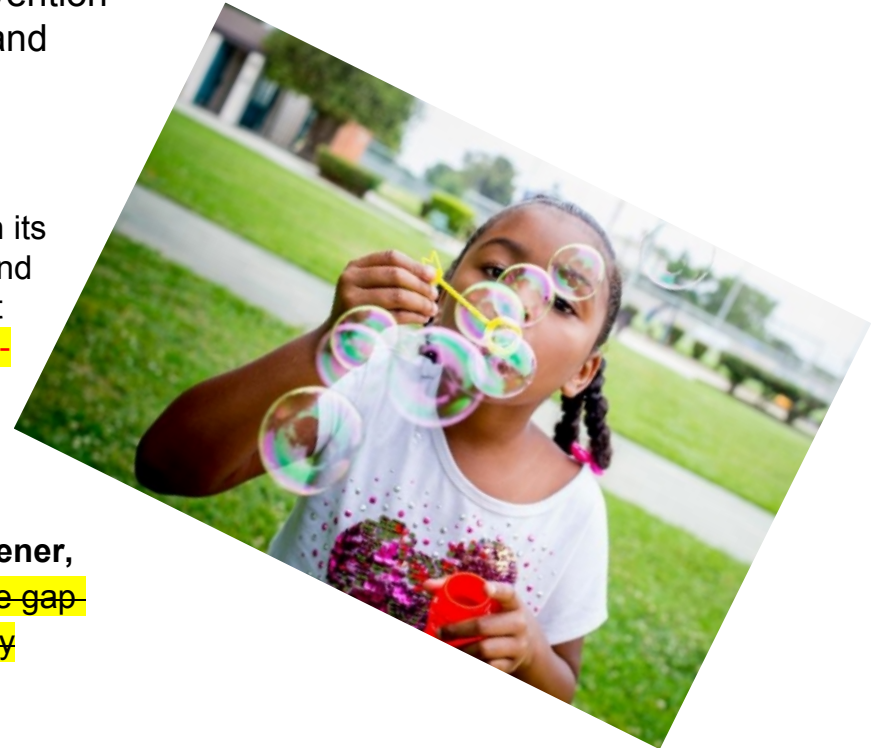
Given alignment with state and county priorities, First 5 LA, with its partners, has a transformative opportunity to improve and expand the capabilities of public and community systems to better meet the needs of young children and families and promote their well-being.

What have we Learned?

Our pivot to systems change work began in 2015. Through our refinement process, we learned that First 5 LA's role as a **convener, catalyst, and advocate** is welcomed and valued. We ~~bridge the gap between~~ **connect** public and community systems ~~and community~~ leaders ~~and to inform local and county~~ **community and county** systems ~~change efforts, bringing a child-focused and equity emphasis lens~~ to this work.

2028: Priorities for Our Role

First 5 LA will continue to serve as a **policy and practice leader** in building a universal, voluntary home visiting system. Our commitment to early identification and intervention for children will be broadened to encompass maternal health and focus on ensuring that public systems ~~provide are~~ **accountable for** timely and quality services. We will ~~deploy~~ **leverage** our experience in engaging families and support the expertise of our public partners in addressing trauma. Our ECE policy and quality work will reflect the diverse early childhood settings in which children grow and learn. Our work will be done with our Best Start community leaders, who are critical to ensuring system change efforts are reflective of family and community priorities.



Strategic Priority #2:

DRAFT

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



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 weaving together key resources and infrastructure to advance local solutions for early prevention, intervention and learning.

What have we Learned?

Our 10 years of work in the Best Start geographies provide a platform for lifting up the voices of community leaders and parents. This experience demonstrates that public system changes are necessary, but insufficient to change outcomes for children and families. We need to strengthen and create local networks that can support parents in their communities and capitalize on ~~this~~ **these learnings** ~~experiences~~ to inform our county and state policy work and better integrate First 5 LA and partner investments.

2028: Priorities for Our Role

Our 14 Best Start geographies provide the opportunity to demonstrate impact at a local level. We will **strengthen connections and coordination** among First 5 LA, county partner, and philanthropic investments as these geographies can serve as the “proof of concept” for broader system change. **Our Best Start geographies are places to pilot strategies to improve care provided by family, friends and neighbor.** By promoting the **use of availability of kindergarten readiness data—population-level developmental assessment** we will inform community planning, activate partners, spur innovation and promote advocacy for improved **learning** environments for children. Where public funding is dedicated to improving transportation, open spaces and healthy food access, and promoting healthier environments, First 5 LA with our Best Start networks, will work to ensure that the Best Start geographies are prioritized for investments.

Strategic Priority #3:

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

Why is this a Priority for First 5 LA Now?

First 5 LA is well-positioned to help gather, shape and disseminate data and be a critical voice and storyteller to improve the four results for all children and families **in L.A. County. Family perspectives and quantitative measures** are essential data tools to build public will and advance learning on early childhood.

What have we Learned?

First 5 LA is a **trusted resource for information** on children and families in L.A. County and **can help need to** elevate awareness, impacts, and highlight disparities. Our four results and related indicators provide an important scorecard for measuring progress. Mobilizing leaders and capturing our contribution to changing systems requires a diverse set of reporting tools, quantitative and qualitative data, and communication strategies.



2028: Priorities for Our Role

First 5 LA will continue to serve as an important **advocate for young children and their families** with community leaders and policy makers. First 5 LA will generate and share the learnings we have developed over the past 20 years on effectively engaging families and partnering with communities to inform our ongoing work and the work of our partners. In parallel, we **need to will** support families to expect and advocate for quality services that will support their children's healthy development, such as home visiting, **developmental screenings** and early care and education. Expansion of **kindergarten-readiness data—population-level developmental assessment** will inform our work, demonstrate progress, build public will and strengthen our advocacy role.

Strategic Priority #4:

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

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 to champion and promote systems change.

What have we Learned?

Prior strategic plans did not explicitly identify the investments and importance of First 5 LA building the capabilities necessary to successfully execute on the Strategic Plan. This plan makes explicit the necessary process, structure, staffing and culture for First 5 LA to function as a high-performing organization and make meaningful progress on our North Star.



2028: Priorities for Our Role As First 5 LA fully steps into our role as an **early childhood systems change agent**, we must adapt our business processes and organizational structure, while operating within the requirements of a public agency and our evolving fiscal reality. First 5 LA will strengthen our knowledge, skills and capacities to successfully execute our 2020-2028 Strategic Plan and **maintain-demonstrate** commitment to our Values, demonstrating them in our daily work, internally and externally. Acknowledging our evolving fiscal reality, we will maximize available revenue sources and, when appropriate, pursue new dedicated revenue for early childhood.

DRAFT

Strategic Priorities and Objectives (cont'd)

Strategic Priority #1	Objectives
<p>Strengthen Public and Community Systems: Improve, integrate and expand systems of early prevention, intervention and learning to become family-centered, child-focused and promote equitable outcomes.</p>	<p>1.1 Provide program and policy leadership to support the development and expansion of a universal system of voluntary home visiting that builds upon existing infrastructure.</p>
	<p>1.2 Advocate for policies and transformative practices to ensure that hold public systems accountable for provide maternal health services as well as and child early identification and intervention services.</p>
	<p>1.3 Advocate for policy change in the early learning reimbursement rate structure to incentivize quality and competitively compensate the early childhood workforce.</p>
	<p>1.4 Advocate for policy change that aligns and enhances the eligibility and program requirements of publicly funded preschool.</p>
	<p>1.5 Broaden state and local quality initiatives to encompass all early learning settings in coordination with system partners.</p>
	<p>1.6 Lead program and policy expansion of family-centered practices and support adoption of trauma-informed approaches in systems serving children and families.</p>
	<p>1.7 Partner with Best Start Networks to inform county and state system improvement efforts and advance local priorities.</p>

Strategic Priorities and Objectives (cont'd)

Strategic Priority #2

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

Objectives

2.1 Connect and coordinate First 5 LA’s program investments and public/private investments to demonstrate impact at a local level as “proof of concept” to inform countywide system improvement efforts.

2.2 Pilot strategies to strengthen the delivery improve the infrastructure and support of Family Child Care and Family, Friends, and Neighbor Care.

2.3 Advocate and support the expanded use of a population-based kindergarten readiness assessment tool—population-level developmental assessment to inform community action.

2.4 Optimize policy, partnership and advocacy opportunities in transportation, food and open spaces and elevate early childhood considerations in environmental health and related community-identified priorities.

Strategic Priorities and Objectives (cont'd)

Strategic Priority #3	Objectives
<p>Expand Influence and Impact with Data: Expand the availability, use and power of data and parent voice to elevate call attention to disparities, amplify advocacy, and drive policy change, practice change, and will building.</p>	<p>3.1 Activate community leaders and policy makers to prioritize young children and families in budgetary, policy, and practice decisions.</p>
	<p>3.2 Develop communication strategies to increase consumer demand for home visiting, early identification and intervention, and early learning.</p>
	<p>3.3 Generate and share learning on effectively incorporating family and community engagement within the work of First 5 LA and our partners.</p>
	<p>3.4 Partner on data and evaluation efforts to demonstrate effectiveness and promote continuous quality improvement in prevention and early intervention systems.</p>
	<p>3.5 Expand the adoption and integration of a population-based kindergarten readiness assessment-population-level developmental assessment to capture an accurate snapshot of school readiness in L.A. County, drive early childhood systems change, and highlight best practices in diverse communities.</p>

Strategic Priorities and Objectives (cont'd)

Strategic Priority #4

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

Objectives

4.1 Adapt our structure and business processes as a public entity to promote efficiencies, foster integration, and recognize our evolving fiscal environment.

4.2 Maximize revenue opportunities and pursue new dedicated revenue for early childhood, consistent with First 5 LA’s strategic priorities.

4.3 Strengthen First 5 LA’s staff knowledge, skills and capacities to successfully execute the Strategic Plan.

4.4 Foster a culture that embodies our Values (of collaboration, learning, integrity, diversity, equity and inclusion) and showcase them in our daily interactions with each other and our work with external partners.

2020-2028 Strategic Plan



ABOUT FIRST 5 LA

First 5 LA Puts Kids 1st Because We Can't Afford Not To

There is a window of opportunity during a young child's development that calls on the collective efforts of parents, the community, service providers, and policy makers to prioritize young children. While this window is open, from before birth to age 5, 90% of a child's brain will develop and determine social, emotional and learning patterns for life. Laying a solid foundation and building up – step by step – helps to build and develop her brain and ultimately impacts her ability to enter school ready to learn and succeed.



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Section 1: Strategic Overview

1



Our Strategic Vision (North Star)



Our
North
Star

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



What's our Role in Making this Vision a Reality?

Advocate, funder, convener, collaborator, catalyst, and communicator of child and family needs and strategies that make a difference in their lives.

Making the Systems that Focus on Families, Work for Families

To contribute to greater impact, First 5 LA established a new strategic direction in 2015. First 5 LA made the pivot in its role from a direct service funder to an agent of systems change. What this means is that as a systems change agent, we believe we can help family-serving systems work better for families, through collaborating and partnering with public and community partners.

These systems include health, early care and education and family supports as well as local community resources. Our work focuses on strengthening systems (public agencies, organizations, and communities) in L.A. County to better meet the needs of young children and families. We're working to make sure that these systems are accessible for young children and families, provide quality service and experiences, are aligned and provide connections to concrete services and supports, and have the resources to be sustainable.

Why 2028?

Our experience in the last five years has taught us that systems change is a long-term proposition. 2028 represents a milestone year, as Los Angeles hosts the Summer Olympics. We are committed to making visible and measurable improvement in the lives of children and families by 2028.

Our Pathway for Systems Change



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

Results for Children and Families

- Families optimize their child's development.
- Children receive early developmental supports and services.
- Children are safe from abuse, neglect, and other trauma.
- Children have high-quality early care and education experiences.

