

# AGENDA

## MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, February 13, 2020  
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  
- **Judy Abdo, Commission Vice Chair**
2. **ACTION**  
Election of the Commission Chair  
- **Judy Abdo, Commission Vice Chair**
3. **ACTION**  
Election of the Commission Vice Chair  
- **Commission Chair**
4. **ACTION**  
**Consent**  
- **John Wagner, Executive Vice President**
  - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, November 14, 2019
  - B. Approve the Monthly Financial Statements for Months Ending October 31, November 30, and December 31, 2019
  - C. Contract: Approve One New Agreement and Three Amendments and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board
5. **INFORMATION**  
Remarks by the Commission Chair of the Board  
· Committee Assignments for 2020

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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

- Sheila Kuehl, Commission Chair

6. **INFORMATION**

Executive Director's Report

- **Kim Belshe, Executive Director**

7. **INFORMATION**

Year Ahead: Near Term and Future Outlook on Fiscal Issues

- Fiscal Context
- Long Term Financial Plan
- Budget Calendar for 2020

- **Raoul Ortega, Finance Director**

8. **Break**

9. **INFORMATION**

Year Ahead: Strategic Plan Implementation

- **Christina Altmayer, Vice President, Programs**

- **Kaya Tith, Strategic Plan Project Manager**

10. **INFORMATION**

Year Ahead: State Policy, Advocacy, Planning and Implementation

- **Kim Pattillo Brownson, Vice President, Policy & Strategy Division**

- **Peter Barth, Director, Public Policy & Government Affairs**

11. **INFORMATION**

Public Comment (for items not on the agenda)

12. **ACTION**

Adjournment



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## SUMMARY ACTION MINUTES

### FIRST 5 LA

November 14, 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

Romalis Taylor

Keesha Woods

Marlene Zepeda

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

Deanne Tilton

#### **STAFF PRESENT:**

Christina Altmayer, Vice President of Programs

Kim Belshé, Executive Director

Kim Pattillo Brownson, Vice President of Policy & Strategy

Linda Vo, Board Relations Manager

John Wagner, Executive Vice President

#### **LEGAL COUNSEL:**

Craig Steele, Attorney-at-Law

#### **EXTERNAL PRESENTER:**

Steven LaFrance, Founder & CEO, Learning for Action

#### **COMMISSIONERS ABSENT:**

Bobby Cagle [Excused]

Wendy Garen [Excused]

Karla Pleitéz Howell [Excused]

Jonathan Sherin [Excused]

Barbara Ferrer [Excused]

#### **CLOSED SESSION**

##### **PUBLIC EMPLOYEE PERFORMANCE EVALUATION**

Government Code Section 54957

Title: Executive Director

The meeting was called to order at 12:30 pm to discuss the Executive Director's performance evaluation. Feedback was supplied by the Commission; bonus decision delegated to Executive Committee. There were no reportable actions. Meeting adjourned at 1:25 pm.

#### **OPEN SESSION**

##### **CALL TO ORDER / ROLL CALL: (Item 1)**

1. Commission Chair Kuehl called the meeting to order at 1:35 pm. Quorum was present.

##### **COMMISSION: (Items 2 – 5)**

##### **2. Consent**

- 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)

#### SUMMARY ACTION MINUTES

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

November 14, 2019

Page 1 of 3

## SUMMARY ACTION MINUTES

- 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

**M/S (Romalis Taylor/Marlene Zepeda)  
THE ITEMS WERE UNANIMOUSLY APPROVED**

**3. Remarks by the Commission Chair**

**4. Executive Director's Report**

**5. 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

**M/S (Romalis Taylor/Keesha Woods)  
THE ITEMS WERE UNANIMOUSLY APPROVED**

**6. State Policy, Practice & Will-Building: Year-in-Review**

Ms. Pattillo Brownson and Mr. Barth discussed the following topics:

1. Levers of systems change and alignment with our Strategic Plan Refinement Process
2. State Policy and Practice Change impacting early childhood development
3. First 5 LA's contribution to policy change and interaction with practice change
4. Public will building through communications strategy
5. A preview of future priorities

They then briefly discussed next steps relating to State Policy, Practice & Will-Building:

1. Continue thought leadership
2. Elevate parent voice
3. Incorporate new strategic partnerships
4. Make the most of events and convenings
5. Expand public will building efforts

There was no further discussion on this item; no action was taken.

**7. Public Comment (for items not on the agenda)**

There were no public comments.

**ADJOURNMENT:**

The Commission adjourned at 4:08 pm.

**NEXT MEETING:**

The next Commission meeting will take place on Thursday, February 13, 2020 at 1:30 pm.

First 5 LA



**SUMMARY ACTION MINUTES**

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

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

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS  
Thursday, November 14, 2019  
750 North Alameda Street, First Floor  
Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:  
HEATHERLYNN GONZALEZ  
CSR #13646

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

2 1:35 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: Good afternoon. Is there  
5 anything -- can you hear me through a microphone or is the  
6 microphone not working? Are you working? Anybody in the  
7 back hear me? Nodding going on. Excellent. Perhaps we  
8 should close -- perhaps we should call the role.

9 SECRETARY: Judy Abdo.

10 COMMISSIONER ABDO: Here.

11 SECRETARY: Astrid Heger.

12 COMMISSIONER HEGER: Here.

13 SECRETARY: Yvette Martinez.

14 COMMISSIONER MARTINEZ: Here.

15 SECRETARY: Romalis Taylor.

16 COMMISSIONER TAYLOR: Here.

17 SECRETARY: Keesha Woods.

18 COMMISSIONER WOODS: Here.

19 SECRETARY: Marlene Zepeda.

20 COMMISSIONER ZEPEDA: Here.

21 SECRETARY: Bobby Cagle.

22 Jonathan Sherin.

23 Karla Pleitez Howell.

24 Deanne Tilton.

25 COMMISSIONER TILTON: Here.

1 SECRETARY: Barbara Ferrer.

2 Wendy Garen.

3 Sheila Kuehl.

4 SUPERVISOR KUEHL: Here.

5 SECRETARY: Quorum is present.

6 SUPERVISOR KUEHL: All right. Quorum is present.

7 Thank you so much.

8 I believe the first thing on the agenda then is  
9 the consent agenda.

10 Mr. Wagner.

11 MR. WAGNER: Yes. Thank you, Madam Chair. Good  
12 afternoon, Commissioners.

13 A couple of things to bring your attention to. First  
14 in your packages is two considerations of contract  
15 renewals, and they're both with an entity called  
16 California Strategies, or CalStrat. The first is to  
17 continue to provide resources for CalStrat to support the  
18 early care and education coalition, which as you know  
19 brings together our ECE partners on a regular basis and  
20 aligns our budget and policy requests of the legislature.  
21 This contract has also supported our ECE advocacy day that  
22 I know several commissioners have participated in.

23 Two years ago the board supported our receipt of  
24 funding over three years from First 5 California to help  
25 support this work, and this contract renewal is for a

1 total of 175,000; \$100,000 coming from First 5 California.

2 The second renewal is also with CalStrat and  
3 funds our work as our state policy and sustainability  
4 advocate. With these funds CalStrat supports and advances  
5 First 5 LA's administrative and policy agenda in  
6 Sacramento, including legislative monitoring and bill  
7 co-sponsorship. This renewed contract is for \$448,000 and  
8 goes through November of 2020.

9 Both of these renewed contract have resources  
10 included in the fiscal year 19-20 budget. And if you  
11 approve these contracts, we will build the appropriate  
12 amount into 20-21 budget.

13 Your action on Subitem 2(D) would authorize First  
14 5 LA to receive \$350,000 from the LA County Department of  
15 Public Health to support our continued work in black  
16 infant health known as the African-American Infant and  
17 Maternal Mortality, or AAIM, Initiative. In order to  
18 receive funding, the board must pass the resolution that  
19 is in the board materials for this item. The initiative  
20 was presented at the October meeting of the Program and  
21 Planning Committee, and leverages other First 5 LA  
22 resources.

23 And, finally, Subitem 2(E) would authorize Staff  
24 to enter into a two-year strategic partnership with  
25 community Partners and allow staff to enter into an

1 agreement or a contract with Community Partners for  
2 \$600,000 over that same two-year period of time. This  
3 partnership funds the child health and family  
4 strengthening policy and advocacy grants pilot, modeled  
5 after our early care and education or ECE policy advocacy  
6 fund.

7 The ECE policy advocacy fund model piloted the  
8 partnership with Community Partners as a fiscal  
9 intermediary, overseeing a number of subgrantees and their  
10 contracts. The funding you're considering today would be  
11 similarly managed though focused on the broader set of  
12 deliverables related to child health and family  
13 strengthening. This was also subject of a presentation at  
14 the last meeting of the Program and Planning Committee.

15 So I'll turn it back over to the chair.

16 SUPERVISOR KUEHL: Thank you.

17 Is there any items on the consent agenda that any  
18 commissioner wishes to remove from consent?

19 Okay. Any questions to Mr. Wagner about any of  
20 those items?

21 All right. Do I have a motion to approve the  
22 consent agenda?

23 COMMISSIONER TAYLOR: I move we support the  
24 consent agenda.

25 COMMISSIONER ZEPEDA: Seconded.

1 SUPERVISOR KUEHL: And commissioners understand  
2 that under Item D that is the approval of the resolution  
3 and the authorization to enter into the MOU?

4 COMMISSIONER TAYLOR: Yes.

5 SUPERVISOR KUEHL: Is there any objection to  
6 unanimous vote on the consent agenda?

7 Seeing none, that would be the order.

8 Next item is my remarks. I was thinking of --  
9 well, looking back on the year, this is our last meeting  
10 this year, I can't believe it's the end of 2019. What --  
11 where did 2011 go? Don't know, I'm just getting older.

12 But, obviously, this year has been not only  
13 devoted to but deeply devoted to our strategic plan  
14 improvement work and understanding and theorizing and  
15 talking. But, you know, it doesn't happen in a vacuum.  
16 And because First 5 is not the only game in town -- though  
17 increasingly it's a big game in town, which is a really  
18 good thing.

19 In my experience, we had not been looking all  
20 that much at the zero-to-five infant and child population  
21 in society. It was more we looked at kids in schools  
22 maybe. But we have, I think, become more aware in many  
23 ways this year, but not only this year but increasingly  
24 this year because of some negative examples. Speaking for  
25 myself and since these are the chair's remarks, I am

1 speaking for myself, the separations at the border were  
2 particularly egregious to me in consideration. Just the  
3 idea that families would be punished in this way for  
4 aspiring to do what most of our relatives did, virtually  
5 all of them. Some, of course, were brought here against  
6 their will and many came here seeking a better life.  
7 Those brought here against their will experienced that  
8 kind of separation, treated like property. But now, it's  
9 kind of like everybody's being punished by having their  
10 kids taken. They're not sold, but they're vanished. And  
11 it is so traumatic.

12 The other negative example, I think is the school  
13 shootings. We just had another one and -- today. And it  
14 is so frightening to be a child now, thinking about what  
15 might happen, going through active shooter drills and, you  
16 know, all of those things.

17 And so what we're looking at as an agency is our  
18 -- I think our part in being the counterweight to these  
19 kinds of negative actions. We talk about family  
20 strengthening, not family dissolution. And family  
21 strengthening is a very interesting notion because we have  
22 always had the responsibility for children who were in  
23 danger, who have or who -- you know, who are neglected.

24 But as Romalis pointed out many times, neglect  
25 often stems simply from poverty. What can we do to help



1 rather than say, you're poor, you're not feeding them, or  
2 you're poor, you're living in a car and we need to take  
3 your kids away. And County is thinking about that very  
4 seriously now all the time and participating and looking  
5 to First 5 to help with issues of family strengthening.  
6 family strengthening means, can't we help you while you're  
7 a family so that you won't have to not be a family. It's  
8 also a very smart move on the part of any government  
9 agency to do that because, in a way, we give the family a  
10 lot of responsibility. Like, if we don't have to mess  
11 with you, it's cheaper for us too. But that should not  
12 be, obviously, the primary goal. Still, it makes so much  
13 sense in terms of humanity and economics. There's just so  
14 much that we're called upon to be the antidote to these  
15 days.

16 And so as we look at the strategic plan, you  
17 know, the strategies that we develop strong families. And  
18 that means families that can get strong, remain strong,  
19 help others to be strong, and help their kids to be  
20 strong.

21 Engaged communities. This I think is something  
22 that we continue to learn from interestingly enough many  
23 of our immigrant populations and also our working class  
24 families. When I was growing up, there was always  
25 relatives living with us. That's just the way you did it.

1 And my sister and I looked and other people had their own  
2 rooms and we'd never heard of such a thing. You just had  
3 what you had. And I slept in the living room most of my  
4 childhood because we had one bedroom, but I didn't think  
5 that was a problem. It was sort of fun. I mean, I slept  
6 under the Christmas tree. You know what I mean? That was  
7 amazing because I was in that room.

8 So things about our engaged communities is not  
9 just engaging them to listen to us, but understanding and  
10 learning from them, just like we all talked about when we  
11 all bring our indigenous foods to school and we learn  
12 about the other guy's family because we learn about what  
13 they cook.

14 Quality early learning, another of our  
15 touchstones, is uniquely, I think, in our wheelhouse  
16 because we are about early learning, early education,  
17 recognizing and focusing that that is the touchstone of  
18 every child's life, what happens to them, the brain  
19 development, the -- you know, what can they acquire who  
20 are their models, et cetera.

21 And then integrated help. And the word  
22 integrated, of course, is an interesting notion about  
23 health that we haven't always had, especially in America  
24 where you think about the body and then you think about  
25 the mind, and they're two entirely different things. And,

1 guess what? They're not. So I think the notion that we  
2 have championed here of the holistic approach to a child's  
3 early years has been instructive and is reflected in the  
4 strategic plan.

5 And we've spent a lot of time talking about the  
6 refinement. But it's not just administrative or, you  
7 know, a bunch of words. It's really about how you get  
8 from A to Z in the most inclusive and effective way.

9 So I want to praise the staff of First 5 LA  
10 especially. I have praised the leadership. You know I  
11 think a hell of a lot of Kim Belshé. I always did and I  
12 think even more now. Those of you with whom we deal and  
13 many of us talk to different folks here at First 5 LA, we  
14 are pressed with your dedication, we're impressed with  
15 your knowledge and understanding. We don't always say it,  
16 but I want you to know in the best sense of the Avatar  
17 way, we see you. We see you. And we're very, very  
18 grateful for that work.

19 I'm grateful to the board. This is a bit of a  
20 summing up of this year. This board of commissioners is  
21 extraordinary, really engaged, brings many different  
22 perspectives and ways of knowing to the board.

23 I'm grateful to you, counsel. Often you don't  
24 get any praise being a lawyer. But you not only keep us  
25 on track, but you have a very gentle way of helping us get

1 where we want to go by doing the right thing, not just  
2 legally, but understanding our responsibilities. And I  
3 want to thank you for that.

4 I'm not just being generous or feeling generous.  
5 Nothing happens except for all of this kind of synergy.  
6 And this is a really good organization. And believe me,  
7 I'm on the boards of about 12 now because I have to be.  
8 And although I'm just starting on the sanitation boards, I  
9 don't know that I'm ever going to say the same thing to  
10 them. But maybe. They're recycling like crazy and it's  
11 wonderful. Still this is about our kids. And it's a  
12 really, really important and wonderful undertaking.

13 Thank you so much for this year. Thank you for  
14 all the work you put in on the strategic plan and beyond.  
15 Thank you for the way you connected with so many different  
16 segments of the community.

17 And that concludes my remarks for today.  
18 Kimberly, over to you.

19 MS. BELSHÉ: Let me add on to some of the thank  
20 yous. You did a terrific job, supervisor and chair,  
21 acknowledging a lot of our team, many of whom you see on a  
22 monthly or bimonthly basis. And a lot of folks who are  
23 listening in who I'm sure are really delighted to hear the  
24 comments and will have an opportunity, assuming the board  
25 takes positive action on the strategic plan, to raise a

1 glass together with the full team.

2 I also want to acknowledge that we have a lot of  
3 people who are here and behind the scenes who make just a  
4 logistics of board meetings a smooth and successful  
5 reality, from Heatherlynn, who's got the fastest hands in  
6 the west, Linda, Evelyn, our IT team, Amato and Jasmine.  
7 Sometimes we'll have hiccups as all organizations do. And  
8 we appreciate the grace that the board brings when the  
9 microphones don't always work exactly right or the  
10 two-minute timer hasn't gone off at exactly the right  
11 moment. But really want to appreciate the professionalism  
12 they bring to supporting these effective meetings.

13 And let me also give shout out to your children,  
14 Stephanie, Lisa, who's just a terrific champion for First  
15 5 LA for the issues and has just been a terrific bridge  
16 and partners. So, Lisa, thank you.

17 So we got a big deal going on today with the  
18 strategic plan. And I talked a little bit this morning  
19 with the team about how my seventh anniversary is  
20 tomorrow, which --

21 SUPERVISOR KUEHL: Seven?

22 MS. BELSHÉ: I know. I was only 30 when I  
23 started. And I joke about how I was six-foot-four and the  
24 little kids have beat me down to five-11. Hardly. I sit  
25 and I stand tall.

1           And I was reflecting with the staff about some of  
2   the evolutions I've seen in the team over the course of my  
3   time and changes in how First 5 LA is perceived in some  
4   really powerful and positive ways. And what I would say  
5   to the board is one of my great points, points with pride  
6   in my evolution or my time here in the evolution of First  
7   5 LA has been the evolution of the board. I think we --  
8   one of my greatest points with pride, as I said is, the  
9   quality, the caliber, the cohesion, and the collaboration  
10  of this board, engaging at the right level on the right  
11  issues at the time and the right way to really inform and  
12  drive our work, to complicate our thinking, to push us to  
13  speak more clearly and plainly. Judy Abdo and all the  
14  board. But in so many ways, both substantively and  
15  practically, you have really stepped up and into a really  
16  important role. And this board is seen as a very  
17  positive, high-functioning, high-caliber team that is  
18  helping shape and lead incredibly consequential work.

19           So we're grateful to you for your collaboration,  
20  your cohesion, and the stability of leadership we've had  
21  for a period of time. It's been incredibly important.

22           In terms of plan itself, there are a couple of  
23  things I do want to call out because I -- maybe it's a  
24  good thing, but I think we may take some of it for  
25  granted, but I do want to underscore how significant

1 certain aspects of the plan are.

2 And first and foremost is the board with your  
3 support and with your endorsement today is effectively not  
4 just reaffirming but doubling down on the strategic  
5 direction of this organization, and saying, yes, we see  
6 First 5 LA as a or the leading early childhood development  
7 champion in terms of systems change and serving as the  
8 go-to resource for a variety of partners to help inform  
9 and drive change at a systems level for all kids; not just  
10 some kids, for all kids. So that reaffirmation of our  
11 strategic direction and that our biggest and best  
12 contribution is in systems change, and by that, we mean  
13 policy change, practice change, and public will building,  
14 is a really powerful statement.

15 Another important and powerful change that is  
16 part of this plan -- or aspect of this plan that I want to  
17 call out is the -- the maturation of the board and the  
18 staff and the broader community in terms of seeing First 5  
19 LA in multiple systems. And we see ourselves in systems,  
20 not to say, oh, we're going to become an expert or we're  
21 now the authority on environmental health as one example.  
22 But because we are an authority on early childhood, we can  
23 bring the voice and the perspective and imperatives of  
24 families with young children to a diversity of  
25 conversations.

1           So our strategic plan sees ourselves in -- as a  
2 part of these larger systems and bringing more discipline  
3 in terms of saying, and these are the roles, this is the  
4 value, this is the differentiating contribution that we  
5 can make in the broader systems. And in my line, that  
6 shows a lot of maturation and growth on the organization.

7           We historically have talked a lot about  
8 evaluation and learning and impact. And now for the first  
9 time, we're establishing explicitly a commitment to  
10 reviewing, to monitoring, to measuring, and to reporting  
11 on the systems that are influencing and shaping outcomes  
12 for kids and that the evaluating and reporting on our own  
13 contribution as a systems change funder. So there's some  
14 risks there. There's some accountability there. And it's  
15 something I'm excited about and we look forward to.

16           And, finally, I would call out the explicit  
17 attention the strategic plan pays to equity. First 5 LA  
18 has been an equity funder and leader implicitly. And with  
19 the board's support and enthusiasm and encouragement and  
20 with the staff's strong enthusiasm and encouragement,  
21 we're calling it out explicitly. So across all of our  
22 strategic priorities, the board will see that focus on  
23 disparities, on those kids and families that face the  
24 greatest gaps in opportunities and outcomes, and you will  
25 increasingly see more focused attention to how we're going



1 to take it on and pulling new data, new work, and new ways  
2 of thinking.

3 So there's a lot in the plan that's exciting that  
4 I really want to underscore. And I also want to  
5 underscore my enthusiasm for how the board, how the staff,  
6 and how our diverse partners came together to really shape  
7 and info the work.

8 I think our staff did a great job modeling  
9 curiosity and openness to feedback. I'm particularly  
10 impressed and happy by the work we did with the Center on  
11 Effective Philanthropy, where we asked those who know us  
12 the best, our grantees and stakeholders, to confidentially  
13 tell us, so what's it like to work with First 5 LA. And  
14 we got some great feedback and we got some tough love  
15 feedback.

16 So this is the kind of feedback we need because,  
17 at the end of the day, our success is dependent upon the  
18 quality of our partnerships. And so we've got some good  
19 direction in terms of looking critically at our practices,  
20 what's working well and what we can improve on.

21 So this is an exciting -- it's not a launching  
22 because it's a continuation. I like to call it, it's an  
23 acceleration of our work, our partnerships, our  
24 contribution to the changes we seek at a systems level for  
25 kids and families. It's exciting. It's also a little

1       daunting because we have a lot of work to do.

2               And for the reasons you noted, Supervisor, we do  
3       so at a time when we are feeling a great amount of  
4       urgency. The threats emanating from DC are very, very  
5       real to us at an individual, organizational, and community  
6       level. And the opportunities emanating from our  
7       communities and with Sacramento, we're also really excited  
8       to inform and drive big, bold change in the leadership,  
9       the governor, the legislature, and others. And it's  
10      really exciting to see our many partners from our board  
11      and beyond saying, this is a moment in time for First 5  
12      LA, that we are at a point where we really can step up and  
13      into the kind of collaborative work that is so critical to  
14      changing the systems that we know are going to make a  
15      difference in the equity outcomes, the results for  
16      families and kids, et, cetera that we seek.

17              So big step forward with this milestone. It's an  
18      acceleration of our contribution to impact, and with your  
19      approval, a big step forward in your pathway to systems  
20      change, our strategy on the page that we are proud of. We  
21      know it's a work in progress, but it speaks to our  
22      commitment to try to articulate who we are and what we  
23      are, endeavoring to do with it in ways that are more  
24      accessible.

25              So thank you to the board for your contributions

1 and leadership. And let's get to the real work ahead.

2 And maybe before Christina and Steven, just a  
3 particular acknowledgement of Christina and Kia and Steven  
4 who's the founder and principle for Learning For Action,  
5 and the really thoughtful and inclusive process they  
6 shaped and led with our staff community partners and with  
7 the board.

8 (Applause).

9 SUPERVISOR KUEHL: I think appreciations and  
10 gratitudes are a very, very good thing at the end of the  
11 year. Lot of sort of counting up.

12 I wanted to say, because Kim reminded me, that I  
13 had not praised my children's deputy. And I couldn't have  
14 done it myself. A lot of people don't really quite know  
15 how a deputy -- a senior deputy in a supervisor's office  
16 connections you to the world and the worlds. In this  
17 case, not just First 5, but her work -- and I'll probably  
18 forget three of them, but, certainly, you know, the home  
19 visitation work on the county side of, you know,  
20 connecting to First 5, the family finding work early on  
21 that we did, and so many, many other initiatives. I'm  
22 really glad you're part of Team Kuehl. I'm very proud and  
23 wanted to praise you as well, Leese. Thank you so much.

24 (Applause).

25 SUPERVISOR KUEHL: So I'm proud to announce that

1 this is a public hearing on the strategic plan and,  
2 therefore, officially the public hearing is opened.

3 Over to you. Christina, are you going first?

4 MS. ALTMAYER: Yes.

5 SUPERVISOR KUEHL: Over to you.

6 MS. ALTMAYER: Thank you. Good afternoon.

7 So we will jump right in. We know what this  
8 discussion is about. So what I would like to do is talk a  
9 little bit about the feedback that we heard at the October  
10 10th board of commissioners meeting and provide an  
11 overview of the responses that we incorporated and the  
12 feedback that we incorporated in this final plan for your  
13 consideration. I want to begin to preview implementation  
14 planning and implementation of our new strategic plan  
15 while it was officially launched July 1 of 2020. The  
16 planning and getting ready for that begins today. And  
17 then we'll ask for the board to approve two actions that  
18 will be authorizing actions related to the strategic plan.

19 So it has been a journey. As you may recall, it  
20 was really launched almost a year ago, last November, when  
21 the board endorses the four results for children and then  
22 endorsed the concept of a strategic plan refinement  
23 process, then we began in January with starting to review  
24 the work we had done and reflect on what that meant, what  
25 were the changes in the environment as well as reflections

1 on what we learned. And then began the process over the  
2 summer to really think about refining our strategies. And  
3 now we're here today celebrating the results and our final  
4 strategic plan document.

5 As we think about thank yous, we wanted to just  
6 show you that was the strategic plan by the process, and  
7 this is a little bit by the numbers, so to speak, which is  
8 really referencing all the different ways we've engaged  
9 our staff, the ways that we engaged our leadership team,  
10 how we solicited feedback from 127 different responses  
11 that we received by staff through our monthly what we  
12 called SPR4 question of the month to soliciting input.  
13 We held over 18 different external stakeholder sessions  
14 with staff where we were leveraging existing forums for  
15 that -- the Commission on Children and Families or the  
16 Child Care Policy Roundtable, and how we're soliciting  
17 input from our partners, listening to interviews. We also  
18 engaged -- had over ten Best Start community engagement  
19 session that's were coordinated by staff.

20 And over the course of the year, we've done  
21 presentations at seven different board meetings, seven  
22 different PPC meetings, two board retreats. So there's  
23 been a lot of input. But this is just a quick summary of  
24 our strategic planning process by the numbers. And all  
25 credit for this goes to Kia Tith who has been a creative

1 force in making this happen.

2 (Applause)

3 MS. ALTMAYER: So with that --

4 SUPERVISOR KUEHL: Nice graphics too.

5 MS. ALTMAYER: With that, I'd like to turn it  
6 over to Steven who will give a summary presentation and  
7 I'll take it back to talk about implementation.

8 MR. LaFRANCE: Wonderful. Thank you, Christina.  
9 Good afternoon, Supervisor Kuehl, Madam Chair,  
10 commissioners, staff, members of the community.

11 It's really a pleasure to be presenting on the  
12 plan today. I wanted to -- in the vein of acknowledgments  
13 before I go any further, I want to acknowledge that my  
14 colleague, Alex Hildebrand, is here in the audience here  
15 today. He has been a huge partner in this process. My  
16 colleague, Jessica Xiomara Garcia, has been with us all  
17 along and has been more behind the scenes than I. And  
18 really credit where credit is due. It has been a team  
19 effort all around and it has been a highlight of our  
20 professional year.

21 So I'm here to share with you, first, the pathway  
22 for systems change, which, as Kim said, is the strategy at  
23 a glance. And as we know, the board made a very  
24 significant decision in adopting a north star that will  
25 serve the purpose of always helping staff and the board to

1 calibrate towards what success looks like and why we are  
2 doing the work we're doing with a foundation that is  
3 grounded in the values of this organization and the  
4 investment guidelines that determine how the limited  
5 resources, the significant but limited resources you have,  
6 will be directed.

7 We next on the pathways, as we wend our way  
8 closer to now, if you will, the board very importantly  
9 adopted the four results for children and families, as  
10 Christina indicated last November. These really reflect  
11 the pillars of school readiness. And as the chair  
12 indicated earlier, it takes the community, it takes the  
13 public, it takes the learning settings, and it takes an  
14 acknowledgment of where children are coming from, how  
15 they're entering into the world organically, naturally, as  
16 well as environmentally, and in all of the facts that are  
17 working with or upon them to achieve their greatest  
18 potential.

19 So we acknowledge that families need support in  
20 their communities and resources to optimize the child's  
21 development; that they need to receive early developmental  
22 supports and services if there are any delays or needs  
23 identified; they must be safe; and they must have quality  
24 early learning experiences.

25 First 5 LA is a systems and policy change agent.

1 So articulating what we want systems to be for families  
2 and children was a critical part of process. Accessible,  
3 quality, align, and sustainable is where the commission  
4 landed. The part about the quality of systems came up  
5 specifically in our last conversation, and you'll see that  
6 it is reflected in the language of the objectives that  
7 have been revised based on your most recent round of  
8 input.

9 Then we move to how are we going to get systems  
10 strengthened so they are accessible, quality, aligned, and  
11 sustainability to achieve our results and the north star,  
12 and that is through policy change, practice change, and  
13 will building, acknowledging the importance of how the  
14 community more broadly, families, and all who are part of  
15 LA County direct their intentions towards the resources  
16 and public will that is needed to ensure children are set  
17 up to succeed in school and life when they enter their --  
18 their formal learning setting.