We Want Systems To Be

- Accessible
- Quality
- Aligned
- Sustainable

We Change Systems By

- Policy change
- Practice change
- Will building

Our Strategic Priorities

- Strengthen public & community systems
- Advance & build on community experience
- Expand influence & impact with data
- Optimize our effectiveness

Our Values

Collaboration
 Integrity
 Learning
 Diversity, Equity and Inclusion

Our Values

We ground our work in ***Our Values***, that act as guiding principles for how we do our work, the culture we aim to promote and a benchmark to measure behaviors and performance.



Collaboration

We promote a collaborative culture and strategies in all that we do.



Integrity

We act in ways that reflect our Values and hold ourselves accountable for our behaviors and the outcomes of our work.



Learning

We integrate learning into all aspects of our decision-making, commit to continuous improvement and share what we have learned.



Diversity, Equity and Inclusion

We embrace the diversity of L.A. County, advocate for fairness and promote systems that advance the full participation of young children and their families.





Our Investment Guidelines

Building from the foundational work captured in First 5 LA's 2015 Investment Guidelines, the 2019 Investment Guidelines continue to serve as criteria for decision-making for all major components of the strategic planning process and as ongoing policy guidance for Board and staff during implementation. Together, the Investment Guidelines represent a "six-part identity statement" for First 5 LA. The refined 2019 Guidelines explicitly prioritize adopting an equity lens throughout our work and addressing the critical challenge of declining First 5 revenue.

Our Investment Guidelines

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

SUSTAINABILITY: Embed sustainability strategies within all of our work

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

PREVENTION: Focus on early intervention and prevention

SYSTEM CHANGE: Focus on systems change and implementation to impact the most children and families

EVIDENCE AND INNOVATION: Prioritize scaling up evidence-based practices, balanced with investments in innovative and promising approaches to address community needs

What this Means for Our Work

- Use data to elevate disparities and achieve equitable outcomes
- Strengthen existing public systems to be child and family-centered
- Incorporate the voice of families and communities in systems change
- Plan and operate within our fiscal reality
- Create new revenue and fund leveraging strategies
- Co-invest with partners
- Demonstrate how committed partnerships are engaged and fundamental to our work
- Invest in early intervention and prevention as the primary focus of our work
- Link downstream investments to prevention
- Focus on strengthening existing systems; rather than creating new systems
- Consider direct services only when there is significant potential to demonstrate models for scalability and sustainability
- Pursue and test innovative and promising approaches, as necessary, to respond to community needs and achieve scale

What's Needed to Make our North Star a Reality?



Results for Children and Families

First 5 LA adopted four *Results for Children and Families* that represent what we believe are the preconditions necessary to achieve this vision. First 5 LA cannot achieve these results alone. To make progress toward these results, we will actively engage parents, community leaders, public agencies, community organizations, and other funders.

Result 1: Families have the resources, opportunities and relationships to optimize their child's development.

When families thrive, so will their children. Families can thrive when they have strong social relationships within neighborhoods and communities, access to necessary resources, and assistance navigating an often confusing array of supports, including educational, health, mental health and other services.

Result 2: Children receive early and timely supports and services.

Children receiving intervention services when a developmental delay is detected early can improve their physical, mental and socio-emotional health and overall well-being. In Los Angeles County, too many children prenatal to age 5 are not screened for developmental and behavioral delays. When children are not routinely screened, families miss out on opportunities to identify developmental and behavioral concerns and receive early intervention services.

Result 3: Children are safe from abuse, neglect, and other trauma.

There is increasing recognition of the lifelong impacts of early childhood trauma. We know that 90% of a child's brain is developed by age 5 and research demonstrates that traumatic experiences greatly influence brain function, social interactions, and physical and emotional health. Addressing trauma in early childhood must include a priority focus on the reduction of child abuse and neglect.

Result 4: Children have high-quality early care and education experiences.

Making sure children have high-quality early care and education experiences prior to kindergarten entry leads to future school success. Children with high-quality early care and education experiences not only gain specific cognitive skills, such as reading, language development and numeracy skills, they also develop socio-emotional skills through structured play, physical and motor development, and build positive relationships with adults and peers.



We have identified 10 specific indicators that will help us monitor progress in making these conditions present for all children and their families and we are committed to measuring and reporting on this progress, engaging all our partners in the reporting process. See Appendix B for specific list of indicators and preliminary baseline data.

Our Outcomes for Child and Family-Centered Systems



Making the Systems that Focus on Families, Work for Families

Systems change is about “shifting the conditions that hold a problem in place.” It means working in partnership with parents and leaders at the state, county, and local level to change the conditions that affect child development and family well-being.¹

First 5 LA has identified four characteristics of systems that we believe are critical for making systems work for families. We define these as our **long-term system outcomes**, recognizing that “systems change” encompasses a broad set of interrelated changes² that are complex.

We are working to ensure that systems that support children and families are:



System Change Outcomes	What this Means
Accessible	Public and community systems provide equitable access to quality supports for all young children.
Quality	Public and community systems reflect parent priorities, diverse community needs, and standards that drive results for children.
Aligned	Public and community systems connect and link quality supports for children and families.
Sustainable	Funding, policies, and public support advance sustainable and equitable investments in young children.

¹ Kania, John, Kramer, Mark, and Senge, Peter. (2018). The Water of Systems Change. Retrieved from <https://tinyurl.com/TheWaterOfSystemsChange>

² BUILD system framework.

How Can we Change Systems?

First 5 LA's Contribution to System Change

Systems change is complex work. Meaningful and sustained change requires the collaborative efforts of multiple partners, across multiple sectors, working on the multiple elements inherent in systems change.

At First 5 LA, we believe that **our best contribution** to changing systems is employing three approaches:

Policy Change¹

Efforts to change rules governing institutions, practices, and resource allocation. Policy can be set by both public institutions (e.g., government) and private institutions (e.g., hospitals or employers).

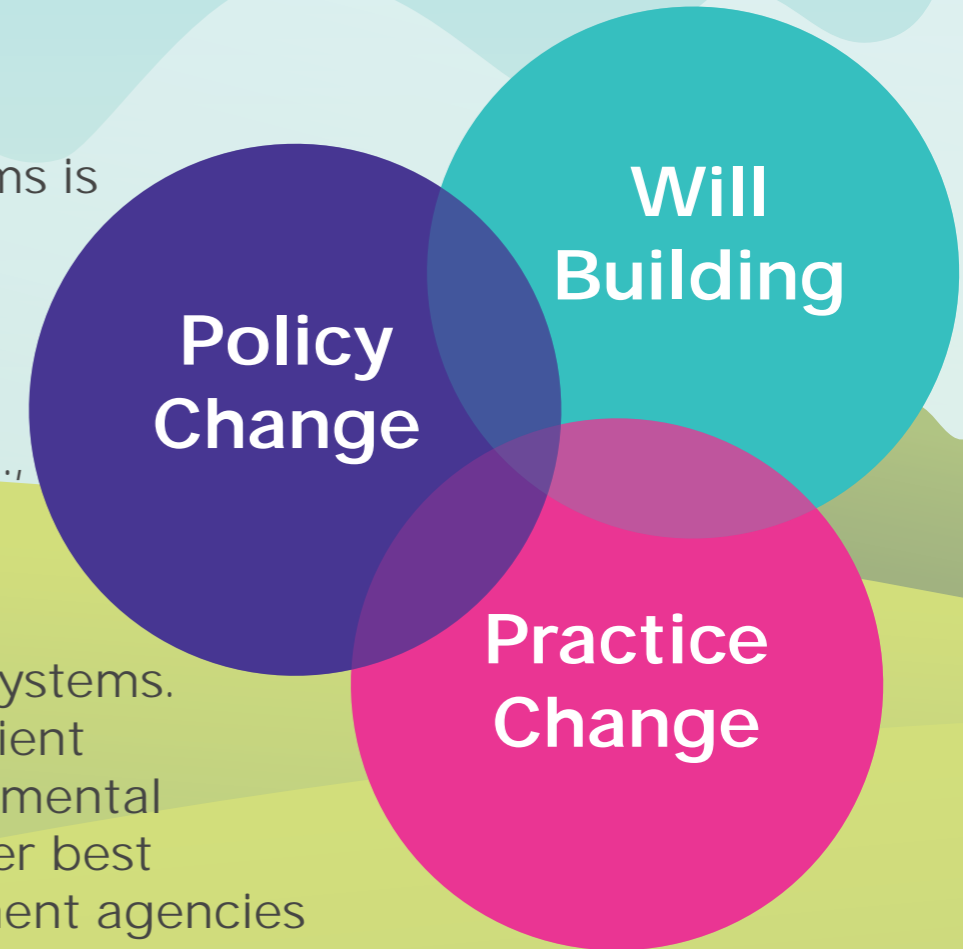
Practice Change¹

Efforts to change the expectations, skills, habits and capacities of systems. Examples of practice change include reworking pediatric office patient procedures to ensure children regularly receive a validated developmental screening and referral to resources, promoting dual language learner best practices in early childhood settings, and supporting local government agencies to effectively engage families and communities.

Will Building

Efforts to build and sustain the will, relationships and networks to change norms, attitudes, behaviors, and beliefs.

In implementing these systems change approaches, First 5 LA will deploy a **range of tactics** including public education, partnership development, advocacy and, most fundamentally, data. These three systems change approaches are interrelated and reflect our experiences over the past five years that demonstrate the need to work on all three approaches in parallel to effect changes in systems.



Strategic Priorities for First 5 LA's Work



Based on our learnings over the past five years, and the reflections generated through the Strategic Plan Refinement process, First 5 LA has developed four **strategic priorities** that articulate how we will focus our efforts and contributions to achieve our system change outcomes and ultimately our targeted results for children and families.

Strengthen Public and Community Systems

Improve, integrate and expand family-centered systems of early prevention, intervention and learning.

Advance and Build on Community Experience

Connect, maximize and coordinate public resources, local assets, and relationships.

Expand Influence and Impact with Data

Expand the availability, use and power of data.

Optimize Our Effectiveness

Heighten organizational performance to enhance our impact.



2

Our Refined Strategy



Strengthen Public and Community Systems

Improve, integrate and expand family-centered systems of early prevention, intervention and learning.

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Strategic Priority #1

Strengthen Public and Community Systems

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

Why is this a Priority for First 5 LA Now?

Given alignment with 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 well-being.

What have we Learned?

Our pivot to systems change work began in 2015. Through our refinement process, we learned that First 5 LA's role as a **convener, catalyst, and advocate** is welcomed and valued. We connect public and community systems leaders to inform local, county and state systems change efforts, bringing a child-focused and equity emphasis to this work.



2028

Priorities for Our Role

First 5 LA will continue to serve as a **policy and practice leader** in building a universal, voluntary home visiting system. Our commitment to early identification and intervention for children will be broadened to encompass maternal health and focus on ensuring that public systems provide timely and quality services. We will leverage our experience in engaging families and support the expertise of our public partners in addressing trauma. Our ECE policy and quality work will reflect the diverse early childhood settings in which children grow and learn. Our work will be done with our Best Start community leaders, who are critical to ensuring systems change efforts are reflective of family and community priorities.

Strategic Priority #2

Advance and Build on Community Experience

Connect, maximize and coordinate public resources, relationships and local assets and relationships within our 14 Best Start geographies.

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 weaving together key resources and infrastructure to advance local solutions for early prevention, intervention and learning.



What have we Learned?

Our 10 years of work in the Best Start geographies provide a platform for lifting up the voices of community leaders and parents. This experience demonstrates that public system changes are necessary, but insufficient to change outcomes for children and families. We need to strengthen and create local networks that can support parents in their communities and capitalize on these learnings to inform our county and state policy work and better integrate First 5 LA and partner investments.

2028

Priorities for Our Role

Our 14 Best Start geographies provide the opportunity to demonstrate impact at a local level. We will **strengthen connections and coordination** among First 5 LA, county partner, and philanthropic investments as these geographies can serve as the “proof of concept” for broader systems change. Our Best Start geographies are places to pilot strategies to improve care provided by family, friends, and neighbor. By promoting the use of population-level developmental assessment, we will inform community planning, activate partners, spur innovation and promote advocacy for improved learning environments for children. Where public funding is dedicated to improving transportation, open spaces and healthy food access, and promoting healthier environments, First 5 LA with our Best Start networks, will work to ensure that the Best Start geographies are prioritized for investments.