19 And then, lastly, the strategic priorities are  
20 where the most recent piece of carving at the sculpture,  
21 if you will, to find the focus for First 5 LA. And these  
22 priorities reflect what the most immediate line of sight  
23 will be when any decision about focus will be made. The  
24 focus is placed and priorities are placed within  
25 strengthening public and community systems, advancing and



1 building on community experience because, as we've said  
2 all along, First 5 LA is uniquely -- let's see if I can  
3 remember this correctly, Supervisor Kuehl. It was a -- it  
4 was that foot in community and a foot in the room or a  
5 seat at the table -- seat at the table, but there was a  
6 friendly amendment upon that that I appreciated.

7 SUPERVISOR KUEHL: In the room where it happens.

8 MR. LaFRANCE: That's right. That's right. In  
9 the room where it happens.

10 SUPERVISOR KUEHL: Hamilton.

11 MR. LaFRANCE: That's exactly right.

12 Also, building on this organization's strong  
13 expertise, skill set, and positioning to expand influence  
14 impact with data, again, in the spirit of strengthening  
15 systems, but also having impact at scale with the  
16 countywide aspirations.

17 And our fourth priority is explicitly called out  
18 around optimizing the effectiveness of this organization  
19 and achieving systems change, results for children and  
20 families, and ultimately the north star. This is  
21 ultimately a cornerstone shift in the plan relative to the  
22 prior plan as is calling out equity explicitly, calling  
23 out the importance of transforming this organization to  
24 have transformative the results is a key pillar.

25 I probably paid it forward with some of my

1 comments in respect to this slide, but I just wanted to  
2 take a moment remind ourselves that the paradigm here that  
3 we acknowledge, strengthening and public and community  
4 systems is in many ways an overarching integrated and  
5 holistic priority that community experience will inform,  
6 data will inform, and all of which will rests on  
7 foundation of a strong organization.

8 With that, I'll just take a moment to explain  
9 some of the adjustments -- well, first, what we heard and  
10 then adjustments that we made based on what we heard at  
11 the October 10 board of commissions meeting where we got  
12 feedback from you on the priorities. With respect to the  
13 first priority regarding strengthening public and  
14 community systems, this is where I alluded earlier about  
15 the commissioners really wanted to make sure that, in our  
16 priorities and objectives, we were calling out explicitly  
17 that systems needed to provide timely and quality  
18 services. We also heard from commissioners that we needed  
19 to consider just how diverse the funding landscape is for  
20 early learning settings and early childhood development,  
21 as well as the settings themselves.

22 We got feedback along the lines of, you know,  
23 words matter. And we're talking about our youngest  
24 children and families who are caring for them to achieve  
25 their greatest potential, and the word "deploy" had a

1 little bit of militaristic connotation. That wasn't quite  
2 what we were going for. I'll share with you what the  
3 friendly amendment is there in a moment.

4 The second priority, advancing, leveraging  
5 community experience. The commission helped us to  
6 acknowledge that kindergarten readiness assessment, that  
7 kindergarten aspect didn't recognize the diverse settings  
8 or times of entry for young children into school.

9 On the third priority, expanding influence and  
10 impact with data, a theme of the whole process I would say  
11 has been the commission reminding us of the importance of  
12 qualitative data as well as quantitative data. Let's not  
13 get caught in that trap, it's just the numbers, but parent  
14 voice, family perspective, and the stories that bring the  
15 numbers to life must be part of that data priority.

16 And then we flew through with flying colors on  
17 the optimizing effectiveness objective because we didn't  
18 have to make any changes to it.

19 But to give you a flavor of the very specific  
20 changes made. From deploy, we moved to leverage. Instead  
21 of kindergarten readiness assessment, we talked about  
22 developmental readiness. There was a point about  
23 infrastructure, and for some the infrastructure of the  
24 early learning settings and early childhood development  
25 had a very particular kind of concrete, if you will,

1     implication.  And so we clarified that language to talk  
2     more about the ecosystem within -- the rich ecosystem  
3     within -- and complicated ecosystem within which the work  
4     happens.

5             Third priority under expanding influence and  
6     impact with data, we added parent voice directly to the  
7     priority statement and included that family perspectives  
8     and quantitative measures are essential data tools to  
9     build public will and advance learning on early childhood.  
10    Because we got an A plus on round one on optimizing our  
11    effectiveness, we did not make any changes to the wording  
12    there.

13            MS. ALTMAYER:  I would just add, as indicated,  
14    that we have attached in the appendix the specific changes  
15    that are highlighted and end-track changes as an  
16    attachment that's incorporated into the package just in  
17    case there are any questions.

18            So we'll pause there for a moment if there's any  
19    questions or comments, and then we'll talk about the  
20    implementation planning.

21            SUPERVISOR KUEHL:  In the slide previous where  
22    there was some question about Number 3 where you said,  
23    storytelling includes qualitative and quantitative data.  
24    I wasn't certain whether the point was to add an emphasis  
25    on qualitative because we were already talking about

1 qualitative because then, when you get to Number 3 and  
2 what you changed, it says quantitative.

3 MS. ALTMAYER: The intent there was to give  
4 highlight and voice to both; that the feedback that we  
5 heard at the October board meeting was that the  
6 interpretation seemed to be too focused on quantitative.

7 MS. BELSHÉ: Go to the next slide.

8 SUPERVISOR KUEHL: Where the change is shown?  
9 Family perspectives and quantitative --

10 MS. BELSHÉ: So where will the commissioners see  
11 the change under the example for the third strategic  
12 priority?

13 SUPERVISOR KUEHL: Family perspective stands in  
14 for qualitative data, and then quantitative is seen as the  
15 counter --

16 MS. ALTMAYER: Correct.

17 SUPERVISOR KUEHL: Not the counter, but --

18 MS. ALTMAYER: I can go specifically to that.  
19 It's Page 14 in the PowerPoint that has the highlighted  
20 changes that we've made in the text around the narrative  
21 around expand, influence, and impact with data. Expand,  
22 the availability, use, and power of data and parent voice,  
23 to call attention to disparities, amplify advocacy, and  
24 drive policy change, practice change, and will building.

25 And then in the, why is this a priority for First

1 5 LA, we've identified about family perspectives, the  
2 voice of family, and quantitative measures as essential  
3 components of data. I think some of the conversation we  
4 heard was that data can sometimes -- while our intent was  
5 to have data speak to both quantitative and qualitative,  
6 most people in this orientation may be, when they hear  
7 data, to think of numbers.

8 SUPERVISOR KUEHL: Right.

9 MR. LaFRANCE: So, previously, we had only spoken  
10 to the power of data, not parent voice and family  
11 perspectives. Those are the two concepts added.

12 SUPERVISOR KUEHL: Okay. I guess, I mean,  
13 probably I would have understood better if the word "both"  
14 came before family because it sounds like family  
15 quantitative -- I don't know. It was a little -- okay.

16 Other feedback?

17 Seeing none, go ahead. Thank you.

18 MS. ALTMAYER: So now I want to just preview how  
19 we're thinking about implementation. In our  
20 implementation plan we wanted to be available to both  
21 inform as we look to the development of the 20-21 budget  
22 and looking to implementation of the plan effective July  
23 1, 2020. So we are looking at a three-year -- we  
24 recognize that our strategic plan is through 2028, but  
25 recognizing that our planning will occur in three-year

1 cycles. So we are working towards the development of  
2 initial implementation plan which we will first bring to  
3 the February PPC with an eye towards the March board  
4 meeting that will identify the key activities, timeline,  
5 and how we will use short-term measures of progress that  
6 we can report to the board, recognizing that the results  
7 that we're seeking to change are really long-term results,  
8 so what can the early indicators of progress along the way  
9 so that we can demonstrate that we're moving towards our  
10 north star.

11 So we are envisioning that there will be a draft  
12 implementation approach and strategy shared at the  
13 February PPC with high-level presentation on our  
14 implementation strategy presented at the March board  
15 meeting. And this implementation planning is launching  
16 right now. Implementation starts today with the board's  
17 endorsement of the strategic plan.

18 So as we think about our strategic plan review  
19 cycle, we have been thinking about it as a three-year  
20 process, and that we will -- while we will be  
21 incorporating learning and reflection on an ongoing basis  
22 and using the annual budget process, the long-term  
23 financial planning processes to reinforce alignment with  
24 the strategic plan, we are envisioning that every three  
25 years we will have a more in depth review and refinement

1 of discussion and engaging the board of what adjustments  
2 do we need to make to our -- to the work that we're doing  
3 based on lessons learned as well as recognition that the  
4 environment in which we work is also likely to change  
5 which can inform how we need to adjust our plans.

6 This is our high-level review cycle, and we  
7 anticipate that when we return to the PPC and the board in  
8 March, we'll have a more detailed cycle of how this review  
9 process will occur, what questions will be asked, and how  
10 the data will be presented and aligned with the impact  
11 framework. We know that the board has already looked at  
12 our four results and the preliminary list of ten  
13 indicators as well as how we will measure those long-term  
14 system outcomes, that systems are becoming aligned,  
15 accessible, high quality, and sustainable.

16 So this is a high-level roadmap, and we look  
17 forward to engaging in discussions with you all about how  
18 do we incorporate this review cycle within our regular  
19 business planning processes.

20 So with that, we are asking for the board's  
21 action on two items. The first is endorsement of the  
22 refined strategic plan and the second is a resolution  
23 statement that really affirms that the board is aligning  
24 its funding for -- consistent with the parameters and  
25 guidelines outlined in the 20-28 refined strategic plan.



1 I'm happy to take any questions.

2 SUPERVISOR KUEHL: Okay. Any questions or  
3 comments from the commissioners?

4 COMMISSIONER ZEPEDA: Go ahead, Romalis.

5 SUPERVISOR KUEHL: Marlene.

6 COMMISSIONER TAYLOR: Sorry.

7 SUPERVISOR KUEHL: Marlene.

8 COMMISSIONER ZEPEDA: I would just like to  
9 commend you and ourselves for going through this iterative  
10 process. Been very responsive. We've come a long way on  
11 the graphics, and I won't say how.

12 MS. BELSHÉ: Thank you, Marlene.

13 COMMISSIONER ZEPEDA: But I think that this issue  
14 of systems change is in the air. It's all around us.  
15 Just like equity is in the air. I can feel it, touch it,  
16 taste it practically for a lot of reasons. And I think  
17 that we're providing I think really strong modeling I  
18 think for other organizations across the state about how  
19 we need to come together to really focus on the  
20 zero-to-five population. I would argue the zero-to-eight  
21 population. And so I think this is very ground breaking,  
22 and I commend you for it.

23 SUPERVISOR KUEHL: Romalis.

24 COMMISSIONER TAYLOR: I'm going to go ditto with  
25 my colleague on that because I should have started off

1 with that because I go right to the meat of things. But  
2 the issues gets to be is that, in our representation of  
3 this plan for review, I know this is high level, but I  
4 think you need to highlight that in those -- each of those  
5 years -- and I know you talk about it in the detail, but  
6 in each of those years, once or twice during that year, we  
7 review this to determine if we're going to make course  
8 corrections in each of those individual target efforts  
9 that we're going to make. Because the -- the observation  
10 gets to be as it looks like we're not going to touch this  
11 for three years. And I know that's not the indication.

12 But on this document, at least make a reference  
13 that there's an annual review or something for any interim  
14 course correction. You don't have to get into any more  
15 detail than that. I just want to say that that would make  
16 it more relevant. I know you have the detail of how  
17 you're going to do it in the detail information you put,  
18 but I think on that chart you need to add that. Just a  
19 suggestion.

20 SUPERVISOR KUEHL: Okay. Any other comments?

21 Any requests for public comment?

22 SECRETARY: No public comments.

23 SUPERVISOR KUEHL: All right. Then I shall move  
24 that we close the public hearing and adopt resolution  
25 2019-06, which includes the strategic plan as well as the

1 statement that all funds in our assigned fund balance will  
2 be used only for purposes consistent with the parameters  
3 and guidelines in the adopted strategic plan.

4 Do have I a second?

5 COMMISSIONER WOODS: Second.

6 SUPERVISOR KUEHL: Any discussion on the motion?

7 Any objection to a unanimous vote on this  
8 resolution?

9 Hearing none. Bingo.

10 (Applause).

11 SUPERVISOR KUEHL: Thank you. I think there was  
12 a request that we take a ten-minute break.

13 MS. BELSHÉ: Right.

14 SUPERVISOR KUEHL: All right. Ten-minute break.

15 We'll come back at 2:30. Lots of victory dancing and  
16 high-fiving going on. And I'll see you at 2:30.

17 (A brief break.)

18 SUPERVISOR KUEHL: We are back in session. Thank  
19 you all very much for taking a break.

20 I have a security alert here? I have a security  
21 alert on my screen, but I think it's just about the screen  
22 and not about the place, hopefully.

23 Okay. So our -- the last item on our agenda with  
24 the exception of public comment relates to state policy  
25 and more in depth than usual maybe report about it.

1           So, Peter, do we start with you? No, with Kim.

2           MS. PATTILLO BROWNSON: Don't worry. He's coming  
3 soon.

4           On the heels of an exciting vote around the  
5 strategic plan, this presentation is actually much more so  
6 about what the strategic plan has already meant for the  
7 organization, so a look back at the year that was, but  
8 also the year that was essentially beginning to lean into  
9 the strategic plan as we have been iterating along side  
10 the board to make sure that it is reflecting both the  
11 values that you all have been articulating and also the  
12 political realities that we are experiencing in the field.

13           So to pick up on your comments, madam chair,  
14 earlier around the idea that the strategic plan refinement  
15 process did not happen in a vacuum, we were very much I  
16 think attentive to the idea of local context, of what  
17 local practice looked like, of what the political context  
18 looked like at both the state and local level, and then  
19 also to be attendant to personal context that families are  
20 experiencing, the levels to which some families felt very  
21 much under attack I think as given voice earlier with some  
22 of the comments around public charge around separations at  
23 the border.

24           And so as we are looking back at this legislative  
25 year that was, it's something that oftentimes happens on

1 cable channels closer to the end of the year where have  
2 you the video montage of the year that was. We're not  
3 going to do that, but you will see many photos in the  
4 slide show, many of which you'll see yourselves in. And  
5 the idea is really to look back at our legislative and  
6 policy and will building year through the lens of SPR4 and  
7 how we have already been leaning into the refined  
8 strategic plan in terms of practice change, policy change,  
9 and public will building.