Strategic Priority #3

Expand Influence and Impact with Data

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

Why is this a Priority for First 5 LA Now?

First 5 LA is well-positioned to help gather, shape and disseminate data and be a critical voice and storyteller to improve the four results for all children and families in L.A. County. Family perspectives and quantitative measures are essential data tools to build public will and advance learning on early childhood.

What have we Learned?

First 5 LA is a **trusted resource for information** on children and families in L.A. County and can help elevate awareness, impacts and highlight disparities. Our four results and related indicators provide an important scorecard for measuring progress. Mobilizing leaders and capturing our contribution to changing systems requires a diverse set of reporting tools, quantitative and qualitative data, and communication strategies.



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Strategic Priority #4

Optimize Our Effectiveness

Heighten organizational performance to enhance our impact.

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 to champion and promote systems change.

What have we Learned?

Prior strategic plans did not explicitly identify the investments and importance of First 5 LA building the capabilities necessary to successfully execute on the Strategic Plan. This plan makes explicit the necessary process, structure, staffing and culture for First 5 LA to function as a high-performing organization and make meaningful progress on our North Star.



2028



Priorities for Our Role

As First 5 LA fully steps into our role as an **early childhood system change agent**, we must adapt our business processes and organizational structure, while operating within the requirements of a public agency and our evolving fiscal reality. First 5 LA will strengthen our knowledge, skills and capacities to successfully execute the 2020-2028 Strategic Plan and demonstrate commitment to our Values in our daily work, internally and externally. Acknowledging our evolving fiscal reality, we will maximize available revenue sources and, when appropriate, pursue new dedicated revenue for early childhood.

Cycle for Review and Updating the 2020-2028 Strategic Plan



First 5 LA will engage in ongoing and periodic review, reflection, and refinement of elements of the Strategic Plan grounded in learning from experience and data reporting through our **Impact Framework**, which (a) monitors how well systems are working for children and families, (b) assesses the effectiveness of our systems change strategies, (c) guides course-correction, and (d) helps us understand the context to inform our strategies.

First 5 LA also will retool and leverage our annual planning processes (e.g., budgeting process, annual public hearing, contract approval process, etc.) as opportunities to reflect on strategy implementation, ensure compliance, and solicit Board input through application of our Governance Guidelines and Investment Guidelines.

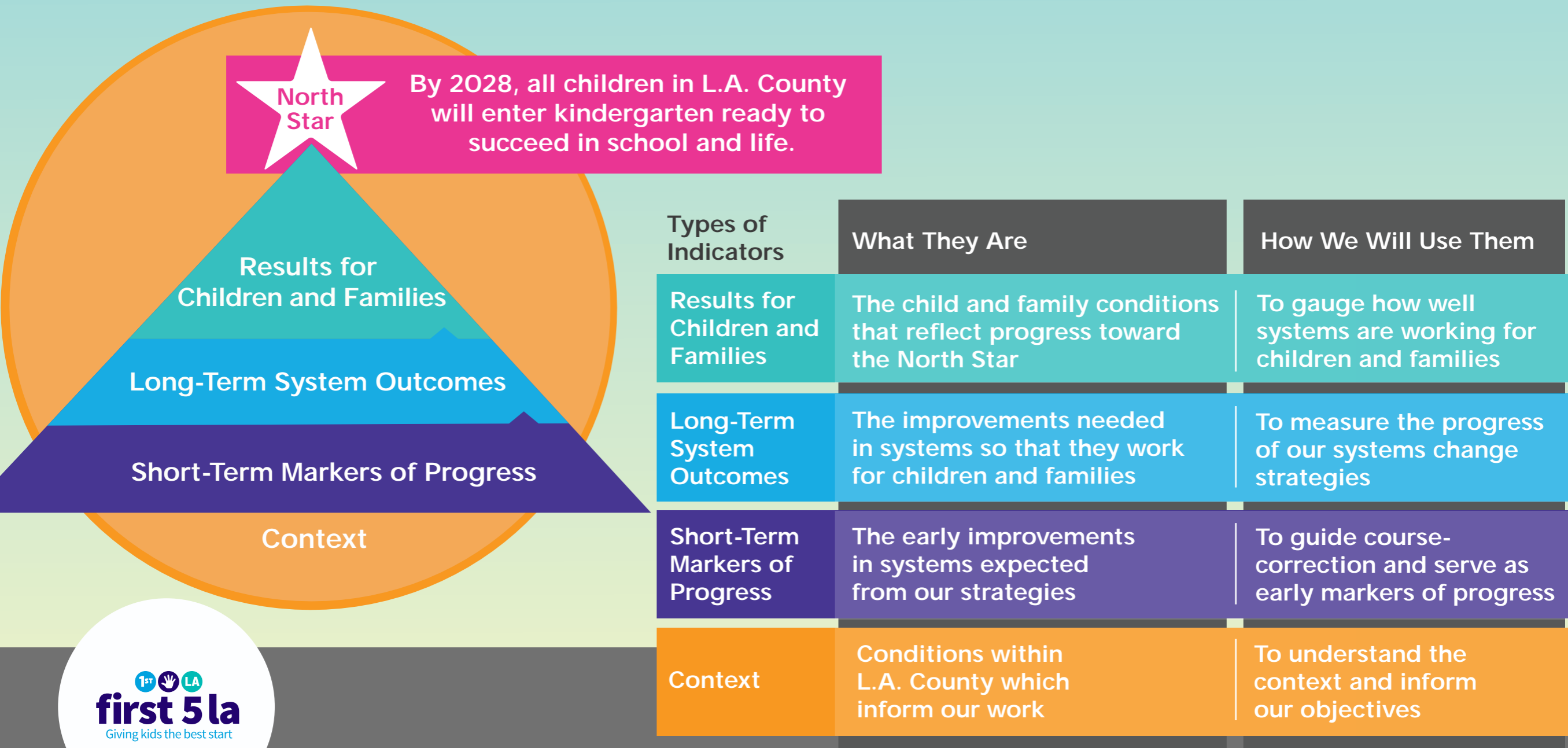


* Dependent on availability of data sources

Measuring and Reporting Our Progress: Impact Framework Indicators

What are Impact Framework Indicators?

The Impact Framework is comprised of four types of data, each aligned with First 5 LA's pathway to reach the North Star. Please see **Appendix B** for more information.



To continue to learn more about First 5 LA and implementation of the 2020-2028 Strategic Plan, please visit www.First5LA.org



3

Appendices and Additional Materials



Appendix A - Strategic Priorities and Objectives

Appendix B - Impact Framework Measurement and Reporting Plan

- I. What is the Impact Framework?
- II. What are the Impact Framework Components?
- III. How will the Impact Framework inform our work?
- IV. Results for Children and Families Indicators
- V. Crosswalk of Indicators for the Results for Children & Families
- VI. Indicators Guide

Appendix C - Context for the SPR4 Process

- I. First 5 LA's Strategic Plan Refinement (SPR4) process
- II. Critical Success Factors for SPR4 Process
- III. The signals we heard
 - I. Landscape
 - II. Programmatic
 - III. Organizational
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- I. Review Phase Data Report
- II. Reflect Phase: County Partner Interviews and Community Engagement Session Summaries
- III. Center for Effective Philanthropy (CEP) Grantee and Stakeholder Perception Survey Key Findings and Recommendations

Appendix E - Key Terms and Definitions





Our Strategic Priorities

Strengthen Public and Community Systems

What We Will Do

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

Why is this a Priority for First 5 LA Now?

Given alignment with 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.

Advance and Build on Community Experience

Connect, maximize and coordinate public resources, relationships and local assets and relationships within our 14 Best Start geographies.

The 14 Best Start geographies provide an opportunity to demonstrate the impact and value of weaving together key resources and infrastructure to advance local solutions for early prevention, intervention and learning.

Expand Influence and Impact with Data

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

First 5 LA is well-positioned to help gather, shape and disseminate data and be a critical voice and storyteller to improve the four results for all children and families in L.A. County. Family perspectives and quantitative measures are essential data tools to build public will and advance learning on early childhood.

Optimize Our Effectiveness

Heighten organizational performance to enhance our impact.

To successfully lead this work, First 5 LA must align its structure, staffing, processes and culture with our strategic priorities to champion and promote systems change.

Appendix A: Strategic Priority 1

Strengthen Public & Community Systems

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

- 1.1 Provide program and policy leadership to support the development and expansion of a universal system of voluntary home visiting that builds upon existing infrastructure.
- 1.2 Advocate for policies and transformative practices to ensure that public systems provide maternal health services as well as child early identification and intervention services.
- 1.3 Advocate for policy change in the early learning reimbursement rate structure to incentivize quality and competitively compensate the early childhood workforce.
- 1.4 Advocate for policy change that aligns and enhances the eligibility and program requirements of publicly funded preschool.
- 1.5 Broaden state and local quality initiatives to encompass all early learning settings in coordination with system partners.
- 1.6 Lead program and policy expansion of family-centered practices and support adoption of trauma-informed approaches in systems serving children and families.
- 1.7 Partner with Best Start Networks to inform County and State system improvement efforts and advance local priorities.

Advance and Build on Community Experience

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

- 2.1 Connect and coordinate First 5 LA's program investments and public/private investments to demonstrate impact at a local level as "proof of concept" to inform countywide system improvement efforts.
- 2.2 Pilot strategies to strengthen the delivery of Family Child Care and Family, Friends, and Neighbor.
- 2.3 Advocate and support the expanded use of a population-level developmental assessment to inform community action.
- 2.4 Optimize policy, partnership, and advocacy opportunities in transportation, food and open space and elevate early childhood considerations in environmental health and related community-identified priorities.

Expand Influence and Impact with Data

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

- 3.1 Activate community leaders and policy makers to prioritize young children and families in budgetary, policy, and practice decisions.
- 3.2 Develop communication strategies to increase consumer demand for home visiting, early identification and intervention, and early learning.
- 3.3 Generate and share learning on effectively incorporating family and community engagement within the work of First 5 LA and our partners.
- 3.4 Partner on data and evaluation efforts to demonstrate effectiveness and promote continuous quality improvement in prevention and early intervention systems.
- 3.5 Expand the adoption and integration of a population-level developmental assessment to capture an accurate snapshot of school readiness in L.A.County, drive early childhood systems change, and highlight best practices in diverse communities.

Optimize Our Effectiveness

Heighten organizational performance to enhance our impact.

- 4.1 Adapt our structure and business processes as a public entity to promote efficiencies, foster integration, and recognize our evolving fiscal environment.
- 4.2 Maximize revenue opportunities and pursue new dedicated revenue for early childhood, consistent with First 5 LA's strategic priorities.
- 4.3 Strengthen First 5 LA's staff knowledge, skills and capacities to successfully execute the Strategic Plan.
- 4.4 Foster a culture that embodies our Values (of collaboration, learning, integrity, diversity, equity and inclusion) and showcase them in our daily interactions with each other and our work with external partners.

Appendix B: Impact Framework

Impact Framework Measurement and Reporting Plan

- I. What is the Impact Framework?
- II. What are the Impact Framework Components?
- III. How will the Impact Framework inform our work?
- IV. Results for Children and Families Indicators
- V. Crosswalk of Indicators for the Results for Children & Families
- VI. Indicators Guide



Appendix B: What is the Impact Framework?



First 5 LA is working to ensure that all children in L.A. County will enter kindergarten ready to succeed in school and life by 2028. The journey to our North Star is complex and made in conjunction with diverse partners such as parents, community members, grantees, county agencies, elected officials, and others. To help us navigate the complexity of our work and measure progress toward our North Star, we are developing a tool called the Impact Framework.

It identifies data we will monitor to:

- Gauge how well systems are working for children and families
- Assess the effectiveness of our systems change strategies
- Guide course-correction
- Understand our context and inform our strategies.

The Impact Framework will help us tell First 5 LA's story and ensure we remain responsive to the needs of children prenatal to 5 in L.A. County.



Appendix B: What are the Impact Framework Components?

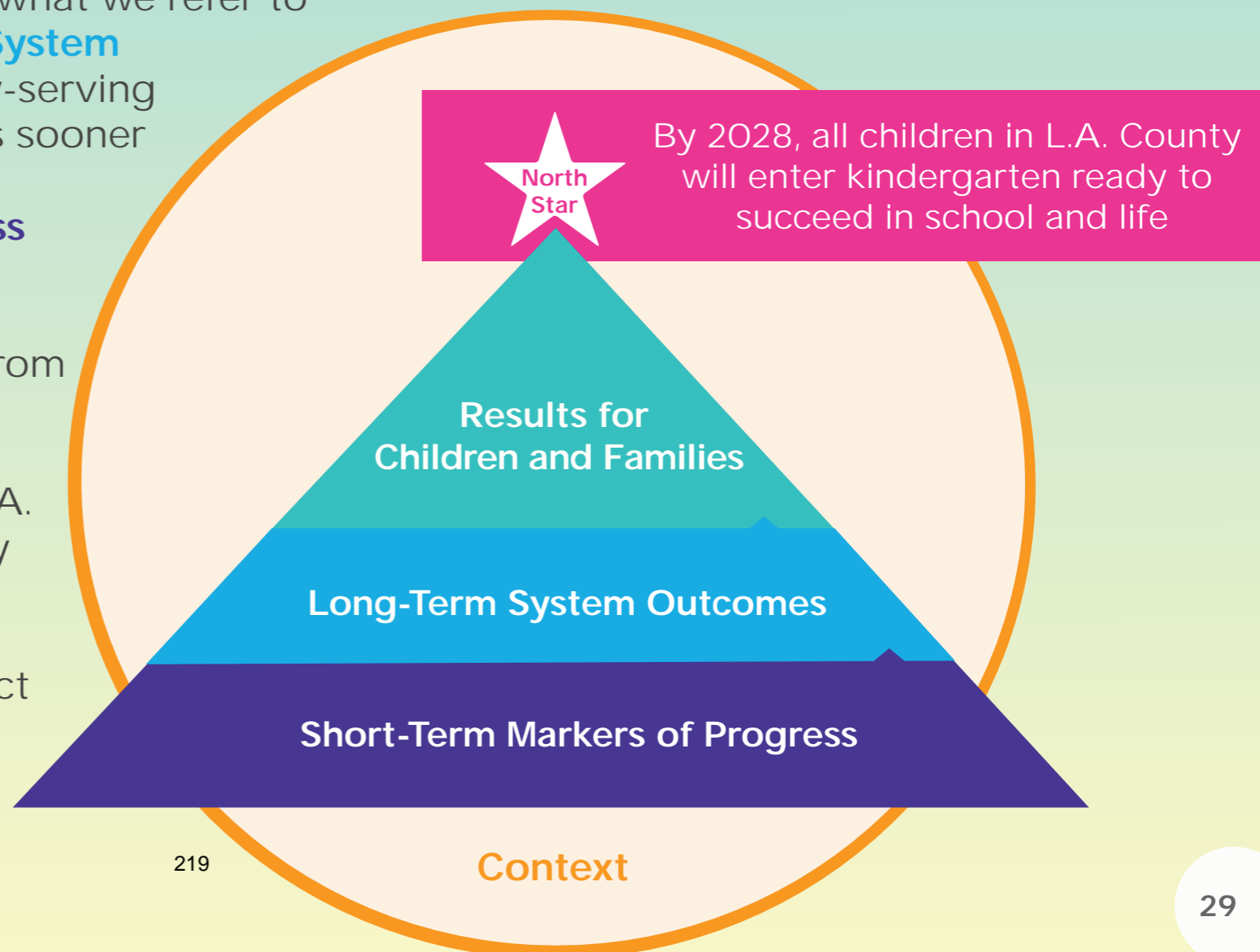


There are four types of data that the Impact Framework will monitor (see visual below). Each type is aligned with First 5 LA's strategies to reach the North Star.

First, there are four optimal conditions that we believe family-serving systems can facilitate for children and families to ensure children are kindergarten ready - these are our **Results for Children and Families**. When we look at data for our Results for Children and Families, it can help us gauge how well family-serving systems are working.

For families to have these conditions in the Results for Children and Families, the systems that serve them must be responsive to their needs. Over the next decade, we envision that family-serving systems will be accessible, quality, aligned and sustainable – what we refer to in the Impact Framework as our **Long-Term System Outcomes**. There are improvements to family-serving systems we expect to see from our strategies sooner and that serve as early markers of progress. These are our **Short-Term Markers of Progress** (in development). First 5 LA will use these to guide our investments and strategic course-corrections based on what we learn from our investments.

Lastly, there are many things happening in L.A. County that might not be directly affected by First 5 LA's work but are important for us to know about to understand the lives and conditions of children and families. The Impact Framework's **Contextual Indicators** can lend insight to the conditions of children and families in L.A. County, information we can also use to inform our strategies.



Appendix B: How will the Impact Framework inform our work?

The data from the Impact Framework will be reviewed in cycles. Annually, we will review the Contextual Indicators to inform our objectives and every three years we will review the indicator data for System Outcomes and Results for Children and Families to refine the strategies to reach our North Star. There are also other inputs that can inform our understanding of what's working and what we can do better. The experiences of children and families, the feedback from our grantees and partners, and new data and research that emerge over time are examples of other inputs that can help us determine the impact of our grantmaking strategies and learn how we can support the systems that serve L.A. County's children and families. We are currently developing plans for our review cycles to ensure we're incorporating the Impact Framework data and other inputs into how we measure our effectiveness as an organization. Additionally, as First 5 LA's work continues to evolve, we will periodically review the Impact Framework indicators to determine if they need to be revised or expanded.

What happens next?

There are several next steps for the development of the Impact Framework. First, we will be selecting system outcome indicators in collaboration with key partners. Next, as an organization that values learning, we are also developing a process to make sure that the Impact Framework will be a learning tool not only for all First 5 LA staff but also for our grantees, partners and L.A. County's families. We are committed to sharing insights with our partners, grantees and L.A. County families, and hope that they too learn from First 5 LA's journey to ensuring that all children in L.A. County will enter kindergarten ready to succeed in school and life by 2028.



Appendix B: Results for Children and Families Indicators



The indicators for the Results for Children and Families are a component of the Impact Framework which represent child and family conditions that reflect progress toward the North Star. Monitoring these data will help First 5 LA gauge how well systems are working for children and families. Please see the **Indicators Guide** (page 33) that highlights the value of each indicator and provides a high-level summary of the most recent data and trends.

- 1 Increased rate of L.A. County children birth to age 5 enrolled in a high-quality early learning and care program.
- 2 Increased rate of income-eligible L.A. County children birth to age 5 enrolled in publicly-funded early learning and care programs.
- 3 Increased rate of L.A. County children birth to age 3 with a developmental delay participating in early intervention services.
- 4 Decreased average age of L.A. County children entering special education services.
- 5 Decreased rate of L.A. County children with Child Protective Services involvement at any point during the first 5 years of life.
- 6 Increased rate of L.A. County families with children birth to age 5 who read, tell stories, sing, play music, or teach letters, words, or numbers to their child daily.
- 7 Increased rate of L.A. County families who participate in home visiting programs at any point prenatally through age 5.
- 8 Increased rate of eligible L.A. County families with children prenatal to age 5 participating in safety net programs.
- 9 Increased rate of L.A. County families with children birth to age 5 who report having one or more people to talk to in times of need.
- 10 Increased rate of L.A. County families with children birth to age 5 that have access to parks and open spaces.



Appendix B: Crosswalk of Indicators for the Results for Children & Families



Indicator	Children have high-quality ECE experiences	Children are connected early to developmental services & supports	Children are safe from abuse, neglect & other trauma	Families optimize their child's development
1	✓	✓		✓
2	✓			✓
3		✓	✓	
4		✓	✓	
5			✓	
6				✓
7			✓	✓
8			✓	✓
9			✓	✓
10		222		✓

Appendix B: Indicators Guide

The indicators for the Results for Children and Families are a component of the Impact Framework which represent child and family conditions that reflect progress towards the North Star. Monitoring this data will help First 5 LA gauge how well systems are working for children and families. This document highlights the value of each indicator and provides a high-level summary of the most recent data and trends. At this time, we are reporting data and trends from publicly available data sources; **data on result indicators will be updated as additional data is secured.**

Result Indicator	Value of the Indicator	Current Data Source ¹	Most Recent Data	Historical Data Trends
1. Increased rate of L.A. County children birth to age 5 enrolled in a high-quality early care and education program.	There is a large body of evidence that suggests having high-quality early care and education (ECE) experiences prior to kindergarten entry leads to later school success. Beyond the experiences that improve specific cognitive domains, such as reading, language development and numeracy skills, participating in high-quality ECE promotes socio-emotional development through structured play, physical and motor development and the building of positive relationships with providers and peers. This indicator provides insights into the proportion of children in L.A. County connected to such services.	Proxy Measure: Quality Counts California (QCC) Common Data File for L.A. County	In 2017-18, just under 6% of the 631,911 children under five years old in L.A. County were attending a Quality Start Los Angeles (QSLA)-rated high quality early care and education program. Among the 43,660 children served in QSLA-rated programs during 2017-18, a total of 37,111 children were enrolled in programs that were rated Tier 3 or higher. ²	Pending access to historical data
2. Increased rate of income-eligible L.A. County children birth to age 5 enrolled in publicly-funded early care and education programs.	Participation in subsidized early care and education programs not only offers access to high-quality programs for low-income families, it also enhances the overall economic well-being of families in L.A. County. The research related to the relationship between family economic well-being and school readiness and later success is well established. This indicator provides insights into the proportion of children in L.A. County connected to such a resource.	Direct Measure: Enrollment data from Los Angeles County Office of Education (LACOE) and the Office for the Advancement of Early Care and Education (OAECE) Annual Survey of Early Care and Education Providers; Child Care Alliance of Los Angeles (CCALA)	70,516 children in L.A. County are enrolled in early care and education settings subsidized by state and federal funding sources as of April 2019. This represents 15.5% of the 455,581 children who were eligible for subsidized care in 2016. ³	Pending access to historical data

[1] Please note there are three types of measures of the indicators: (1) Direct measures of the indicator, (2) Proxy measures which are indirect measures that provide an estimation of the indicator, and (3) Related Data which is provided when no measure of the indicator currently exists and a close alternative provides some insights into the current state of affairs.
 [2] Please note additional data will be added in the future to include enrollments in programs with NAEYC accreditation, NAFCC accreditation, or those in compliance with Head Start Program Performance standards.
 [3] American Institutes for Research (2016). Early Learning Needs Assessment Tool.

Appendix B: Indicators Guide (cont'd)



Result Indicator	Value of the Indicator	Current Data Source ¹	Most Recent Data	Historical Data Trends
<p>3. Increased rate of L.A. County children birth to age 3 with a developmental delay participating in early intervention services.</p>	<p>Research has shown that the earlier children's developmental needs are identified, the more effective interventions can be in supporting healthy child development, reducing stress in the home, increasing parental capacity and increasing success in school. This indicator provides insights into the proportion of children in L.A. County connected to such services.</p>	<p>Proxy Measure: CA Office of Special Education Programs (OSEP) Early Start Part C Annual Performance Report, Percent of children and toddlers birth to 3 with Individual Family Service Plans (IFSP)</p>	<p>Fiscal Year 2017 Early Start data indicates that 47,025 California children birth through age 3 are receiving early intervention services through the Regional Centers. This represents 3.18% of the 1,476,631 infants and toddlers in California.⁴ However, literature on early identification suggests 12–16% of children in the United States have at least one developmental delay.²</p>	<p>The proportion of California children who receive early intervention services through Early Start has increased slightly over the ten-year period between 2005 and 2017 (from 1.99% to 3.18%).</p>
<p>4. Decreased average age of L.A. County children entering into special education services.</p>	<p>Research has shown that the earlier children's developmental needs are identified, the more effective the intervention can be supporting healthy child development, reducing stress in the home, increasing parental capacity and increasing success in school. Indicator 4 adds value by capturing services received beyond IDEA Part C (Early Start) by tracking the average age of children entering special education services with the goal of reducing this age over time, signaling that children are receiving services earlier.</p>	<p>Direct Measure: California Department of Education Special Education Division, Average age of children receiving special education services for speech or language impairment.³</p>	<p>As of December 2017, the average age of children receiving special education services for speech or language impairment among children in L.A. County was 6.25 years old.</p>	<p>Over the last ten years, the average age of those receiving special education services has gradually decreased by 0.6 years.</p>

[1] Data are currently available only as a state-wide indicator and not specific to L.A. County.