10 So the agenda for today is, I'll walk through a  
11 little bit of the framing from SPR4 that Christina had  
12 just articulate. And then Charna and Peter will walk  
13 through the budget and policy accomplishments in this last  
14 year. And Gabe will then go through the public will  
15 building and communications efforts. And then we will  
16 close out with an anticipation of what we're going to be  
17 grateful for next year in 2020.

18 So back on the last presentation, the strategy  
19 map, the pathway for systems change articulated three  
20 essential sort of modes of how we anticipate being a  
21 change agent in the future: Practice change, which is the  
22 top sort of pink orb is where we live in our local context  
23 around health plans, around ECE providers, around CELPAs.  
24 Policy changes is both state and local policymaking. And  
25 I think we have now for some time been talking about being

1 an agent of policy change and policy changes that will  
2 impact children and families.

3 And then the last is will building, and that is  
4 both civic engagement in terms of how -- how much it is in  
5 the public ether, as you were sort of alluding to earlier,  
6 that early childhood is understood as a more relevant  
7 topic than it was five and certainly more than ten years  
8 ago. But it also not just in the broad sense of civic  
9 engagement, I think it is also will building at the family  
10 level of what do families feel that they are entitled to  
11 want and aspire for for their families and their children.

12 The sweet spot of this diagram, of course, is  
13 where three circles are overlapping. And so we are very  
14 much aspiring to be in the black, to be at the place where  
15 practice change, policy change, and will building are all  
16 coming together. This of course is larger than just the  
17 policy and the communications departments that are  
18 represented here. And as we go through the slides, you'll  
19 see that there's robust representation not just from the  
20 policy and strategy division, but also community  
21 relations, from strategic partnerships from the  
22 communities team, from the Best Start leadership, from the  
23 ECE team and also from the health team. And that is very  
24 much a focus of the integration work going forward.

25 So I'm going to turn -- no. Actually, I'm sorry.

1 I have one more slide. And so the setup actually to this  
2 year is kind of an interesting one. So choose children  
3 you'll recall was a joint investment that we approved to  
4 engage with the gubernatorial candidates to educate the  
5 candidates as to why the early childhood is a matter that  
6 they should care about. And that is absolutely in the  
7 space of policy and politician will building. There was  
8 also a lot of communications and media work that was done  
9 those -- I guess the -- what is that, 10:00 o'clock and  
10 sort of mid-center are from an NBC candidate debate that  
11 was actually the first time that an early childhood  
12 question had been posed in a California gubernatorial  
13 debate ever.

14 The funder alignment work was work with both  
15 Silicon Valley Community Foundation as well as a number of  
16 other leading California philanthropies to identify what  
17 areas of policy consensus could be identified not just for  
18 the gubernatorial candidates but for our legislative  
19 champions, to know what were the consensus planks that  
20 would be safe for legislators to take on and to champion.

21 And then the last part I'll describe as the  
22 appointments project, which I think we have talked about  
23 previously, but I think it is -- it is as much related to  
24 this idea of being in the room where it happens, as you  
25 were saying earlier, from the Hamilton quote, of making

1 sure that there are trusted advisors on the governor's  
2 team who are going to lift up the importance of early  
3 childhood from within, that we are not sort of just  
4 raising this out as outsiders to that process, but that  
5 there are people in the chief of staff role, that there  
6 are two senior advisers in early childhood, that the new  
7 Department of Social Services director is a former early  
8 childhood advocate herself, and that these are rooms that  
9 early childhood people are in that they have not been in  
10 in the past.

11 The last thing I'll just connect that to is Kim's  
12 earlier comments about where equity lies in all of this.  
13 And it's the idea that really -- it's a pretty audacious  
14 idea to think that poor kids and families actually should  
15 be represented in sort of the inner sanctum of the  
16 governor's mansion. I think part of what private sector,  
17 Fortune 500 companies, and large labor organizations that  
18 have been sort of in this space for a very long time, take  
19 that as part of their normal, but in some ways it's a  
20 maturation of our field to believe that we can actually  
21 push in people and support people to be vocal advocates on  
22 behalf of very poor children and families and to be  
23 effective in those roles moving forward.

24 So with that, I'm going to turn it over to Peter  
25 to dive into budget.



1 MR. BARTH: Thank you, Kim. We started out the  
2 meeting today with a lot of thanks. And I want to make  
3 sure to call out our thanks to you all for supporting our  
4 organization to make the shift and approach to allow us to  
5 do the policy and systems change work not only here in LA  
6 county but also to elevate the LA county experience to  
7 inform state and federal policy.

8 I also every time I speak with you, I reiterate  
9 this point because sometimes, when we hear the word  
10 "policy" we often think about what we're talking about  
11 today, which is what happened in 2019 at the state level.  
12 But 95 percent of the staff in this organization are  
13 working here locally in LA county. And so, as we move  
14 forward with this frame of will building, practice change,  
15 policy change, being able to hear that in every single  
16 presentation that comes to the board. For example, a few  
17 months ago, you heard from our local health plan partners  
18 and the great work that our health systems team and our  
19 programs division have been leading. That's an example of  
20 both practice change and policy change locally here within  
21 the county. And also I want to call out that anything  
22 that we do elevate at the state level or the national  
23 level is directly driven by that experience. We want to  
24 make sure that the decisions being made by others that  
25 impact Los Angeles have Los Angeles voice in the room. So

1 that's another piece of this frame.

2 And then the final thing is, every year we try to  
3 push our policy and systems change work at a state level  
4 in new, different, more innovative ways. There's always  
5 room for improvement. And historically our organization  
6 when we took positions on policy issues, we focused very  
7 narrowly on a legislative agenda. And notwithstanding how  
8 important legislation is -- and, in fact, the case study  
9 that we'll quickly go through that highlights the  
10 connection of local practice change, will building, and  
11 state policy change is a bill. We also know that a lot of  
12 policy change is not done through legislative vehicles.  
13 It's done through how the state is spending money in the  
14 budget process, regulatory, administrative action.

15 So as we've done every month as an attachment to  
16 your executive director's report, we share our updated,  
17 most recent version of what we are calling our advocacy  
18 agenda. It outlines all the different formal policy  
19 vehicles that we're taking positions on that we're  
20 prioritizing. And part of that is important because, in  
21 the past, this agenda was just bills. This now highlights  
22 legislative issues, regulatory issues, and shows more of  
23 the breadth of the opportunities we have to make policy  
24 change.

25 So with that framing, what actually happened this

1 year. We've been keeping you updated throughout the  
2 process, but thanks to what Kim was highlighting as our  
3 work done to prepare for 2019, in 2019 we have a lot to  
4 point with pride to for early childhood and California.  
5 First, of course, is the budget, which we shared with you  
6 before which directed nearly \$3 billion towards priorities  
7 aligned with First 5 LA's work. These are not an  
8 exhaustive list on this slide. We've shared the full  
9 details before, and it's part of this advocacy agenda.  
10 But, for example, \$135 million in new funding to expand  
11 home visiting programs, which is coming direct -- a  
12 portion of which is coming directly to LA county and where  
13 our families team is partnering with our county agency  
14 leads to implement this funding to expand services to more  
15 families.

16 Just a few years ago, First 5 LA was by large the  
17 funder of home visiting services in LA county. And now  
18 we're one of many funding sources for home visiting  
19 services. And that reflects the good work of our programs  
20 team and also some of the advocacy that's paid off here.

21 There's also significant funding in two issues  
22 around developmental screening, screening for adverse  
23 childhood experiences, and a number of investments in  
24 early learning, including, not just access to childcare  
25 and leveraging for the first time, Prop 64, the cannabis

1 prevention dollars towards child care, but also resources  
2 for professional development, resources for facilities  
3 development, more of the comprehensive investments we need  
4 in our early learning system.

5 And notwithstanding the importance of budget,  
6 there was also a number -- were also a number of  
7 significant legislative victories. Six of the First 5  
8 LA's legislative priorities were signed into law by  
9 Governor Newsom. Again, I won't go through each of these  
10 individually, but I do want to call out one in particular,  
11 Senate Bill 225, which is the third on this list. This  
12 bill, which was the authored by a Los Angeles senator,  
13 Senator Maria Elana Durazo, will allow noncitizen  
14 residents to serve on appointed boards and commissions,  
15 not just at the state level, but throughout the state  
16 local boards and commissions as well. This actually fits  
17 very nicely into our policy agenda because a part of our  
18 policy agenda as an organization has been to elevate the  
19 lived experiences of community voice and elevate community  
20 voice in policymaking. And our position on this bill  
21 actually came because our team was working with our  
22 communities team to try to identify some parent voice on  
23 some state boards and commissions that we thought would be  
24 really important for them to serve on. And this issue,  
25 the fact that only citizen residents could serve on these

1 appointed boards and commissions meant that a lot of our  
2 most passionate, active, dedicated parent leaders in our  
3 communities couldn't formally sit on boards and  
4 commissions.

5 And an important note to call out, it's not just  
6 undocumented residents. It's people who are here with  
7 documentation who just may not be citizens yet who are  
8 then prohibited from serving on boards and commissions.

9 So with this change, our position directly  
10 informed by our community work, we're going to be able to  
11 see more of our resident leaders being able to serve on  
12 boards and commissions and to elevate their lived  
13 experience.

14 Now, First 5 LA, of course, all of these wins,  
15 this is a result of multiple excellent leaders, champions  
16 for children. First 5 LA contributes in two primary ways  
17 that I want to call out. One is, First 5 as a funder of  
18 advocacy. We talked at the last board meeting a little  
19 bit about our early care and education policy advocacy  
20 fund. And earlier today you approved our expansion of  
21 that fund to include more child health priorities. So  
22 these are grants to organizations that are developing  
23 policy asks, that are advocating for priorities and help  
24 compliment the work that we may do.

25 We also are a funder -- and, again, thanks to

1 your vote earlier today, we will be renewing our contract  
2 to be one of the funders of the state early care and  
3 education coalition, which brings our field together.

4 And then also just calling out that, when we do  
5 this work and what we prioritize funding advocacy is,  
6 again, directly connected to the funding that is done here  
7 in LA county, so the advocacy policy development practice  
8 change funding that is done in our community. So, for  
9 example, as we fund and support state ECE policy work and  
10 advocacy, we're also connecting it directly to the funding  
11 done by our early care and education team here in LA  
12 county. But more than just a funder of advocacy, we are  
13 an advocate. And this is a role that, as I mentioned,  
14 we've been leaning into a lot more. It allows us, thanks  
15 to your support, to drive an annual advocacy agenda, to  
16 directly weigh in on legislation, on budget, on regulatory  
17 issues. It's allowed us, thanks to your support, to hire  
18 consultants, including lobbyists who can be there in  
19 person for a number of the meetings and hearing, both in  
20 Sacramento and Washington, DC, when we're unable to be  
21 there.

22 We're also increasingly participating in relevant  
23 advisory boards and commissions locally but also the state  
24 and federal level that enable us to help shape policy. So  
25 First 5 LA hadn't historically supported staff necessarily

1 to participate in these important forums. So having a  
2 First 5 LA voice be part of a national home visiting  
3 coalition, for example, has been an incredibly important  
4 way to shape policy related to our work.

5 We also are engaging in advocacy coalition. So  
6 we are either convening a coalition like the ECE coalition  
7 or sitting at a table like the emerging child health  
8 coalition coordinated by our First 5 Center for Child  
9 Policy. And that last point is, it's more than just First  
10 5 LA. We're a network of First 5's that are working in  
11 every single community throughout the state. And thanks  
12 to your leadership, First 5 LA has been out in front. We  
13 were the first of the First 5s to engage in national  
14 advocacy and state advocacy directly.

15 But it's important that it's not just us, and  
16 it's important that we're building the capacity of our  
17 network to engage in this work so that we can be laser  
18 focused on the priorities that are coming from  
19 Los Angeles.

20 And then, finally, increasing our engagement with  
21 our elected officials and other policy makers so that we  
22 do have more champions for early childhood. I'll share  
23 one story about this. Many of you know our senior  
24 government affairs strategist, Jaime Zamaro, who has  
25 really helped us up our game to be able to engage more

1 with elected officials. Recently, he and the Child Care  
2 Alliance took Senator Bob Archuleta, who was elected last  
3 year, on a tour of early learning facility in his district  
4 in Pico Rivera. Before he was senator, he was the mayor  
5 of Pico Rivera. And in that sight visit, he said had he  
6 never once visited an early learning facility. He also  
7 didn't realize how important that issue was, and in that  
8 meeting said, I need to be a champion, I have ten  
9 grandchildren, two who are under the age of five. It  
10 can't just be our colleagues -- our female colleagues who  
11 are carrying the water for us in the legislature. The men  
12 need to step up too.

13 So that's the power of us dedicating the time to  
14 engaging elected officials, taking them to sight visits in  
15 their community, helping them learn about and see the  
16 importance of the work connection.

17 Excuse me. So with all that in mind, we do have  
18 one case that I do want to call out. Again, it is a piece  
19 of legislation and to talk about that is the person who  
20 drove that legislation who's an expert in child  
21 development and a background in advocacy, Charna  
22 Widby-Martin, our senior policy strategist focused on  
23 family and health strategies.

24 MS. WIDBY-MARTIN: Thank you, Peter.

25 So I wanted to walk through a little bit more of



1 the story of AB-1004. It's really easy to say for us that  
2 this legislation -- this landmark beautiful legislation  
3 was a big win for us this year. But this really is a good  
4 case study to walk through on our different strategies and  
5 integration within First 5 LA and how it is an iterative  
6 process. And while the bill was so successful and lauded,  
7 it is more important what the policy change was and how  
8 we're working with that.

9 So I want to start by taking a step back and  
10 going to a health system investments which actually the  
11 beginning of this story or this problem that we've  
12 developed comes from 2014 investments with the health team  
13 and the programs team really working with clinics and  
14 identifying opportunities for developmental screening  
15 practice improvements with practitioners, and then as our  
16 investments grew and our relationships grew, really  
17 identified opportunities especially around data and  
18 clarity and guidance for practitioners of how to improve  
19 developmental screening rates and where the problems lie.  
20 At the same time, we've been meeting with policymakers at  
21 the state level talking about our issues and the  
22 importance of early identification and intervention, and  
23 found a real willingness to focus on early childhood  
24 development issues.

25 So taking the local strategies and the local

1 investment stories, we engaged with policy experts,  
2 advocacy partners, and practitioners to develop a range of  
3 potential policy solutions. One of those included  
4 legislation. But while we ran with the legislation, we  
5 also engaged consistently and regularly with  
6 administrative advocacy, asking the department for health  
7 care services for help to fix the data gap problems and  
8 looking for solutions across the board that didn't require  
9 legislation, but we still pushed ahead to elevate and  
10 increase the urgency.