[2] Mackrides, P. S., & Ryherd, S. J. (2011). Screening for developmental delay. *American Academy of Family Physicians*, 84 (5), 544 – 549.

[3] Speech and language impairments are the most prevalent developmental delay among young children, and frequently accompanies other delays. Draft as of 9.19.19

Appendix B: Indicators Guide (cont'd)

Result Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
<p>5. Decreased rate of L.A. County children with Child Protective Services involvement at any point during the first 5 years of life.</p>	<p>Children involved in the child welfare system are less likely to participate in high-quality early care and education programs, to be ready for kindergarten, or to graduate from high school. They are also more likely to be involved in other systems. This indicator provides insights into the proportion of children who have involvement with the child welfare system during their early childhood.</p>	<p>Direct Measure: Children's Data Network, Cumulative Risk of Child Protective Services Involvement</p>	<p>Of children born in 2013, 16.2% were reported to Child Protective Services (CPS) as a victim at least once during their first 5 years of life, 5.7% were substantiated as a victim, and 2.8% were placed in out-of-home care.</p>	<p>There has been a slight increase in the rate of children reported to CPS as a victim at least once during their first 5 years of life, from 14.6% of children born in 2007. No significant changes occurred in the rate of children with substantiated cases or out-of-home placement.</p>
<p>6. Increased percentage of L.A. County families with children birth to age 5 who read, tell stories, sing, play music, or teach letters, words, or numbers to their child daily.</p>	<p>Research has shown that families play a key role in supporting their child's language development. This indicator serves as a proxy for both awareness of child development and active parental engagement.</p>	<p>Proxy Measure: Public Health Foundation Enterprises (PHFE) WIC Research and Evaluation Department, Los Angeles County WIC Survey⁷</p>	<p>In 2017, of 6,000 surveyed WIC parents:</p> <ul style="list-style-type: none"> 45% reported reading to their child every day. 35% reported telling stories to their child every day. 67% reported playing music to their child every day. 60% reported teaching letters, words, or numbers to their child every day. 	<p>Since 2008, there have been slight increases in the percentage of WIC parents reading to their child everyday (from 37% to 45%) and in telling stories to their child every day (from 27% to 35%).</p>

[7] The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides supplemental foods, nutrition education and referrals to health care, at no cost, to low-income pregnant, breastfeeding and postpartum women, infants, and children up to age 5 who are determined to be at nutritional risk. In 2017, 48% of L.A. County families with children under the age of 5 participated in WIC. While the L.A. County WIC Survey is representative of the population of low-income WIC participants, it is not a population-wide measure for L.A. County broadly.

Appendix B: Indicators Guide (cont'd)

Result Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
<p>7. Increased rate of L.A. County families who participated in home visiting programs at any point during prenatal through age 5.</p>	<p>Home visiting is a powerful tool to support and strengthen families by providing family-centered coaching and mentoring, education, support on an individual basis, and connecting families to additional critical services and supports. Home visitors meet families where they are and foster the critical parent-child bond by reinforcing parents' own efforts and abilities to optimize their child's development. This indicator provides insights into the proportion of children in L.A. County connected to such services.</p>	<p>Direct Measure: Los Angeles Best Babies Network (LABBN), Enrollments in First 5 LA funded Home Visiting Programs (Welcome Baby, Healthy Families America and Parents as Teachers)</p>	<p>A total of 18,678 families enrolled in First 5 LA-funded home visiting programs during Fiscal Year (FY) 2018-19. In 2017, 128,919 children were born in L.A. County. ⁸</p>	<p>Enrollment in Welcome Baby has seen a steady increase from 12,777 in FY 2016-17 to 16,851 in FY 2018-19, while enrollments in First 5 LA-funded Healthy Families America and Parents as Teachers have remained relatively stable.</p>
<p>8. Increased rate of eligible L.A. County families with children prenatal to age 5 participating in safety net programs.</p>	<p>Public service system programs, such as CalWORKS, CalFresh, WIC and Medi-Cal, represent the availability of critical economic support resources for children and families. They allow families to meet important health care and basic needs. This indicator is a proxy for systems being accessible and available to meet families' needs.</p>	<p>Related Data: CA Department of Social Services, California Work Opportunity and Responsibility to Kids (CalWORKS)</p> <p>Direct Measure: CA Department of Social Services, CalFresh Program Reach Index.</p> <p>Related Data: U.S. Department of Agriculture, CA WIC Program MIS System.</p> <p>Related Data: Department of Health Care Services, Medi-Cal Penetration Brief.</p>	<p>In 2019, 18% of children under 18 years old in L.A. County receive CalWORKS.</p> <p>In 2017, CalFresh reached over two-thirds (69%) of all eligible families.</p> <p>In 2017, WIC served roughly half of all L.A. County children under the age of 5 years old.⁹</p> <p>In 2015, 57.7% of all children birth to age five years old in L.A. County had Medi-Cal as their primary insurer.⁹</p>	<p>Within the past seven years (2012-19), there has been a slight decrease in children under 18 years old receiving CalWORKS with 24% of children receiving cash assistance in 2012. Over a ten-year span (2007-2017), the percent of L.A. County children under age 5 years old participating in WIC slightly decreased.</p>

[8] Enrollment data for home visiting programs that do not receive First 5 LA funding is not currently accessible.

[9] Please note that data estimates for the number of families eligible for CalWORKS, WIC, and Medi-Cal is pending access. Currently accessible data looks at participation compared to the total population of children in L.A. County and does not account for eligibility criteria.

Appendix B: Indicators Guide (cont'd)



Result Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
<p>9. Increased rate of L.A. County parents/caregivers with children birth to age 5 who report having one or more people to talk to in times of need.</p>	<p>Research suggests that having stable social connections has been shown to be a critical support for families that enables them to deal with economic, social and parental stress. This indicator measures how well families have access to informal supports to assist in promoting their child's development.</p>	<p>Proxy Measure: PHFE WIC Research and Evaluation Department, L.A. County WIC Survey</p>	<p>Across L.A. County during 2017, more than 80% of parents/caregivers report having someone to turn to if they needed someone to comfort or listen to them.</p>	<p>Pending access to historical data</p>
<p>10. Increased rate of L.A. County families with children prenatal to age 5 that have access to parks and open spaces.</p>	<p>Families having access to parks and open spaces is representative of a community environment that offers the type of resources that enable families to be active and connect with others. This indicator can be viewed as a demonstration of communities' commitment to young children and building social connections.</p>	<p>Proxy Measure: Los Angeles County Department of Parks and Recreation, Needs Assessment, Percentage of L.A. County residents who reside within one half-mile of a park, beach, or other open space greater than one acre.</p>	<p>In 2016, 49% of people residing in L.A. County lived within one-half mile of a park, beach, or other open space greater than one acre while 51% lived beyond one-half mile.</p> <p>Overall, 80% of parks in L.A. County experience high park pressure (amount of available land versus density of population in area) making play and connection difficult.</p>	<p>Pending access to historical data</p>

Appendix B: Indicators Guide (cont'd)



Contextual Indicators

This section summarizes 14 Contextual Indicators intended to capture the L.A. County context which are divided into the following four domains: child characteristics, maternal characteristic, resources, and community characteristics. The four domains represent factors that are most relevant and the best fit to inform First 5 LA's work.

Contextual Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
Child Characteristics				
1. California Strong Start Index (CASSI): Average number of assets at birth (by birth cohort)	Birth asset scores, which summarize the conditions in which children are born, can speak to the need for services and supports to optimize child development across communities in L.A. County as children with fewer assets may have greater need for services. The CASSI explores 12 assets across family, health, service, and financial domains.	Direct Measure: California Strong Start Index, First 5 Association/ Children's Data Network	In 2016, children born in L.A. County had an average of 8 out of 12 assets at birth, which is consistent with the state average.	Pending access to historical data
2. Low Birth Weight: Percent of live births in L.A. County where the child weighed under 2500 grams	Low birth weight, one of the leading causes of infant death, speaks to the need for services like prenatal care, home visiting, and health services.	Direct Measure: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2006-2015.	In 2015, 9,100 (7.3%) of children were of low birth weight in Los Angeles County.	Over the last 10 years, there has been very little fluctuation in the proportion of children of low birth weight in L.A. County.
3. Child Weight: Percent of children birth to 5 years in L.A. County that have a Body Mass Index (BMI) that falls within overweight and obese BMIs	Childhood obesity puts children at risk for poor health outcomes later in life. Child weight informs our understanding of our target population and speaks to the need for nutrition programming in early learning and care and home visiting programs.	Proxy Measure: Women, Infant, Child (WIC) Program, Childhood Obesity Rates in L.A. County	In 2015, 9,100 (7.3%) of children were of low birth weight in Los Angeles County.	Over the last ten years, obesity rates for 3- and 4-year old children have remained relatively consistent after reaching an all-time high in 2009 (21% and 22.5% respectively).

Appendix B: Indicators Guide (cont'd)

Contextual Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
<p>4. Special Education: Number of children aged 0 to 5 years old in L.A. County who are enrolled in special education.</p>	<p>Children with an IFSP or IEP are eligible for special education services. This helps inform our understanding of the demand for services that will promote learning and developmental growth for children with special needs.</p>	<p>Direct Measure: California Department of Education, Special Education Division</p>	<p>In 2017, more than 22,000 children aged 0 to 5 years old were enrolled in special education in L.A. County.</p>	<p>Enrollment in special education among 0 to 5-year-olds increased by 8% between 2014-15 to 2017-18.</p>
<p>5. English Learner Designation: Number of kindergarteners in L.A. County who have received English Learner designation</p>	<p>English learner students are those students for whom there is a report of a primary language other than English. English Learner Designation informs our understanding of our target population and speaks to the need for professional development in early learning and care settings.</p>	<p>Direct Measure: California Department of Education DataQuest, Enrollment by English Language Acquisition Status and Grade</p>	<p>In the 2018-2019 school year, 30%, or a total of 38,740 kindergarteners in L.A. County, were classified as English Learners.</p>	<p>While the number of kindergarteners in L.A. County has remained relatively flat from 2014-2015 to 2018-2019, the percent of kindergarteners classified as English Learners decreased by 8% during this period (38% to 30%).</p>
<p>6. 3rd Grade English Language Arts Proficiency: Percent of 3rd grade students in L.A. County meeting or exceeding grade-level standard in English Language Arts California Assessment of Student Performance and Progress (CAASPP) during an academic year</p>	<p>Childhood obesity puts children at risk for poor health outcomes later in life. Child weight informs our understanding of our target population and speaks to the need for nutrition programming in early learning and care and home visiting programs.</p>	<p>Proxy Measure: Women, Infant, Child (WIC) Program, Childhood Obesity Rates in L.A. County</p>	<p>In 2015, 9,100 (7.3%) of children were of low birth weight in Los Angeles County.</p>	<p>Over the last ten years, obesity rates for 3- and 4-year old children have remained relatively consistent after reaching an all-time high in 2009 (21% and 22.5% respectively).</p>

Appendix B: Indicators Guide (cont'd)

Contextual Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
Maternal Characteristics				
7. Exclusive Breastfeeding: Annual percentage of mothers in L.A. County who initiate exclusive breastfeeding one week, one month, and three months after childbirth	Breastfeeding rates are indicative of mother/child bonding and child nutrition. This informs our understanding of what the landscape of exclusive breastfeeding looks like in L.A. County, and speak to the need for mothers to attain services and resources geared toward breastfeeding practices	Proxy Measure: Los Angeles Mommy and Baby Project (LAMB), % of mothers reporting exclusive breastfeeding	In 2016, an estimated 55.6% of mothers in L.A. County were exclusively breastfeeding their children at 1 week, 51.0% at 1 month, and 43.2% at 3 months.	Since 2014, the percentage of mothers exclusively breastfeeding at 3 months has increased by 5% in L.A. County.
8. Maternal Depression: Annual percentage of mothers in L.A. County displaying signs or symptoms of depression at any point before, during, or after childbirth	Maternal depression negatively impacts healthy early development and school readiness. This informs our understanding of the long-term effects of maternal depression, and speaks to the need of early identification and screening for mothers.	Proxy Measure: California Department of Public Health: Maternal and Infant Health Assessment (MIHA) Survey Data Snapshot, County of Los Angeles, Maternal Characteristics	Between 2013 - 2015, an estimated 13.9% of mothers in L.A. County experiences prenatal depressive symptoms, and 13.6% of mothers of newborns in L.A. County experienced postpartum depressive symptoms.	Since 2010, the percentage of mothers experiencing prenatal and postpartum depression in L.A. County has remained steady.
Resources				
9. Income: Number of children between 0 to 5 years old in L.A. County whose families have an income less than the Federal Poverty Line.	Lack of financial resources can limit other resources and opportunities available to families to support their children's development, and can be an indicator of need.	Proxy Measure: U.S. Census Bureau, Small Area Income and Poverty Estimates 230	In 2017, an estimated 457,665 or 20.9% of children under the age of 18 in L.A. County were in poverty.	The percent of children under the age of 18 in L.A. County in poverty has steadily decreased from 624,784 or 27.4% in 2013 to 457,665 or 20.9% in 2017.