11 In 2018, we cosponsored AB-11 with Assembly  
12 Member McCarty in Sacramento. And I would say we -- it  
13 was our first chance to cosponsor but it was also our  
14 first chance to engage deeply in the drafting of the  
15 legislation, shaping the policy solutions, the language,  
16 and really driving that process for us much earlier than  
17 we had in the past, but our fingerprints are all over  
18 that.

19 It was unanimously approved by the legislature  
20 and widely supported, especially by the First 5 network.  
21 Ultimately vetoed by Governor Brown because it was  
22 something that administratively could be done anyway.  
23 And, again, there was no progress administratively despite  
24 that, so it was reintroduced this last year as AB-1004.  
25 Slight tweaks to the policy ask but reintroduced again.

1 And we engaged more broadly. We expanded our reach. We  
2 met with far more organizations to develop support. Over  
3 200 organizations signed on in support of this bill. We  
4 met with far more than that, including most of the health  
5 plans, the association of health plans, primary care  
6 association, providers. While they didn't support the  
7 legislation, were very engaged in shaping it so that it  
8 could be realistic solution and that we were legislating a  
9 what, not the how so everybody could be collaborative in  
10 the process. And then forecasting now that the  
11 legislation had another unanimous vote of support from the  
12 legislature and now the Governor's signature.

13 There's a lot of implementation work to be done.  
14 So the programs team here is really well positioned to  
15 partner with health plans in developing that data and also  
16 targeting resources to improve screening rates on the next  
17 phase of work. And we're also engaged and in a good  
18 position now with this moment to work on data quality and  
19 quality improvement efforts at the state level for  
20 children's preventative health broadly.

21 So I will leave that there and hand it over to  
22 Gabriel because, of course, we don't do this work alone.  
23 And all of the comps team has been incredibly helpful in  
24 elevating the work, helping develop support across the  
25 board for all of our work that we do. And you can talk

1 more about investments.

2 MR. SANCHEZ: Thank you, Charna. And, again,  
3 thank you. Really appreciate this opportunity.

4 One of the things that I want to start off with,  
5 it has been some time since I presented to the board on  
6 the broader communication strategy. I'm thankful --  
7 echoing Peter's comments, I'm thankful for the board  
8 support and things we've talked about in terms of  
9 individual investments, which I'll speak about briefly.  
10 But I wanted to take a moment before I dive in for our  
11 support to show how we're using communications.

12 And I'm going to apologize in advance to Peter  
13 for this. So lots of ways we can talk about issues. you  
14 say, this is the issue. This is important. Looks, it's  
15 an issue. But what we're using communications for is  
16 saying, this is the issue. Right? We want to poke people  
17 with it. We want to effect them with it. Clearly, I  
18 didn't have the -- I'm not going to hurt Peter. We need  
19 him, right?

20 But really, the best way to put this too, is you  
21 don't want to describe a sharp stick. You want to poke  
22 people with it to say, this is important, right? Visual  
23 aid. Little humor, have a little fun. I know it's late.

24 But, again, it's one thing to say something to --  
25 when we talk about elevating issues, and that's important

1 too. But we want to use communications to drive action.  
2 In this case, of course, it's driving action to do things  
3 like vote for bills that we want or support regulatory  
4 changes. But how do we get there.

5 So a lot of this, I want to talk about how we're  
6 using communications. And in this case we're using every  
7 mean, every mode, every method that we can in order to  
8 tell our story, in order to advance our goals. That's the  
9 totality of what we're doing you know, whether it's our  
10 memos, it's our logos, it's our press releases, it's --  
11 everything that we do, it's an opportunity to advance our  
12 goals. And that's how we're looking at communications.  
13 Start I wanted to start off with that broad foundation.

14 And so one thing I do want to say too is that we  
15 don't just do this alone. We're, of course, doing things  
16 that are from First 5 LA, but we're also working in  
17 partnership with, of course, the Association, First 5  
18 California, but many other partners as well to amplify our  
19 messages, as well as help amplify them. We want to be a  
20 good partner too. We're using communications  
21 collaboratively and in partnership with other to again  
22 tell our story, to elevate issues, to drive action.

23 So I'm looking at this and I realize there's  
24 maybe some smaller parts here. But really the big picture  
25 is that there are four ways to categorize communications

1 and media and things that we're doing. When I talk about  
2 communications and marketing, this is a brief breakdown  
3 that I wanted to share. And then I'll talk about how  
4 these pieces all work together.

5 Of course, paid, that's something we all know.  
6 That is our marketing. That is ads. Those are the  
7 commercials you see. When you hear the ones about First  
8 5, I know you're tuning in and listening, right? But  
9 those are paid ads. Those are things that we have a very  
10 -- we have complete control over it. We can control the  
11 message. We can control when it goes out, the timing, who  
12 we're trying to hit with that. The effectiveness is  
13 something that is always we want to keep an eye on.

14 Next is earned. And when we say "earned," that's  
15 when we say -- some people say free press. I will tell  
16 you we have to work for it. We're earning it. This is  
17 getting our name in the paper. This is getting our  
18 stories placed whether it's a quote from someone from our  
19 organization or it's placing op-eds. This is a  
20 traditional earned media and PR function. And the  
21 advantage here is that this has much greater credibility  
22 than some marketing. Right? People trust the story in  
23 the LA Times because it's being written about versus maybe  
24 some advertising that they might -- may or may not believe  
25 in.

1           The next is social or shared. And, again, these  
2     are the platforms we all know and love, like Facebook,  
3     Twitter, Instagram. These are things that we also  
4     advertise. There is a strong measure of control, but then  
5     also it's an opportunity for engagement as well as sharing  
6     other messages too. There is some overlap with paid  
7     because you do do some paid pushes of social content, but  
8     also you're trying to go viral. Right? You're trying to  
9     create content that is so interesting that people want to  
10    share it. And, again, that's another form of credibility  
11    because it's one thing to see an ad, but it's another for  
12    a friend or family member to share an article or something  
13    else with you. You tend to click that more than maybe if  
14    you see something in another venue.

15           Next is owned. Owned is something you should  
16    think about. This is the content that we create. This si  
17    our website. This is our newsletters. These are the  
18    things that we are creating ourselves, that we are posting  
19    on our own platforms, which is our website. We have, of  
20    course, a main website geared towards advocates and  
21    decision makers. Then we have a second website that is  
22    dedicated primarily for parents and caregivers. Again,  
23    those are designed for these two separate audiences, but  
24    the messaging is very similar; we want to help kids. How  
25    do we do this. And the message might vary.

1           So those are the four broad categories -- those  
2           are the spaces in which we work. I want to get to next  
3           how these things all come together.

4           Before I forget, I do again want to thank the  
5           board for their support for several strategic  
6           communications partnerships that we've entered into. Most  
7           recently was CalMatters and Fostering Media Connections.  
8           These are important because, as I mentioned before, news  
9           media is still -- despite all the other things you might  
10          hear out there, is still one the most credible sources of  
11          information. People believe the news. I know there's a  
12          lot out there, but it's still believable, there's still  
13          credibility.

14          So we, over the past several years, have -- we've  
15          created several partnerships with media organizations so  
16          that they can offer cover the news. I want to be very  
17          clear that this is different than demanding coverage.  
18          This is not something where they're going to report on us.  
19          Instead, these are partnerships designed to report on the  
20          issue, on the issues we care about, whether it's  
21          developmental screening, which we'll get to in a moment,  
22          or early care and education or other issues related to  
23          children, maybe it's trauma or the like. The intent here  
24          is, we want to build capacity within news rooms and other  
25          organizations to cover the news, to get it reported



1 because in many ways that aids our efforts when we talk  
2 about advocacy because I can speak to my own experience 20  
3 years ago when we called it the clips because it was  
4 literally the clips. You're clipping a newspaper because  
5 you're clipping what are the articles in the paper that  
6 you wanted your boss, in this case the Governor, to read  
7 and to understand and what's out there, what's important.

8 So this is a way to create those clips, again, to  
9 elevate awareness and create urgency among decision makers  
10 and law makers by getting these issues covered.

11 Again, I'll run through these really quickly.  
12 First is KPCC, which was one of the first investments we  
13 did with the LA Partnership For Early Childhood  
14 Investment. We have a second investment with them as well  
15 that relates to stakeholder engagement. Newly, again,  
16 approved by the board -- thank you very much -- is with  
17 CalMatters and the Fostering Media Connections. Those are  
18 ones the board just approved, I believe, two months ago.  
19 We also have investments with the Center for Health  
20 Reporting and the Center for Health Journalism. They're  
21 both very similarly named and they're both at USC, but  
22 they do different things, as well as Pacific Oaks  
23 University where we have I fellow there who does  
24 reporting, which is Deepa Fernandes who was previously at  
25 KPCC. So in many ways, we're helping develop expertise

1 that is in turn serving us.

2 So, again, these are ways we're building the  
3 field and the ability of news media organizations to cover  
4 us. And that comes into play in a moment I'll share.

5 Next, another way we're using communications is,  
6 as I mentioned, earned media, getting things placed.  
7 This is not leadership. This is where we want people to  
8 look at us as experts and we're offering our commentary  
9 where it helps us where people come to us for ideas. They  
10 come to us for partnership, for learning because they see  
11 our profiles or they see us quoted in these stories and  
12 they look to us as experts. We've had a lot of great  
13 success this past year. We've had -- one other thing I  
14 want to add too, that previous years we tended to have  
15 success in placement in I would say the niche reporting  
16 with the health reporter or the education reporter. This  
17 year we began to break out of that and we're talking with  
18 the budget reporters that are talking about the budget  
19 overall. We're talking to the political reporters about  
20 the landscape of this. So this getting us from one place  
21 which is important, but it's getting us to a broader  
22 audience where it's the political reporter and the budget  
23 reporter that are talking about the importance of these  
24 issues.

25 We did a conference call with reporters in

1 January, budget reporters, about the aspects of the  
2 Governor's budget that were helpful for young children.  
3 This was a different audience. So these were in many ways  
4 educating reporters who tend to cover the broader issues.  
5 But it speaks to how we're planting the flag on why this  
6 issue is important. So we want to continue doing that.  
7 That's one.

8 We've also had success in placing several op-eds,  
9 one of which was, if you recall back in January was with  
10 Rob Reiner in Capitol Weekly, which again, is a -- which  
11 is read by decision makers up in Sacramento. Kim was  
12 quoted in the LA Times. She had in January as well an  
13 op-ed in CalMatters. Later on Kim Pattillo with Bruce  
14 Fuller had an op-ed in the San Jose Mercury News. I have  
15 a long list. That's why it's very exciting. I get  
16 excited about this stuff.

17 One of the other things that we also are doing is  
18 that we're supporting other office holders in getting  
19 op-eds placed as well. One of the success we had was  
20 supporting superintendent of public instruction Tony  
21 Thurmond and Kevin McCarty in getting an op-ed placed in,  
22 I believe it was, Capitol Weekly on the tour that they did  
23 of early childhood learning, I believe -- I think that was  
24 -- was that in the east coast? I can't recall all the  
25 different stops. Yeah, thank you.

1           So it's like things like that where people are  
2 looking to us for help as well to support these things  
3 which broadens our audience which broadens our scope which  
4 is also very helpful.

5           The other aspect we're doing -- so this is -- I  
6 was speaking earlier about decision makers and reaching  
7 decision makers and building that will there. Another way  
8 we're building will is through marketing to engage  
9 parents. Again, the messaging here is different. I want  
10 to be clear. A lot of the marketing that we're doing is  
11 things like billboards, electronic billboards you might  
12 see. If you've been on the 5 or 605, you might see some  
13 of our billboards, as well as partnerships with media  
14 organizations to have in-show segments about certain  
15 issues. And the two that our main campaigns are asking is  
16 advocacy. We're essentially -- what we want to be able to  
17 do is talk to parents in how they themselves are advocates  
18 and may not think about it that way, right? The sense  
19 when they ask their pediatrician or they ask their  
20 preschool instructor, what's the best books to read at  
21 home, or they're asking questions. That's a form of  
22 advocacy. We want to celebrate that. And the longer-term  
23 strategy there is that we also want to create demand,  
24 right? Where they're not just asking questions, but  
25 they're demanding things which in turn helps us with our

1 advocacy efforts and how we connect that parent voice to  
2 decision makers.

3 So we're using our marketing to essentially  
4 create demand as well as provide ideas and resources for  
5 parents so that they can be the best parents they can be  
6 and, again, get the services they have a right to, which  
7 is developmental screenings or other resources.

8 One thing I also want to add too is the vote with  
9 kids campaign that we're doing. This is something that  
10 you may not be aware of, but any child under 18 is allowed  
11 to accompany an adult into voting booth, which is  
12 something that was a surprise. But it's also something we  
13 decided to take advantage of and say, vote with kids, take  
14 your kids to the polls. It's a fantastic opportunity to  
15 talk to your children about democracy and why votes  
16 matter. But it's also kind of cool taking your kids to  
17 the polls, right? It's just fun.

18 My daughter loves it. One time she had about 20  
19 "I voted" stickers. I'm like, well, said okay. So it's  
20 like vote early and often. My daughter right there. But,  
21 again, it's something fun to do and it speaks to the whole  
22 part about advocacy and reaching parents and showing how  
23 voting is important. But it's also something that's just  
24 convenient because sometimes some people don't -- parents  
25 chose not to vote because they got to get a sitter or they

1 think that they can't take their children with them. So  
2 that was something that's also very practical. And we got  
3 some media on that as well. And Colleen I believe it was  
4 in the Santa Monica -- I forget the names of the papers --  
5 the Outlook or the Mirror. Pardon me. I forget. But we  
6 got some coverage there, too, which is great. People are  
7 just, how can they be helpful there, which was a lot of  
8 fun.

9 So those are campaigns we'll continue to do for  
10 the next elections, again, just to inform parents to help  
11 them create plans to vote.

12 Next is we're using events to engage decision  
13 makers. This is in partnership with many of our other  
14 departments and I was going to say divisions, including  
15 advocacy day, as well as several other events we did with  
16 the Governor, with the National League of Cities, and also  
17 with -- I was going to say secretary general -- pardon me  
18 -- California Surgeon General, Nadine Burke Harris.

19 These are all events designed, again, to get  
20 people in the room but also to earn media coverage and,  
21 again, highlight these issues, both in earned media as  
22 well as social media where we're sharing things, as well  
23 as in our own media where we're posting articles and  
24 videos.

25 So there's some -- we had some great successes

1 with events including the National League of Cities,  
2 Governor Newsom this past August, as well as advocacy day  
3 where we had up in Sacramento First Partner, Jennifer  
4 Siebel Newsom, reading to kids as part of the effort for  
5 Los Niños. So this was just a lot of events where we're  
6 engaging decision makers.

7 So this is our strategy in action in terms of how  
8 do we integrate these pieces. And this goes back to  
9 Charna's presentation about AB-11 where through our  
10 partnership with the Center for Health Reporting, they  
11 were able to get a story placed front page in the  
12 Sacramento Bee about developmental screenings which was  
13 around the same time as advocacy day and the issue that  
14 we're talking about.

15 At the same time, with owned media, we produced a  
16 series of explainer videos, one of which was on  
17 developmental screenings which we did a paid push on  
18 social media. And we had some wonderful engagement.  
19 Overall, these videos I believe in total got more than a  
20 million impressions. Right? So we had a great -- and  
21 also great engagement in terms of comments and people  
22 supporting the issue.

23 We also had engagement from decision makers  
24 where they're tweeting out from their own accounts. In  
25 this case this is Assembly Member McCarty talking about

1 the front page story in the Sacramento Bee about this  
2 issue that we in turn supported by getting in the paper.  
3 So with -- because of these things we then created that  
4 surround sound about why this issue is important, and in  
5 turn that helped the advocacy effort.

6 Next, I want to just chat really quickly about  
7 the year ahead. And we're going to just continue  
8 integrating communications into our strategic plan  
9 refinement. As Kim mentioned at the top, we're going to  
10 be leaning in. How do we continue to build the demand.  
11 How do we continue to build public will. In this case  
12 where we want to build public will beyond decision makers  
13 and parents, but how do we look at people who are adults  
14 without kids, how do we explain to them that kids are  
15 important too. So that's going to be some of the next  
16 steps in what we're going to do. Again, we're going to  
17 keep making the most of public events and other  
18 convenings. We want to amplify those through  
19 communications. And we're going to continue expanding  
20 these public hours.

21 And with that I'm going to hand it back to Peter  
22 to talk about what's next on the policy side.

23 MR. BARTH: Thanks, Gabriel.

24 So this time last year, we were welcoming a new  
25 governor into office and preparing to see what he would be



1 doing in terms of who he would be appointing on his team  
2 and what his priorities would be. Now that we're a year  
3 in and we are preparing for what's coming next year, next  
4 budget season, next legislative season, what are some of  
5 the priorities.

6 I won't go through each of these items  
7 individually. If you have questions about any of them,  
8 we're happy to discuss them. But these are all efforts  
9 that are going to be happening at the State whether or not  
10 First 5 LA engages. And we think that these are items  
11 that important for us to engage in given the work and the  
12 experience we have on the ground to help inform this.

13 Everything from the fact that the Governor has  
14 tried to help temper some expectations among multiple  
15 advocacy groups, not just early childhood groups, about  
16 this year being a down payment but also needing to have a  
17 clear plan for what how what we're going to be  
18 prioritizing over his entire first term, not just year by  
19 year and also how we're going to pay those things. So  
20 there will be, for example, the creation and soon-to-be  
21 announced any day now early childhood policy council run  
22 out of the state Health and Human Services agency, as well  
23 as a master planning process so that we can have an early  
24 childhood master plan, like we have higher education and  
25 K12 master plan. And the contractors who are going to be

1 leading that effort should also be announced any moment  
2 now. We know there are going to be a lot of State working  
3 groups to help inform the State's priorities when it comes  
4 to a number of issues, not just in early learning like  
5 with the preschool development grant implementation, but  
6 around health care as well. And we know that historically  
7 in California our publicly-funded health system has not  
8 prioritized the needs of women and children over the past  
9 number of years and we need to make sure that we're doing  
10 that. So there are a lot of opportunities for us to  
11 elevate that voice and to do so in partnership with child  
12 health advocates.

13 We also know that there's going to be a strong  
14 conversation for the first time in more than eight years  
15 around the data. The previous governor did not care much  
16 for investing in data systems. And this governor is all  
17 in. And California is one of the few states in the  
18 country to not have a statewide longitudinal data system  
19 that can help connect early childhood K12, higher  
20 education and career, and workforce development data. So  
21 while that's being developed, we have a responsibility we  
22 think to elevate the importance components of early  
23 childhood data, in particular to connect the dots around  
24 the conversation that will be happening at the State  
25 around kindergarten readiness and what that might mean in

1 a statewide frame rather than just a county-by-county  
2 frame.

3 In addition to what's happening externally  
4 though, we know internally at First 5 LA, we have a lot of  
5 work to do in addition to implementing the strategic plan,  
6 which includes launching that pilot expansion of our  
7 policy funding to include child health priorities,  
8 including the ongoing development of the network of First  
9 5s. You heard me mention this before in the context of  
10 the work in the year, but part of this I think is a notion  
11 that we want to make sure that multiple voices for early  
12 childhood are directly informing the State work, and in  
13 particular as we lean into a more focused, responsible  
14 budget at First 5 that we're doing more with less.

15 I think a highlight of success that I at least  
16 bring to my work is, can we do more with less money and  
17 with less staff. And so some of the contracts that you  
18 have helped support and renew over the last few years, we  
19 hope to become even more focused as the capacity of the  
20 network is built.

21 And then, finally, we acknowledge we are not the  
22 only funder of early childhood policy development and  
23 advocacy. And so over the past year and going into next  
24 year, we're going to continue in partnership with our  
25 strategic partners as the department continue to build

1 strong relationships with those other funders of statewide  
2 early childhood policy development and advocacy so we can  
3 align our funding, that we can align our insights and our  
4 support for a broader field.

5 So, again, we thank you for support. Hopefully  
6 at this point next year we have as much good news to  
7 report as we did this year. And would love to open it up  
8 for any questions or discussion or thoughts you might  
9 have.

10 SUPERVISOR KUEHL: Any questions by  
11 commissioners?

12 Marlene.

13 COMMISSIONER ZEPEDA: Thank you for that  
14 comprehensive report. I was wondering on the parent  
15 issue, have we connected with Parent Voices or with Mom's  
16 Rising?

17 MR. BARTH: We fund them both and we work closely  
18 with them both. In addition, the local Parent Voices  
19 chapter, Community Voices, run out of Crystal Stairs, in  
20 addition to Child 360's parent ambassador program and also  
21 the parent ambassador work that has been done by  
22 Advancement Project. So we think it's a really exciting  
23 opportunity to make sure, as we are connecting more  
24 intentionally, we have a long way to go, but we're doing  
25 it in our own investments in Best Start, that we're doing

1 so in partnership with those other platforms like Parent  
2 Voices that you mentioned.

3 COMMISSIONER ZEPEDA: Because they're very  
4 influential, and that's why we need to connect.

5 SUPERVISOR KUEHL: Romalis.

6 COMMISSIONER TAYLOR: First of all, thank you.  
7 Outstanding job. I told my colleague I'm team Charna.  
8 Well, you know, she's my mentor for advocacy at the state  
9 level. She taught me everything I know. And I want to  
10 congratulate you all on an outstanding job well done.

11 You didn't give up, and I am extremely proud of  
12 you guys for that. You didn't quit. My colleague, Kim,  
13 she doesn't give up. She doesn't quit. So you exemplify  
14 her leadership out there. And I just want you to continue  
15 to do what you're doing and follow her lead, because she's  
16 outstanding leader.

17 But I want to just add one thing. In our plan  
18 for the future -- and I've already mentioned it to Kim --  
19 we have to inform the people who we are and where we're  
20 going here, so that all those parents out there know who  
21 First 5 is and what we're about. So, hopefully, on your  
22 communication agenda, you and -- will put your strategy  
23 together of how we're going to communicate that to the  
24 general population across the county as to what our  
25 efforts are on their behalf.

1           So thank you so much.

2           MR. BARTH: I would be remiss not to mention,  
3           thanks to all of you, commissioners, who have engage in  
4           our work this year. You'll be getting an e-mail after  
5           this meeting because we now have a date for our next First  
6           5 advocacy day in Sacramento. It's April 21st next year.  
7           And so those of you who would like to, as Commissioner  
8           Zepeda, Commissioner Martinez, Commissioner Taylor have  
9           done before, we would love to invite you all to join us if  
10          you're able. So it is a verbal preview of something that  
11          will come in your e-mail inbox shortly.

12          SUPERVISOR KUEHL: Thank you. Other comments or  
13          questions?

14          All right. That was a report for us to receive  
15          and we did receive it. Thank you very much. Excellent  
16          work. Excellently presented and very well.

17          COMMISSIONER TAYLOR: Round of applause.

18          SUPERVISOR KUEHL: Give them a round of applause  
19          for communication and policy.

20                         (Applause.)

21          SUPERVISOR KUEHL: All right. Public comment.  
22          Has anyone signed up for general public comments?

23          SECRETARY: No public comments.

24          SUPERVISOR KUEHL: Okay. Well then, we are all  
25          invited each of us inviting the other to step into the

1 lobby.

2 MS. BELSHÉ: I think they're going to come in  
3 here. In ten minutes, they're coming down.

4 SUPERVISOR KUEHL: How many? How many minutes?

5 MS. BELSHÉ: Ten minutes.

6 SUPERVISOR KUEHL: Ten minutes. All right.

7 We're going to lift a glass to toast the passage of this  
8 fabulous milestone today. So stick around.

9 MS. BELSHÉ: The adult beverages will be at 5:00  
10 o'clock. Marlene, the adult beverages are at 5:00 o'clock  
11 across the way.

12 SUPERVISOR KUEHL: No adult beverages here at  
13 First 5.

14 So with that and with my thanks, this meeting is  
15 adjourned.

16 (At 3:18 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 26th day of November 2019.



CERTIFIED SHORTHAND REPORTER  
FOR THE STATE OF CALIFORNIA



**FIRST 5 LA**

**SUBJECT:**  
**Monthly Financial Reports**

**RECOMMENDATION:**  
**Approval of the monthly financial statements for the months ending October 31, 2019 through December 31, 2019.**

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

**DISCUSSION:**  
Due to complications of the California Department of Tax and Free Administration's financial software upgrade, the distribution of tobacco tax revenue by the state has been delayed. Though the state is indicating revenue will be released by the state soon, the delay has caused our financial statements to show an inaccurate picture of our Statement of Net Assets. The July and August 2019 revenue figures have been released by the state. First 5 LA has only received the July 2019 tobacco tax allocation as of December 2019.

**October 31, 2019**  
First 5 LA began the month of October with a cash balance of \$363.8 million. During the month of October 31 2019, we received \$577,143 in revenues. We had \$7.3 million in program expenditures, and \$1.7 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$355.4 million.

**November 30, 2019**  
First 5 LA began the month of November with a cash balance of \$355.4 million. During the month of November 2019, we received \$826,159 in revenues. We had \$3.8 million in program expenditures, and \$1.7 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$350.8 million.

**December 31, 2019**  
First 5 LA began the month of December with a cash balance of \$350.8 million. During the month of December 2019, we received \$5.5 million in revenues. We had \$5.3 million in program expenditures, and \$1.8 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$349.3 million.

This report includes detailed financial information for the months ending October 31, 2019 through December 31, 2019. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- **Revenue and Expense Statement:** Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- **Balance Sheet:** Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of October 31, 2019 through December 31, 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  
October 31, 2019, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of September 30, 2019</b>	<b>\$ 363,845,160</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ -	(1)
Medi-Cal Administrative Activities (MAA)	63,306	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	503,901	
Investment Income - Other	-	
Rental Revenue - La Petite	9,936	
ECE-LA County IMPACT	-	
<b>Total Revenue</b>	<b>\$ 577,143</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2015-2020 Strategic Plan: Focusing For The Future	\$ 7,034,431	
Legacy Investments	247,042	
<b>Total Initiative/Program Expenses</b>	<b>\$ 7,281,473</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,454,936	
General Operating	76,896	
Consultant Services	68,080	
Professional Services	54,293	
Travel Expenses	20,768	
Professional Development	14,589	
Capital Improvements	(214)	
<b>Total Operation and Administration</b>	<b>\$ 1,689,348</b>	
<b>Total Expenses</b>	<b>\$ 8,970,821</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (8,393,678)</b>	
<b>Cash Balance as of October 31, 2019</b>	<b>\$ 355,451,482</b>	(2)

**NOTE:**

- 1) Delay in tobacco tax revenue is due to complications 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 2019-20 BUDGET**  
**OCTOBER 31, 2019, UNAUDITED**

INITIATIVE/PROGRAM	FY 2019-20 BUDGET	OCTOBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>				
Strategic Plan Priority Outcome Areas				
Families	39,343,000	2,897,807	6,689,723	32,653,277
Communities	19,470,000	1,253,259	1,798,566	17,671,434
Early Care & Education Systems	26,046,000	2,137,211	3,049,332	22,996,668
Health-Related Systems	5,697,000	98,001	386,035	5,310,965
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,370,000	20,333	325,622	2,044,378
Communications & Marketing	5,866,000	487,630	1,418,792	4,447,208
Communications - Conference Funding	250,000	-	97,000	153,000
Strategic Partnership-Cross-Cutting Funder Partnership	557,000	5,000	30,868	526,132
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	49,421
County Partnerships	315,000	-	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	135,190	416,778	2,661,222
<b>Subtotal 2015-2020 Strategic Plan</b>	<b>106,660,000</b>	<b>7,034,431</b>	<b>14,272,525</b>	<b>92,387,475</b>
<b>LEGACY INVESTMENTS</b>				
Baby Friendly Hospitals	102,000	-	-	102,000
Black Infant Health	1,027,000	25,831	38,458	988,542
Little by Little/One Step Ahead	3,100,000	221,211	322,797	2,777,203
<b>Subtotal Legacy Investments</b>	<b>4,229,000</b>	<b>247,042</b>	<b>361,255</b>	<b>3,867,745</b>
<b>TOTAL</b>	<b>110,889,000</b>	<b>7,281,473</b>	<b>14,633,779</b>	<b>96,255,221</b>

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 October 2019.