Appendix B: Indicators Guide (cont'd)

Contextual Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
<p>10. Food Insecurity: Percent of families with children between 0 to 5 years in L.A. County who experience a disruption of food intake or eating patterns because of lack of money and other resources in any given year.</p>	<p>Food insecurity can lead to long-term negative health and developmental consequences for children, and can be an indicator of need.</p>	<p>Proxy Measure: Los Angeles County Department of Public Health</p>	<p>In 2015, an estimated 27.7% of families with children under the age of 18 in L.A. County were living in a household with limited or uncertain access to adequate food.</p>	<p>From 2002 to 2011 the percent of families with children under the age of 18 in L.A. County with limited access to adequate food increased by 9% and then decreased from 2011 to 2015 by 6%.</p>
<p>11. Homelessness: Number children between 0 to 5 years in L.A. County who are without a home or live in a place not meant for human habitation, a safe haven, or in an emergency shelter (chronic).</p>	<p>Homelessness can negatively affect the health, development and well-being of pregnant women, children and families, and can be an indicator of need.</p>	<p>Direct Measure: Los Angeles Homeless Services Authority (LAHSA)</p>	<p>In 2018, a total of 264 children under the age of 18 were reported as homeless, making up an estimated 2% of the homeless population in Greater Los Angeles.</p>	<p>The homeless youth count has significantly decreased across all of L.A. County from 2016-2018.</p>
<p>12. Emergency Room Visits: Ratio of necessary vs. unnecessary emergency room visits among children 0 to 5 years in L.A. County.</p>	<p>High rates of emergency room visits among children 0-5 could be an indicator of limited child health literacy, lack of access and utilization of routine primary care, or lack of insurance coverage.</p>	<p>Direct Measure: California Office of Statewide Health Planning & Development</p>	<p>In 2017, there were over 2 million emergency room visits in California that were classified as non-emergency issues.</p>	<p>Unnecessary emergency room visits make up 16.9% of all emergency room visits and have remained steady from 2016-2017.</p>

Appendix B: Indicators Guide (cont'd)

Contextual Indicator	Value of the Indicator	Current Data Source	Most Recent Data	Historical Data Trends
Community Characteristics				
13. California Healthy Places Index: Percentile rank of L.A. County compared to other California counties.	This indicator can help identify community strengths and assets as well as opportunities for growth. It also gives a holistic picture of a community's health in comparison to other California communities and counties.	Direct Measure: Public Health Alliance of Southern California: California Healthy Places Index	Overall, L.A. County has healthier community conditions than 50% of other California counties, and healthier economic and educational conditions than over 60% of other California counties.	Pending access to historical data
14. Access to Transportation: Percentage of households in L.A. County who have limited access to personal (lack of mobile vehicle) or public transportation (train, bus, subway, etc.)	Monitoring access to transportation can help inform the location of easily accessible sites for programming and identify communities in need of more flexible services, such as mobile clinics or home visiting.	Proxy Measure: Public Health Alliance of Southern California: California Healthy Places Index	While over 90% of L.A. County residents have access to an automobile, this is a lower rate than almost all other California counties.	Pending access to historical data



Appendix C: Context for the SPR4 Process

Context for the SPR4 Process

- I. First 5 LA's Strategic Plan Refinement (SPR4) process
- II. Critical Success Factors for SPR4 Process
- III. The signals we heard
 - I. Landscape
 - II. Programmatic
 - III. Organizational
- IV. Summary of Community & Stakeholder Input



Appendix C: First 5 LA's Strategic Plan Refinement (SPR4) process

First 5 LA is an independent public agency with a goal to support the safe and healthy development of young children so that by 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life. Changing systems and policies to prioritize children at the earliest moments in their lives is what's required to help all children have the best start possible in life.

SPR4 Process

First 5 LA's Strategic Plan Refinement process – referred to as SPR4 – encompassed four major phases:

Phase I: Review how our strategies have been and are being implemented to achieve our targeted outcomes and the resulting learnings.

Phase II: Reflect on how changes in the landscape and our own implementation experience can inform our approach to achieving our targeted outcomes.

Phase III: Refine our strategies to incorporate learnings from our own experience in policy and systems change work and our assessment of strategic opportunities to achieve our targeted outcomes.

Phase IV: Results to document and assess First 5 LA's progress on achieving our North Star.

Why Strategy Refinement?

The 2015-2020 Strategic Plan represented a significant pivot for First 5 LA to transition from its role primarily as a funder of direct services to a focus on systems change. This change was driven by the recognition that only through a focus on the systems that are designed to support families at the community, county and state level could First 5 LA have the desired impact on all children in L.A. County, given our limited and declining resources. The Strategic Plan Refinement process, launched in January 2019, affirmed our commitment to system change and refined our approach informed by our learnings, changes in the environment, and appreciation of the value of **more clearly articulating the unique role and assets of First 5 LA.**

Review

How have our strategies been implemented?

What progress has been made?

Reflect

What has changed in the environment?

What have we learned about policy and systems change?

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Refine

How should we refine our work based on what we've learned and strategic opportunities?

Results

Document our strategic direction and targeted results.

Appendix C: Critical Success Factors for SPR4 Process

At the outset of the process, First 5 LA identified seven critical success factors that were established as fundamental markers for how the Strategic Plan Refinement process would be executed. These were our commitments and expectations for the Strategic Plan Refinement process and remain relevant for how we will continue to work in implementation.

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

Appendix C: The Signals We Heard



The Review Phase of the **SPR4** took stock of:

- **Progress** on Strategic Plan implementation
- **Lessons learned** on effectively implementing systems and policy change
- **Shifts in the landscape** that might affect First 5 LA's strategy

Learning for Action (LFA) conducted **20+ interviews** and reviewed **20+ documents** [see "Review Phase Data Report" in Appendix D] to identify themes organized into three areas:

- 1 **Landscape Review** – examining changes in the landscape that might impact how First 5 LA achieves its targeted results
- 2 **Organizational Review** – examining First 5 LA's strengths and areas for growth
- 3 **Programmatic Review** – examining progress and lessons learned regarding implementation of First 5 LA's strategies

Landscape Insights

The key question that guided the Landscape Review: *What has changed in the landscape in the last three years that might impact how First 5 LA achieves its targeted results?*

- The majority of children from birth to age 5 in the County are children of color. L.A. County is the ninth most diverse among the largest 150 metro regions in the nation. Communities of color constitute a considerable majority of the county's population.
 - Nearly half (49%) of L.A. County parents of children 5 and under are foreign born, and of these, 67% are not citizens.
- Regions within the county have disparate levels of opportunity, clustering along racial and economic lines.
- Profound inequities threaten the long-term prosperity of L.A. County. People of color are far more likely to be in poverty or working poor than Whites.
- Differential access to employment and education contributes to racial disparities in all four of First 5 LA's outcome areas.
- The state policy climate is favorable for systems-level investments in early childhood. **First 5 LA brings credibility and focus to the policy table** and is positioned to engage in powerful advocacy to guide wise investment of new resources.
- Local entities are receptive to First 5 LA's systems change approach. First 5 LA is a thought leader and strong partner to county departments. Furthermore, First 5 LA has strengthened partnerships with research institutions.

Appendix C: The Signals We Heard (cont'd)

Organizational Insights

The key question that guided the Organizational Review: *What have we learned about First 5 LA's capacity to do systems and policy change work?*

- Staff and board are stronger and working together more effectively than ever before.
- Integration is an ongoing journey.
- First 5 LA has strengthened its systems and policy change capabilities, with more room to grow.
- First 5 LA overall has increased the effectiveness of its functioning as an organization; and there are opportunities to become more nimble and develop new revenue sources.
- First 5 LA should continue to hone its strategies, with a focus on equity and driven by data & learning.
- Effective communications are critical for driving change among systems, communities and families.



Appendix C: The Signals We Heard (cont'd)

Programmatic Insights

The key questions that guided the Programmatic Review: *What progress has First 5 LA made in the first three years of its 2015-2020 Strategic Plan implementation? What has First 5 LA learned about how it does the work to best achieve outcomes?* Key insights include:

- First 5 LA's shift to policy and systems change is highly valued across stakeholders
- Partnerships have been effective and are key to ongoing success; and there is a need to more clearly identify who First 5 LA partners with and why. Stakeholders suggest that First 5 LA should:
 - Deepen partnership with community-based organizations and parent leaders.
 - Build even stronger connections with philanthropy, government agencies and the corporate sector.
 - Consider a deeper focus at the local municipality level.
- First 5 LA can further clarify its approach to the important work in the 14 Best Start geographic areas:
 - Clarify what is unique about First 5 LA's approach in, intended outcomes for, and long-term sustainability plan for efforts in Best Start Communities.
 - Engage greater community voice, build relationships with new partners within communities, and help neighborhoods develop a sustainable strategy.
- First 5 LA's early learning work exemplifies its **unique role in bridging practice and policy**. First 5 LA's systems change approach and strong relationships with key ECE partners has helped to make traction on Quality Rating and Improvement System (QRIS) in the county. Stakeholders want further clarification of First 5 LA's Kindergarten Readiness Assessment (KRA) strategy.
- Leadership on home visitation is a unique value that First 5 LA brings to the County and State. Stakeholders have noticed that home visiting programs have scaled and are more sustainable.
- First 5 LA has made important strides in addressing children's health needs in the areas of early identification and intervention as well as trauma informed care.

Appendix C: Summary of Community & Stakeholder Input

As part of First 5 LA's Strategic Plan Refinement process, input from the Board of Commissioners, external stakeholders, county 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. The summary reports [See "Reflect Phase: County Partner Interviews and Community Engagement Session Summaries" in Appendix D] synthesize input from these key stakeholders to support the strategy refinement process undertaken by the First 5 LA Strategic Refinement Teams (SRTs).



Learning for Action (LFA) staff conducted phone interviews with 19 community partner stakeholders consisting of 17 county partners as well as representatives from First 5 CA and the First 5 Association. LFA also interviewed the Board of Commissioners.

First 5 LA staff conducted 10 engagement sessions with key stakeholders. The sessions engaged more than 130 stakeholders once completed. First 5 LA also held 10 input sessions with Best Start communities and 8 informational interviews were conducted by staff from the Communities department.

Finally, First 5 LA partnered with the Center for Effective Philanthropy (CEP) to conduct two surveys – one for grantees, which included contractors, and one for stakeholders. Findings from the grantee and stakeholder surveys serve as baseline data to determine how First 5 LA is doing and how we compare to 300 other philanthropic organizations within CEP's dataset.