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

Attachment B

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

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

<b>OPERATION AND ADMINISTRATION EXPENSE</b>	<b>OCTOBER ACTUAL</b>	<b>FISCAL YTD ACTUAL</b>	<b>FY 2019-20 BUDGET</b>	<b>FISCAL YTD VARIANCE</b>
<b>Personnel Services</b>				
Salaries & Wages	1,035,461	4,117,307	13,948,161	9,830,854
Fringe Benefits	419,475	1,161,535	3,919,170	2,757,635
<b>Total Personnel Services</b>	<b>1,454,936</b>	<b>5,278,842</b>	<b>17,867,331</b>	<b>12,588,489</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	2,848	8,760	38,000	29,240
Workers Compensation Insurance	-	73,582	65,000	(8,582)
Utilities	15,501	31,045	138,000	106,955
Corporate Insurance	-	86,882	75,000	(11,882)
Mileage, Parking and Other Transportation	5,120	10,869	49,980	39,111
Telephones	715	8,709	55,800	47,091
Cell Phones & Mobile Devices	1,816	6,241	51,800	45,559
Outside Printing & Publishing	364	2,031	20,500	18,469
Other Supplies	-	-	20,250	20,250
Postage & Delivery	503	1,321	13,200	11,879
Educational Supplies	856	1,311	3,900	2,589
Office Supplies	7,989	16,452	82,070	65,618
Subscriptions & Publication	217	4,520	21,155	16,635
Equipment-Rents & Leases	3,344	13,052	55,000	41,948
Building Repair & Maintenance	9,020	14,544	182,000	167,456
Equipment Repair & Maintenance	-	-	13,000	13,000
Offsite Storage	5,029	7,128	35,152	28,024
Hardware & Software Maintenance	10,778	34,441	452,480	418,039
Miscellaneous/Contingency	-	-	70,000	70,000
Stipend/Honorarium	-	(900)	-	900
Internal Meeting	10,293	35,356	124,600	89,244
Divisional Capacity Building	2,503	2,503	100,000	97,497
<b>Total General Operating Expenses</b>	<b>76,896</b>	<b>357,847</b>	<b>1,666,887</b>	<b>1,309,040</b>
<b>Consultant Services</b>				
Consultant Fees	39,842	97,016	1,372,700	1,275,684
Other Professional Fees	28,238	56,255	342,000	285,745
External Reviewers	-	-	1,000	1,000
<b>Total Consultant Services</b>	<b>68,080</b>	<b>153,271</b>	<b>1,715,700</b>	<b>1,562,429</b>
<b>Professional Services</b>				
Audit	40,231	41,646	80,000	38,354
Legal Fees	7,371	12,843	175,000	162,157
Professional Dues	1,110	73,077	125,740	52,663
Staff Recruitment	-	1,270	20,000	18,730
Commission Stipends	3,300	5,250	30,000	24,750
Web-Based Services	2,281	5,662	50,000	44,338
Bank & Other Service Charges	-	12,333	32,000	19,667
<b>Total Professional Services</b>	<b>54,293</b>	<b>152,081</b>	<b>512,740</b>	<b>360,659</b>
<b>Travel Expenses</b>				
Airfare	8,559	30,644	176,500	145,856
Lodging	5,138	23,321	163,900	140,579
Per Diem	5,383	12,398	78,500	66,102
Other Travel Expense	1,688	6,466	29,950	23,484
<b>Total Travel Expenses</b>	<b>20,768</b>	<b>72,829</b>	<b>448,850</b>	<b>376,021</b>
<b>Professional Development</b>				
Training Material & Supplies	-	2,426	9,500	7,074
Internal Training	-	16,000	94,400	78,400
Leadership Programs	1,600	3,850	63,000	59,150
Conference Registrations	11,178	31,540	211,150	179,610
External Education/Training	1,811	21,969	104,300	82,331
<b>Total Professional Development</b>	<b>14,589</b>	<b>75,785</b>	<b>482,350</b>	<b>406,565</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	(214)	10,980	134,500	123,520
<b>Total Capital Improvements</b>	<b>(214)</b>	<b>10,980</b>	<b>134,500</b>	<b>123,520</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,689,348</b>	<b>6,101,635</b>	<b>22,828,358</b>	<b>16,726,723</b>

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

81

*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  
October 31, 2019 Unaudited**

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**Current Assets:**

Cash	\$ 3,644,392
Cash- Morlin Mgmt Corp Investment:	27,000
Operating and Allocated funds	338,109,542
Advance - Regional Network (RN)	2,149,062
Advance - Various	5,019,015
Other Receivables	213,048
<b>Total Current Assets</b>	<b><u>\$ 349,162,060</u></b>

**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)
<b>Total Fixed Assets</b>	<b><u>\$ 10,841,379</u></b>

**Total Assets** **\$ 360,003,439**

**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$ 451,219 (1)
<b>Total Current Liabilities</b>	<b><u>\$ 451,219</u></b>

**Net Assets:**

Investment in capital assets	\$ 10,841,379
Restricted	348,710,841
<b>Total Net Assets</b>	<b><u>\$ 359,552,220</u></b>

**Total Liabilities and Net Assets** **\$ 360,003,439**

**NOTES:**

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

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

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of October 31, 2019</b>	<b>\$ 355,451,482</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ -	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	826,159	
Investment Income - Other	-	
Rental Revenue - La Petite	-	
ECE-LA County IMPACT	-	
<b>Total Revenue</b>	<b>\$ 826,159</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2015-2020 Strategic Plan: Focusing For The Future	\$ 3,787,716	
Legacy Investments	-	
<b>Total Initiative/Program Expenses</b>	<b>\$ 3,787,716</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,438,081	
General Operating	88,295	
Consultant Services	83,048	
Professional Services	22,445	
Travel Expenses	42,759	
Professional Development	11,225	
Capital Improvements	1,107	
<b>Total Operation and Administration</b>	<b>\$ 1,686,960</b>	
<b>Total Expenses</b>	<b>\$ 5,474,676</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (4,648,517)</b>	
<b>Cash Balance as of November 30, 2019</b>	<b>\$ 350,802,965</b>	(2)

**NOTE:**

- 1) Delay in tobacco tax revenue is due to complications 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 2019-20 BUDGET**  
**NOVEMBER 30, 2019, UNAUDITED**

INITIATIVE/PROGRAM	FY 2019-20 BUDGET	NOVEMBER EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>				
Strategic Plan Priority Outcome Areas				
Families	39,343,000	2,121,009	8,810,732	30,532,268
Communities	19,470,000	275,978	2,074,544	17,395,456
Early Care & Education Systems	26,046,000	476,471	3,525,803	22,520,197
Health-Related Systems	5,697,000	283,265	669,300	5,027,700
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,370,000	72,375	397,997	1,972,003
Communications & Marketing	5,866,000	485,400	1,904,192	3,961,808
Communications - Conference Funding	250,000	-	97,000	153,000
Strategic Partnership-Cross-Cutting Funder Partnership	557,000	15,403	46,271	510,729
Strategic Partnership-Grantmaking Memberships	41,000	-	34,230	6,770
Strategic Partnership-Partnership Development	120,000	1,097	1,097	118,903
Community Engagement and Advocacy	323,000	-	-	323,000
Policy & Strategy - Emerging Opportunities	50,000	-	579	49,421
County Partnerships	315,000	50,000	75,000	240,000
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	6,718	423,496	2,654,504
<b>Subtotal 2015-2020 Strategic Plan</b>	<b>106,660,000</b>	<b>3,787,716</b>	<b>18,060,241</b>	<b>88,599,759</b>
<b>LEGACY INVESTMENTS</b>				
Baby Friendly Hospitals	102,000	-	-	102,000
Black Infant Health	1,027,000	-	38,458	988,542
Little by Little/One Step Ahead	3,100,000	-	322,797	2,777,203
<b>Subtotal Legacy Investments</b>	<b>4,229,000</b>	<b>-</b>	<b>361,255</b>	<b>3,867,745</b>
<b>TOTAL</b>	<b>110,889,000</b>	<b>3,787,716</b>	<b>18,421,495</b>	<b>92,467,505</b>

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 November 2019.



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

Attachment B

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

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

OPERATION AND ADMINISTRATION EXPENSE	NOVEMBER ACTUAL	FISCAL YTD ACTUAL	FY 2019-20 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	991,349	5,108,656	13,948,161	8,839,505
Fringe Benefits	446,732	1,608,267	3,919,170	2,310,903
<b>Total Personnel Services</b>	<b>1,438,081</b>	<b>6,716,923</b>	<b>17,867,331</b>	<b>11,150,408</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	3,003	11,763	38,000	26,237
Workers Compensation Insurance	(5,598)	67,984	65,000	(2,984)
Utilities	33,263	64,308	138,000	73,692
Corporate Insurance	250	87,132	75,000	(12,132)
Mileage, Parking and Other Transportation	2,672	13,541	49,980	36,439
Telephones	4,626	13,335	55,800	42,465
Cell Phones & Mobile Devices	1,930	8,171	51,800	43,629
Outside Printing & Publishing	207	2,238	20,500	18,262
Other Supplies	-	-	20,250	20,250
Postage & Delivery	121	1,442	13,200	11,758
Educational Supplies	445	1,756	3,900	2,144
Office Supplies	4,984	21,436	82,070	60,634
Subscriptions & Publication	137	4,657	21,155	16,498
Equipment-Rents & Leases	157	13,209	55,000	41,791
Building Repair & Maintenance	18,932	33,476	182,000	148,524
Equipment Repair & Maintenance	-	-	13,000	13,000
Offsite Storage	7,619	14,747	35,152	20,405
Hardware & Software Maintenance	7,102	41,543	452,480	410,937
Miscellaneous/Contingency	-	-	70,000	70,000
Stipend/Honorarium	-	(900)	-	900
Internal Meeting	8,445	43,801	124,600	80,799
Divisional Capacity Building	-	2,503	100,000	97,497
<b>Total General Operating Expenses</b>	<b>88,295</b>	<b>446,142</b>	<b>1,666,887</b>	<b>1,220,745</b>
<b>Consultant Services</b>				
Consultant Fees	35,536	132,552	1,372,700	1,240,148
Other Professional Fees	47,512	103,767	342,000	238,233
External Reviewers	-	-	1,000	1,000
<b>Total Consultant Services</b>	<b>83,048</b>	<b>236,319</b>	<b>1,715,700</b>	<b>1,479,381</b>
<b>Professional Services</b>				
Audit	-	41,646	80,000	38,354
Legal Fees	8,502	21,345	175,000	153,655
Professional Dues	7,980	81,057	125,740	44,683
Staff Recruitment	66	1,336	20,000	18,664
Commission Stipends	2,100	7,350	30,000	22,650
Web-Based Services	1,573	7,235	50,000	42,765
Bank & Other Service Charges	2,224	14,557	32,000	17,443
<b>Total Professional Services</b>	<b>22,445</b>	<b>174,526</b>	<b>512,740</b>	<b>338,214</b>
<b>Travel Expenses</b>				
Airfare	13,739	44,383	176,500	132,117
Lodging	19,578	42,899	163,900	121,001
Per Diem	6,512	18,910	78,500	59,590
Other Travel Expense	2,930	9,396	29,950	20,554
<b>Total Travel Expenses</b>	<b>42,759</b>	<b>115,588</b>	<b>448,850</b>	<b>333,262</b>
<b>Professional Development</b>				
Training Material & Supplies	(123)	2,303	9,500	7,197
Internal Training	165	16,165	94,400	78,235
Leadership Programs	-	3,850	63,000	59,150
Conference Registrations	7,435	38,975	211,150	172,175
External Education/Training	3,748	25,717	104,300	78,583
<b>Total Professional Development</b>	<b>11,225</b>	<b>87,010</b>	<b>482,350</b>	<b>395,340</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	1,107	12,087	134,500	122,413
<b>Total Capital Improvements</b>	<b>1,107</b>	<b>12,087</b>	<b>134,500</b>	<b>122,413</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,686,960</b>	<b>7,788,595</b>	<b>22,828,358</b>	<b>15,039,763</b>

**NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE**

*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  
November 30, 2019 Unaudited**

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**Current Assets:**

Cash	\$ 2,595,792
Cash- Morlin Mgmt Corp Investment:	27,000
Operating and Allocated funds	334,563,443
Advance - Regional Network (RN)	2,082,208
Advance - Various	5,019,015
Other Receivables	212,364
<b>Total Current Assets</b>	<b><u>\$ 344,499,822</u></b>

**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)
<b>Total Fixed Assets</b>	<b><u>\$ 10,841,379</u></b>

**Total Assets** **\$ 355,341,201**

**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$ 458,246 (1)
<b>Total Current Liabilities</b>	<b><u>\$ 458,246</u></b>

**Net Assets:**

Investment in capital assets	\$ 10,841,379
Restricted	344,041,576
<b>Total Net Assets</b>	<b><u>\$ 354,882,955</u></b>

**Total Liabilities and Net Assets** **\$ 355,341,201**

**NOTES:**

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

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

	<b>REVENUES AND EXPENDITURES</b>	
<b>Cash Balance as of November 30, 2019</b>	<b>\$ 350,802,965</b>	
<b>Revenue</b>		
Monthly State Allotments	\$ 4,932,534	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	-	
Interest Income - Unreserved	589,468	
Investment Income - Other	-	
Rental Revenue - La Petite	13,436	
ECE-LA County IMPACT	-	
<b>Total Revenue</b>	<b>\$ 5,535,438</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2015-2020 Strategic Plan: Focusing For The Future	\$ 5,317,758	
Legacy Investments	-	
<b>Total Initiative/Program Expenses</b>	<b>\$ 5,317,758</b>	
<b>Pass-Through (Attachment B)</b>		
Medi-Cal Administrative Activities (MAA)	\$ -	
<b>Total Pass-Through Expenses</b>	<b>\$ -</b>	
<b>Operation and Administration (Attachment C)</b>		
Personnel	\$ 1,547,765	
General Operating	83,596	
Consultant Services	48,594	
Professional Services	16,768	
Travel Expenses	38,864	
Professional Development	20,020	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,755,607</b>	
<b>Total Expenses</b>	<b>\$ 7,073,365</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (1,537,927)</b>	
<b>Cash Balance as of December 31, 2019</b>	<b>\$ 349,265,038</b>	(2)

**NOTE:**

- 1) Tobacco tax revenue for July 2019.
- 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 2019-20 BUDGET  
DECEMBER 31, 2019, UNAUDITED**

<b>INITIATIVE/PROGRAM</b>	<b>FY 2019-20 BUDGET</b>	<b>DECEMBER EXPENDITURES</b>	<b>FISCAL YTD EXPENDITURES</b>	<b>BALANCE REMAINING</b>
<b>2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE</b>				
Strategic Plan Priority Outcome Areas				
Families	39,343,000	2,591,382	11,402,114	27,940,886
Communities	19,470,000	733,407	2,807,951	16,662,049
Early Care & Education Systems	26,046,000	493,540	4,019,343	22,026,657
Health-Related Systems	5,697,000	212,314	881,614	4,815,386
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,370,000	651,674	1,049,671	1,320,329
Communications & Marketing	5,866,000	482,409	2,386,601	3,479,399
Communications - Conference Funding	250,000	12,000	109,000	141,000
Strategic Partnership-Cross-Cutting Funder Partnership	557,000	41,000	87,271	469,729
Strategic Partnership-Grantmaking Memberships	41,000	1,500	35,730	5,270
Strategic Partnership-Partnership Development	120,000	363	1,460	118,540
Community Engagement and Advocacy	323,000	-	-	323,000
Policy & Strategy - Emerging Opportunities	50,000	-	579	49,421
County Partnerships	315,000	-	75,000	240,000
Integration & Learning				
Communities of Practice	131,000	-	-	131,000
Data Development and Integration	935,000	69,438	69,438	865,562
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	28,731	28,731	571,269
Program Evaluation	3,078,000	-	423,496	2,654,504
<b>Subtotal 2015-2020 Strategic Plan</b>	<b>106,660,000</b>	<b>5,317,758</b>	<b>23,377,999</b>	<b>83,282,001</b>
<b>LEGACY INVESTMENTS</b>				
Baby Friendly Hospitals	102,000	-	-	102,000
Black Infant Health	1,027,000	-	38,458	988,542
Little by Little/One Step Ahead	3,100,000	-	322,797	2,777,203
<b>Subtotal Legacy Investments</b>	<b>4,229,000</b>	<b>-</b>	<b>361,255</b>	<b>3,867,745</b>
<b>TOTAL</b>	<b>110,889,000</b>	<b>5,317,758</b>	<b>23,739,253</b>	<b>87,149,747</b>

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 December 2019.