Appendix C: Summary of Community & Stakeholder Input (cont'd)

Overarching themes include:



Recommendations for First 5 LA's role

- First 5 LA's 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 strategy refinement process.
- 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 can continue to share more information about its work with other First 5 county commissions, perhaps through 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, approaches to measurement, and learnings could be valuable for other counties working on similar efforts. Similarly, the First 5 LA Commission and staff can broaden their understanding of other First 5s, for example, how they are addressing declining revenue or their top priorities.
- 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.
 - First 5 LA is positioned to leverage community voice and elevate family needs in a way that county partners cannot, particularly given the valuable infrastructure in place via the Best Start communities.
 - Continue to engage in parent engagement, with careful mindfulness of cultural differences and varied family structures.
- Feedback from both the CEP grantee and stakeholder surveys suggest there are opportunities for First 5 LA to deepen its overall understanding of the communities and context in which it works. In addition, First 5 LA was rated higher than typical¹ as a affecting public policy in their respected fields. 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 knowledge in their fields.

¹ Typical ratings are defined as ratings between the 35th and 65th percentile in CEP's dataset. Rating above the 65th percentile is defined as "higher than typical", while rating below the 35th percentile is defined as "lower than typical."

Appendix C: Summary of Community & Stakeholder Input (cont'd)

First 5 LA's Role in Advancing County Efforts

- 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.
- In addition, First 5 LA could enhance opportunities for County-level collaboration through:
 - “Networking the networks” – develop a regional approach engaging county departments and CBOs in adjacent, complementary, and overlapping initiatives.
 - Align work across partners engaged in common strategies (e.g., home visiting).
- Contribute to the data landscape:
 - Assist in the development of data that can help County partners advocate for sustainable funding.
 - Support predictive risk modeling to better serve the needs of the community.
 - Partner with Los Angeles County Department of Children and Family Services (DCFS) to establish the evidence base for prevention services/interventions (to expand services in alignment with the Family First Services Prevention Act).

Organizational Capabilities

- First 5 LA is respected and valued by its County partners as:
 - A critical voice and thought leader with deep roots in the community and expertise on issues related to children and families.
 - A valued partner that has flexibility to engage and contribute to shared efforts in ways that County partners cannot.
 - Well suited to provide strategic guidance on how best to seize opportunities created by the Governor's investments in early childhood.





Organizational Capabilities (cont'd)

- First 5 LA can assist in the development of data that can help County partners advocate for sustainable funding in the face of declining fiscal support from First 5 LA.
- First 5 LA should consider applying an equity framework to the organization and in the work.
 - Develop an equity voice for families and reflect it in the First 5 LA's communications.
 - Provide implicit bias training for staff and grantees.
 - Consider the impact of racism, implicit bias and/or lack of awareness of trauma informed approaches on child and family outcomes.
 - Consider hiring practices internally and those of grantees.
 - Review fiscal policies to ensure resources and support are equitable.
 - Review contracting and funding approaches and processes to remove barriers for funding local community groups and organizations (e.g., increase opportunities to partner with and fund African American led CBOs).
- Although the CEP stakeholders survey findings rated First 5 LA as clearly communicating its strategy, they rated First 5 LA less positively about clearly communicating its goals. CEP's recommendation that First 5 LA staff improve their written and personal communications about First 5 LA goals so that they are clearly and consistently communicated.



Community Input

Community input suggests the following opportunities:

Early Care and Education (ECE)

- Continue policy advocacy efforts to advance ECE priorities in alignment with County and State budget and ECE policy opportunities.
- Make ECE more relevant to the education sector broadly by drawing stronger, more intentional links across ECE, K-12, and higher education.
- Continue to support quality ECE through advancement of the workforce and professionalization of the field.
- Advocate to raise ECE workforce compensation and support efforts to make the profession more attractive as a career.
- Advance policies to improve quality of childcare sites.

Health

- Partner with provider professional organizations to ramp up training in assessment and developmental screening.
- Support systems integration to effectively connect families to resources / services following identification of developmental delays.
- Partner with others to develop a recommendation for a standard county-wide evidence-based assessment tool.

Families & Communities

- Contribute to targeted communications campaigns (e.g., by zip code) and increase social media efforts to raise parent/caregiver awareness and knowledge of child health and development.
- 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.
- Continue to engage in parent engagement, with careful mindfulness of cultural differences and different family structures.
- Stay the course with current home visiting efforts, working towards universal access.

Appendix D: Additional Materials

I. Review Phase Data Report

II. Reflect Phase: County Partner Interviews and
Community Engagement Session Summaries

III. Center for Effective Philanthropy (CEP) Grantee and Stakeholder
Perception Survey Key Findings and Recommendations



Phase Data Report Review

<https://tinyurl.com/SPR4-Report>



Summary of Data Sources for Review Phase Data Report

The findings and themes synthesized in this document draw on interviews with members of the First 5 LA Board of Commissioners and Executive Team as well as from Learning for Action's (LFA) review of the following reports, briefs, and First 5 LA internal resources:

External Reports and Resources

Getting Down to Facts II: ECE in California

Investing Early: Taking Stock of Outcomes and Economic Returns from Early Childhood Programs (RAND, 2017)

Equity Profile of Los Angeles (PolicyLink and PERE, 2017)

Race Counts: Advancing Opportunities for All California, 2017)

Achieving Fair Access to Early Education (EC Berkeley and AIR, 2018)

Center for Health Equity, Action Plan Community Forum Summary

Road to Safety for Our Children: LA County Blue Ribbon Commission on Child Safety

Condition of Children Birth to Age Five and Status of Early Childhood Services in California

Understanding Barriers to Early Intervention Services for Preterm Infants: Lessons from Two States

First 5 LA Internal Reports and Analysis

Stakeholder Review Memo

Summary of Key Themes from Review of 2018 Board Discussions on 2015-2020 Strategic Plan

October 2018 All-Sta Meeting Strategic Planning Survey Results

Impact Framework Phase 1 Analysis

2015-2020 Strategic Plan Variance Focus Group Summary Report

First 5 LA Diversity, Equity, and Inclusion Workgroup – Equity Memo

First 5 LA: A Take on Equity Brief (June 2018, Prepared by PolicyLink and USC PERE)

First 5 LA Equity Factsheet (June 2018) Prepared by PolicyLink and USC PERE)

First 5 LA EI: Surveillance and Screening Issue Brief 1, May 2018

Long Term Financial Projections

Program Division Business Plan – Integration Summary Memo

Program Division Business Plan: January 2018-June 2020

Enterprise Risk Management Project Framework – Interviews

First 5 LA IT Assessment Report

First 5 LA IT Strategic Plan

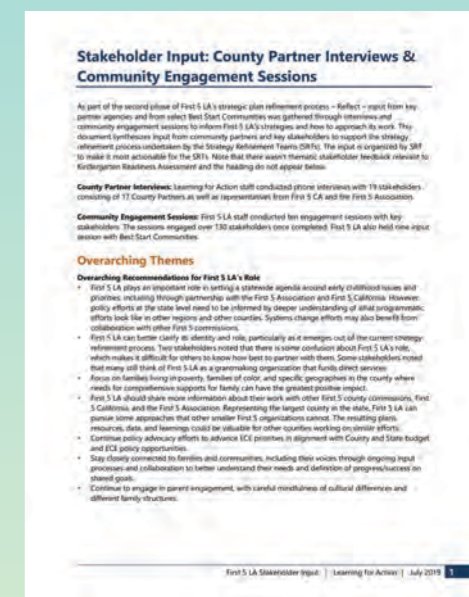
First 5 LA Impact Framework Template Guidance Memo



Reflect Phase: County Partner Interviews and Community Engagement Session Summaries

Inputs linked to Strategic Refinement Topics of ECE Quality Supports, Communications, and Data Strategy

<https://tinyurl.com/SPR4-Inputs>



Inputs linked to Strategic Refinement Topics of Built Environment, Communities and System Change, Cross Cutting Strategies: Trauma Informed Care and Family Engagement, Home Visiting, and Data Strategy

<https://tinyurl.com/SPR4-Inputs2>

Center for Effective Philanthropy (CEP) Grantee and Stakeholder Perception Survey Key Findings and Recommendations Memo

<https://tinyurl.com/SPR4-Survey>

Item 2
Attachment 1

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.surveymaterials.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 typical¹ 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.

¹ 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."

Appendix E: Key Terms and Definitions



1ST 5 LA
first 5 la
Giving kids the best start

Appendix E: Key Terms and Definitions

Policy Change¹ – Efforts to change rules governing institutions, practices, and resource allocation. Policy can be set by both public institutions (e.g., government) and private institutions (e.g. hospitals or employers).

Practice Change¹ – Efforts to change the expectations, skills, habits and capacities of systems. Examples of practice change includes adopting a universal ACEs screening tool, work to improve adoption of best practices in early childhood settings, and work to improve how a Department effectively engages families and communities.

System¹: A group of interacting, interrelated, and interdependent components that form a complex and unified whole.

Systems Change¹: Change that encompasses a broad set of interrelated changes including the norms, resources, behaviors learned habits, culture, authority/decision-making and patterns operating within the legal, regulatory, social and community environment.

Will Building – Efforts to build and sustain the will, relationships, networks to change norms, attitudes, behaviors, and beliefs.



State Policy, Practice and Will- Building: Year-in- Review

Kim Pattillo Brownson
Peter Barth
Charna Widby-Martin
Gabriel Sanchez

November 14, 2019

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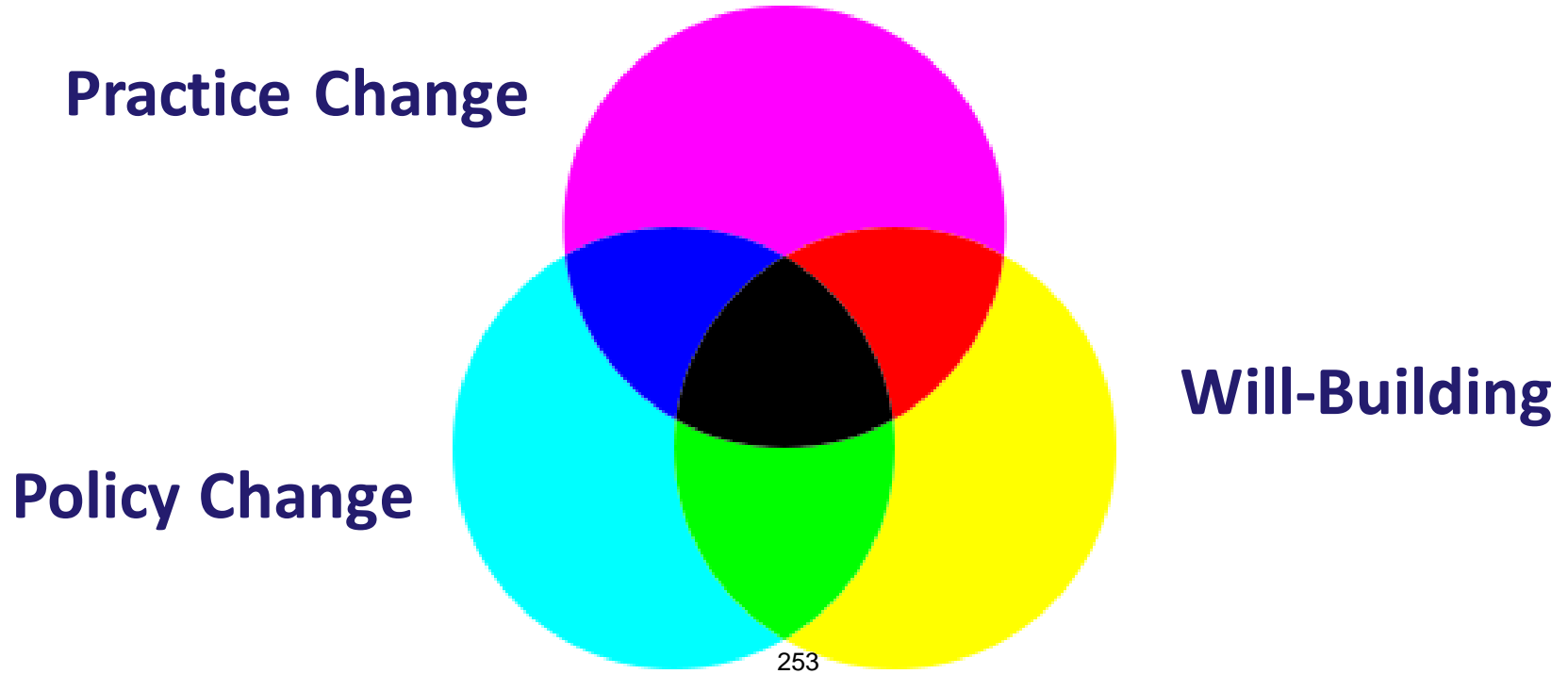


Discussion Overview

- Levers of systems change and SPR4 alignment
- Review state policy and practice change impacting early childhood development in 2019
- Share First 5 LA's contribution to policy change and interaction with practice change
- Highlight public will building through communications strategy
- Preview future priorities and opportunities

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First 5 LA Levers of Systems Change



Preparing for 2018-2019 Cycle

- Choose Children
- Funder alignment
- Appointments project



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What Happened in 2019?

State budget directed more than \$2.8 billion toward First 5 LA priorities:

- \$135 million to expand home visiting programs
- \$105 million to increase rates of developmental and trauma screenings
- \$871 million for early care and education, including expanded access to care, professional development, and facilities development



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What Happened in 2019?

Governor Newsom signed six of First 5 LA's legislative priorities into law:

- **Senate Bill (SB) 234:** Streamline local rules to support home-based child care programs
- **SB 464:** Implicit bias training to reduce maternal mortality
- **SB 225:** Allow non-citizen residents to serve on appointed Boards and Commissions
- **Assembly Concurrent Resolution (ACR) 1:** Oppose federal public charge rule changes
- **Assembly Bill (AB) 378:** Unionization of family childcare providers
- **AB 1004:** Require developmental screens for young children in accordance with federal guidelines, and require state data collection on screening rates



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First 5 LA's Contribution

First 5 LA as a funder of advocacy:

- Early Care and Education Policy Advocacy Fund (ECE PAF), a partnership of First 5 LA's ECE and Policy Departments, includes grants to organizations developing policy solutions and advocating for policy change
- Early Care and Education Coalition supports alignment in the state ECE advocacy field, with a focus on state budget
- First 5 LA's state and federal ECE policy priorities are directly informed by the local practice and policy change efforts led by First 5 LA's ECE Department

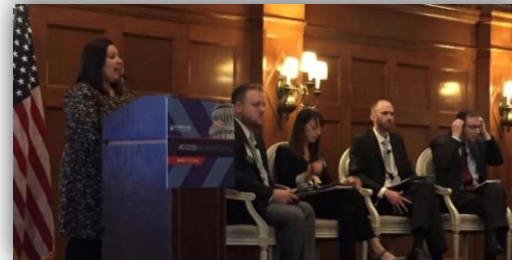


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First 5 LA's Contributions

First 5 LA as an early childhood advocate:

- Drive an annual advocacy agenda and directly lobby for legislation, budget, regulatory, and other administrative changes
- Hire consultants, including lobbyists, as needed to help advance our agendas in Sacramento and Washington DC
- Participate in relevant advisory boards and commissions to inform policy development
- Engage in advocacy coalitions and partner with other leading early childhood advocates, including the statewide network of First 5 agencies
- Engage with elected officials and other policymakers to build more champions for early childhood



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Case Study: Assembly Bill 1004

- Health Systems investments identified opportunities for developmental screening practice improvements
- State policymakers indicated a willingness to focus on early childhood development issues
- Engagement with partners and practitioners informed potential policy solutions
- First 5 LA cosponsored AB 11, unanimously approved by the legislature but vetoed by Governor Brown
- Assemblymember McCarty reintroduced legislation as AB 1004, and secured another unanimous vote in support from the legislature and Governor Newsom's signature



September 14, 2019
 Governor Gavin Newsom
 Office of Governor Gavin Newsom
 100 South Street, Suite 1779
 Sacramento, CA 95834

**RE: Request for Signature on Assembly Bill 1004 (McCarty):
 Developmental Screening Services**

Dear Governor Newsom,

On behalf of the undersigned organizations, we write to request your signature on AB 1004 (McCarty), legislation that is necessary to support the healthy development of young children and ensure developmental concerns are identified so that they can be addressed as early as possible.

Early identification of developmental delays through screening is the first step connecting children with the supports they need for healthy development. A child's brain develops rapidly during the first three years of life, and as a result, unidentified delays can significantly impact a child's school readiness, as well as have long-term effects on their overall well-being. However, when children are screened for developmental delays, pediatricians often only use surveillance or observation alone, rather than utilizing more sensitive validated developmental screening tools. Pediatricians may also be inconsistent in their use of validated tools, and may not use the entire tool or follow its intended directions.

Even though developmental screenings are so critical to ensuring optimal growth and development, only 38% of infants and toddlers ages 0-3 years in Medi-Cal received a timely developmental screen in 2018. This contributes to California's alarming ranking of 49th in the nation in the rate of young kids who receive timely screens.

California must do better. AB 1004 addresses the unacceptably low Medi-Cal screening rate by clarifying that providers must use validated screening tools in their offices and at the pediatric recommended periods as well as improve oversight. Such practices are not only consistent with Medical Early and Prevalence Screening, Diagnosis, and Treatment (EPSTDT) law, but are also recommended by the Academy of Pediatrics (AAP) under Bright Futures.

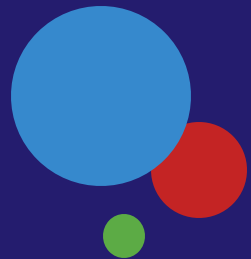
AB 1004 also fixes critical Medi-Cal oversight and data gaps around developmental screening rates. Specifically, the bill would require the Department of Health Care Services through the External Quality Review Organization to annually review and report on Medi-Cal managed care plan reporting and compliance with developmental screening rates as included in the Centers for Medicare and Medicaid Services' core set of Children's Health Care Quality Measures for Medicaid and Children's Health Insurance Program (CHIP).

As a father of four young children, we know you understand the importance of supporting all children in meeting their developmental milestones. This was evident in the robust budget investments prioritized in your January proposal, which increases the practice of developmental screening by supplementing Medi-Cal provider consultation rates. AB 1004 is complementary to such investments in that it ensures providers conduct high-quality screens as mandated under the EPSTDT benefit.

Ultimately, AB 1004 will improve developmental screenings to help children in California have the strongest start possible. We respectfully request your signature.

Sincerely,
 The Undersigned Organizations

CC: The Honorable Kevin McCarty, California State Assembly
 Tam Mo, Deputy Legislative Secretary, Governor's Office

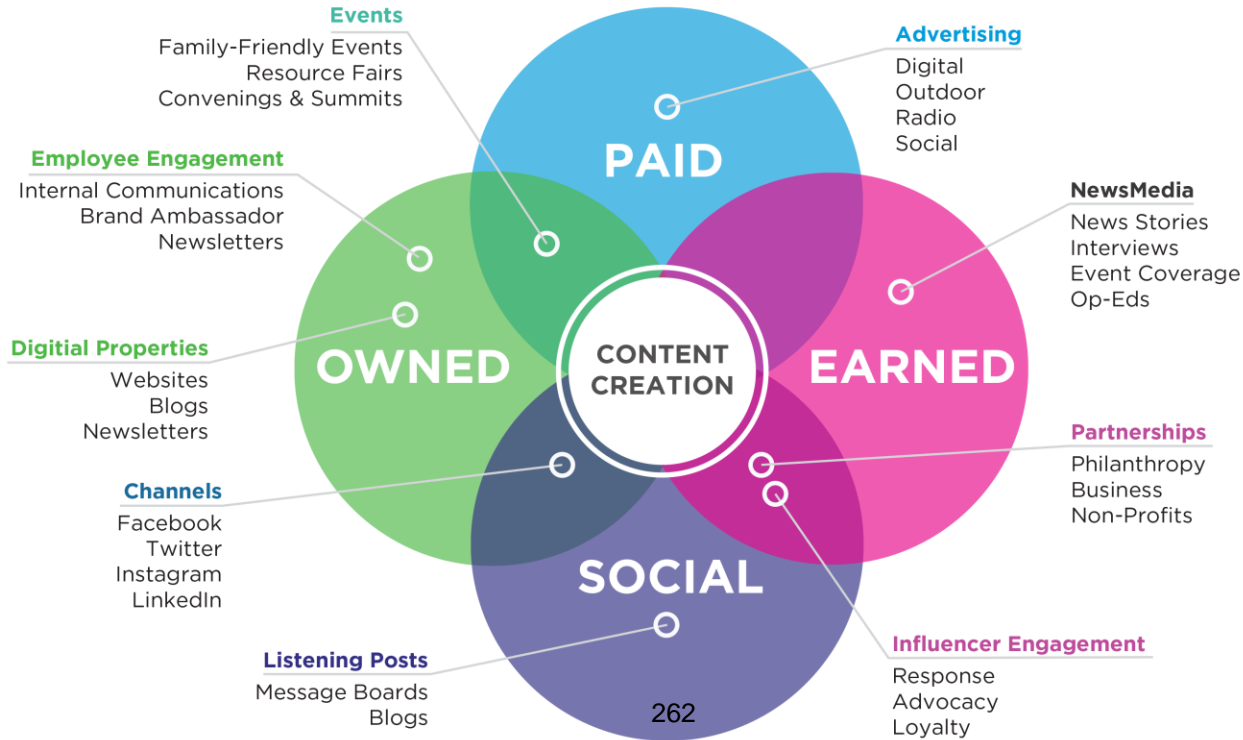


Communication Strategies to Advance Systems Change

How We Use Communications

First 5 LA recognizes that every mode, medium and method in which we communicate – on our own or in partnership with others – is an opportunity to advance our programmatic, policy and advocacy goals.

A Strategic, Integrated Approach



Strategic Communications Partnerships

As part of our communications strategy, First 5 LA is partnering with media outlets to build capacity to cover early childhood issues.



Center for Health Journalism



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Thought Leadership in Earned Media

We use story placements and op-eds to build our brand, create urgency on issues and engage decision makers.

- Sacramento Bee Influencer Project
- Conference Call with reporters in January on State Budget
- Op-eds in news outlets statewide
- Quoted in news articles

Los Angeles Times

The Sacramento Bee

San Jose Mercury News

CAL MATTERS

 **CAPITOL WEEKLY**
COVERING CALIFORNIA GOVERNMENT AND POLITICS

EdSource

Marketing to Engage Parents, Build Public Will

First 5 LA is using marketing strategies to engage parents and build public will

- Asking is Advocacy
- Vote with Kids



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Events to Engage Media and Decision Makers

First 5 LA uses integrated communications strategies to amplify the reach of live events and boost advocacy efforts

- National League of Cities event
- Advocacy Day in Sacramento
- Día de los Niños events with the First Partner and California Surgeon General
- Governor's visit to Hope Street Margolis Family Center



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Our Integrated Strategy in Action

For Advocacy Day and beyond, we integrated media strategies to help support policy change for developmental screenings





The Year Ahead

What's Next

Integrate communications strategies with Strategic Plan Refinements

- Continue thought leadership
- Elevate parent voice
- Incorporate new strategic partnerships
- Make the most of events and convenings
- Expand public will building efforts

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Preparing for 2020

- Launch of the Early Childhood Policy Council and process to develop a state Master Plan for Early Childhood
- State workgroups focused on early care and education, including rate reform and Preschool Development Grant planning and implementation
- State workgroups focused on health, including the California Advancing and Innovating Medi-Cal (CalAIM) effort to renew the state's Medicaid waiver; the federally-required Title V maternal child health state needs assessment; the cross-departmental state home visiting implementation team; and the Pediatrics Supporting Parents (PSP) initiative
- Development of the cradle to career statewide longitudinal data system, including the exploration of the state's role in implementing a kindergarten readiness assessment

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Preparing for 2020

- Pilot expansion of First 5 LA Policy Advocacy Fund to include child health and family support
- Support ongoing development of the First 5 network
- Continue partnership development with other funders of state early childhood policy development and advocacy

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Questions?