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

Attachment B

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

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

<b>OPERATION AND ADMINISTRATION EXPENSE</b>	<b>DECEMBER ACTUAL</b>	<b>FISCAL YTD ACTUAL</b>	<b>FY 2019-20 BUDGET</b>	<b>FISCAL YTD VARIANCE</b>
<b>Personnel Services</b>				
Salaries & Wages	1,246,972	6,355,628	13,948,161	7,592,533
Fringe Benefits	300,793	1,909,060	3,919,170	2,010,110
<b>Total Personnel Services</b>	<b>1,547,765</b>	<b>8,264,688</b>	<b>17,867,331</b>	<b>9,602,643</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	3,759	15,522	38,000	22,478
Workers Compensation Insurance	-	67,984	65,000	(2,984)
Utilities	-	64,308	138,000	73,692
Corporate Insurance	-	87,132	75,000	(12,132)
Mileage, Parking and Other Transportation	4,492	18,033	49,980	31,947
Telephones	5,929	19,264	55,800	36,536
Cell Phones & Mobile Devices	2,028	10,199	51,800	41,601
Outside Printing & Publishing	-	2,238	20,500	18,262
Other Supplies	-	-	20,250	20,250
Postage & Delivery	-	1,442	13,200	11,758
Educational Supplies	112	1,868	3,900	2,032
Office Supplies	2,782	24,218	82,070	57,852
Subscriptions & Publication	3,026	7,683	21,155	13,472
Equipment-Rents & Leases	9,072	22,281	55,000	32,719
Building Repair & Maintenance	-	33,476	182,000	148,524
Equipment Repair & Maintenance	-	-	13,000	13,000
Offsite Storage	721	15,468	35,152	19,684
Hardware & Software Maintenance	44,706	86,249	452,480	366,231
Miscellaneous/Contingency	-	-	70,000	70,000
Stipend/Honorarium	-	(900)	-	900
Internal Meeting	6,969	50,770	124,600	73,830
Divisional Capacity Building	-	2,503	100,000	97,497
<b>Total General Operating Expenses</b>	<b>83,596</b>	<b>529,738</b>	<b>1,666,887</b>	<b>1,137,149</b>
<b>Consultant Services</b>				
Consultant Fees	39,940	172,492	1,372,700	1,200,208
Other Professional Fees	8,654	112,421	342,000	229,579
External Reviewers	-	-	1,000	1,000
<b>Total Consultant Services</b>	<b>48,594</b>	<b>284,913</b>	<b>1,715,700</b>	<b>1,430,787</b>
<b>Professional Services</b>				
Audit	-	41,646	80,000	38,354
Legal Fees	12,889	34,234	175,000	140,766
Professional Dues	989	82,046	125,740	43,694
Staff Recruitment	833	2,169	20,000	17,831
Commission Stipends	450	7,800	30,000	22,200
Web-Based Services	1,607	8,842	50,000	41,158
Bank & Other Service Charges	-	14,557	32,000	17,443
<b>Total Professional Services</b>	<b>16,768</b>	<b>191,294</b>	<b>512,740</b>	<b>321,446</b>
<b>Travel Expenses</b>				
Airfare	11,762	56,145	176,500	120,355
Lodging	15,611	58,510	163,900	105,390
Per Diem	4,981	23,891	78,500	54,609
Other Travel Expense	6,510	15,906	29,950	14,044
<b>Total Travel Expenses</b>	<b>38,864</b>	<b>154,452</b>	<b>448,850</b>	<b>294,398</b>
<b>Professional Development</b>				
Training Material & Supplies	-	2,303	9,500	7,197
Internal Training	110	16,275	94,400	78,125
Leadership Programs	-	3,850	63,000	59,150
Conference Registrations	17,536	56,511	211,150	154,639
External Education/Training	2,374	28,091	104,300	76,209
<b>Total Professional Development</b>	<b>20,020</b>	<b>107,030</b>	<b>482,350</b>	<b>375,320</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	-	12,087	134,500	122,413
<b>Total Capital Improvements</b>	<b>-</b>	<b>12,087</b>	<b>134,500</b>	<b>122,413</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,755,607</b>	<b>9,544,202</b>	<b>22,828,358</b>	<b>13,284,156</b>

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

91

*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  
December 31, 2019 Unaudited**

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**Current Assets:**

Cash	\$ 478,917
Cash- Morlin Mgmt Corp Investment:	27,000
Operating and Allocated funds	334,664,299
Advance - Regional Network (RN)	1,935,354
Advance - Various	5,019,015
Other Receivables	210,834
<b>Total Current Assets</b>	<b><u>\$ 342,335,419</u></b>

**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)
<b>Total Fixed Assets</b>	<b><u>\$ 10,841,379</u></b>

**Total Assets** **\$ 353,176,798**

**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$ 460,476 (1)
<b>Total Current Liabilities</b>	<b><u>\$ 460,476</u></b>

**Net Assets:**

Investment in capital assets	\$ 10,841,379
Restricted	341,874,943
<b>Total Net Assets</b>	<b><u>\$ 352,716,322</u></b>

**Total Liabilities and Net Assets** **\$ 353,176,798**

**NOTES:**

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



First 5 LA

**SUBJECT:**  
Contracts for approval

**RECOMMENDATION:**  
Approve one agreement and three amendments 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 these agreements 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 is **one agreement** for approval. The agreement is with Community Partners for \$400,000 to serve as a co-designer, facilitator, and thought partner for First 5 LA's Learning Consortium, a peer learning structure for the agency's Communities Department partners working to improve community capacity efforts in the 5 regions and 14 Best Start communities. The Contractor was selected through a Request for Proposals. The Contractor will accomplish four main objectives: 1) Design a peer learning structure and process that facilitates learning, relationship building, and ongoing capacity building and technical assistance among the Communities Department's partners; 2) Implement and continuously improve designed peer learning structure and processes; 3) Capture, document and share learning that will inform First 5 LA's and partner's respective and collective work; and 4) Inform and strengthen First 5 LA's efforts to build relationships and partnerships with funders and other partners to increase resources and policy changes that improve communities for families with young children.

There are **three amendments** for approval. Two of the three amendments are for Regional Network Grantees that support First 5 LA's Best Start Community Partnerships: Community Health Councils, Inc. and Long Beach Nonprofit Partnership. This is a request to amend the Community Health Councils, Inc. agreement for an additional \$1,514,030 and amend Long Beach Nonprofit Partnership's agreement for an additional \$732,920 to support implementation of community identified projects. In FY 15-16, the board approved an allocation of \$1.95 million for community identified projects for each Best Start Community through the duration of the 2015-2020 Strategic Plan. The funds for both amendments were included in the FY 19-20 budget, approved by the Board on June 13, 2019 and in the revised FY 2019-20 budget as part of the Mid-Year Adjustment process which will go before the Board for approval in April 2020. Both Regional Network Grantees will be using community identified project funds to support the implementation of their community change agendas. The community identified projects for Region 2 in South LA, for which Community Health Councils is the Regional Network Grantee, include increasing access to healthy food options in the Broadway/Manchester community, promoting healthy communities by increasing the community's ability to transform local green spaces and parks, and leading a coordinated and accessible system of care for homeless families throughout Compton and East Compton. Community identified projects for Region 4 in the Port Cities, for which Long Beach Nonprofit Partnership is the Regional Network Grantee, include producing a report on the status of young children in Central Long Beach and Wilmington, organizational grants for the Best Start Network for implementation of the community change agenda, and support for the Safer Streets Initiative project which works with community leaders advocating for safer streets in Wilmington. Through the community identified projects,

Community Health Councils, Inc. and Long Beach Nonprofit Partnership support collaborative efforts with parents, residents, organizations, and key leaders so that, together, they are a powerful catalyst for change to achieve and sustain positive outcomes for children and families in their communities.

The other amendment is with Viva Strategy and Communications, LLC for additional funding of \$200,000. The Contractor serves primarily as an external facilitator to assist First 5 LA and its Quality Start LA stakeholders as a convener and thought partner for Quality Start LA. Through First 5 CA's Improve and Maximize Programs so All Children Thrive (IMPACT) initiative, Quality Start LA Leadership works collaboratively to develop, refine and improve LA County's QRIS's to improve the quality of early care and education environments for Los Angeles County's earliest learners ages 0-5. Because the work conducted by the Contractor is supportive of broader QSLA efforts, including the work administered by Los Angeles County Office of Education (LACOE) through funding from the California Department of Education (CDE), LACOE will contribute the additional \$200,000 to support the Contractor's ability to facilitate QSLA communications. First 5 LA's ability to receive and utilize these funds was approved by the Board on October 19, 2019 as part of Board Resolution 2019-04.

**DISCUSSION:**

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

Attachment A  
FEBRUARY 2020

NEW									
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
Communities	Communities/Cross-Strategy Investments/Learning Consortium	<p><b><u>COMMUNITY PARTNERS</u></b>                      The Contractor will serve as a co-designer, facilitator, and thought partner of a Learning Consortium, a peer learning structure for First 5 LA's Communities Department partners working to improve community capacity efforts in the 5 regions and 14 communities. The Contractor will accomplish four main objectives: 1) Design a peer learning structure and processes that facilitate learning, relationship building, and ongoing capacity building and technical assistance; 2) Implement and continuously improve designed peer learning structure and processes; 3) Capture, document and share learning that will inform First 5 LA's and partner's respective and collective work; and 4) Inform and strengthen First 5 LA's efforts to build relationships and partnerships with other funders and other partners to increase resources and policy changes that improve communities for families with young children.</p> <p>The funds for this contract were included in the FY 19-20 budget, approved by the Board on June 13, 2019. FY 20-21 funding will be included in the budget at the June 2020 Commission meeting.</p>	RFP	2 years	\$800,000	\$400,000  Estimated FY 19-20 Spending \$190,000 <i>Committed for FY 2019-20</i>  Impact to FY 20-21 Budget \$210,000 <i>Assigned for FY 2020-21</i>	2/24/2020	2/23/2021	2/23/2022

Attachment A  
FEBRUARY 2020

AMENDMENTS								
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
Communities	Communities/Communities Strategy 1 – Community Leadership & Collaboration/Region 2 – SLA Regional Network	<p><b><u>COMMUNITY HEALTH COUNCILS, INC. (#10062)</u></b>  <b>Additional Funding of \$1,514,030.</b>                      The Grantee serves as a Regional Network for South LA (Region 2) which coordinates the operational support for the Best Start Community Partnerships. The Grantee supports collaborative efforts with parents, residents, organizations, and key leaders so that, together, they are a powerful catalyst for change to achieve and sustain positive outcomes for children and their families. The requested amendment will allow the Grantee to support implementation of the South LA Community Change Agendas through the community identified projects.</p> <p>On June 11, 2019, the Board approved an allocation of a total of \$1.95 million for each Best Start Community for community identified projects through the duration of the 2015-2020 Strategic Plan. The funds for this amendment are included in the FY 19-20 budget, approved by the Board on June 13, 2019 and in the revised FY 2019-20 budget as part of the Mid-Year Adjustment process. Additional funds identified through the mid-year adjustment process are contingent on Board approval – revised budget estimates are scheduled to go before the Board for approval in April 2020.</p>	RFP	26 months	\$4,715,000	\$1,514,030	\$6,229,030  Estimated FY 19-20 Spending \$6,229,030  \$5,293,000 is Committed for FY 19-20.  As of February 2020, the “Amendment Amount” is Assigned for FY 19-20 and anticipated for Commitment in April 2020 through the Mid-Year Budget Adjustment process.	Yes
Communities	Communities/Communities Strategy 1 – Community Leadership & Collaboration/Region 4 – Best Start Regional Network	<p><b><u>LONG BEACH NONPROFIT PARTNERSHIP (#10067)</u></b>  <b>Additional Funding of \$732,920.</b>                      The Grantee serves as a Regional Network (RN) for Port Cities (Region 4) which coordinates the operational support for the Best Start Community Partnerships. The Grantee also supports collaborative efforts with parents, residents, organizations, and key leaders so that, together, they are a powerful catalyst for change to achieve and sustain positive outcomes for children and their families. The requested amendment will allow the Grantee to support implementation of the Port Cities Community Change Agendas through the community identified projects.</p> <p>On June 11, 2019, the Board approved an allocation of a total of \$1.95 million for each Best Start Community for community identified projects through the duration of the 2015-2020 Strategic Plan. The funds for this amendment are included in the FY 19-20 budget, approved by the Board on June 13, 2019 and in the revised FY 2019-20 budget as part of the Mid-Year Adjustment process. Additional funds identified through the mid-year</p>	RFP	26 months	\$2,203,000	\$732,920	\$2,935,920  Estimated FY 19-20 Spending \$2,935,920  \$2,048,000 is Committed for FY 19-20.  As of February 2020, the “Amendment Amount” is Assigned for FY 19-20 and	Yes

**Attachment A  
FEBRUARY 2020**

AMENDMENTS								
DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	CURRENT CONTRACT AMOUNT	AMENDMENT AMOUNT	NEW CONTRACT AMOUNT	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
		adjustment process are contingent on Board approval – revised budget estimates are scheduled to go before the Board for approval in April 2020. Following mid-year, any need for funds in excess of approved budget will be offset by available committed funds at the aggregate Communities outcome area level of funding and must not exceed total available Communities outcome area funds for FY 19-20.					anticipated for Commitment in April 2020 through the Mid-Year Budget Adjustment process.	
Early Care & Education	Early Care & Education (ECE) Systems \ ECE Strategy 2 – QRIS \ QRIS Architects Group and Systems Planning	<p><b><u>VIVA STRATEGY AND COMMUNICATIONS LLC (#09123)</u></b>  <b>Additional Funding of \$200,000.</b></p> <p>The Contractor serves primarily as an external facilitator to assist First 5 LA and its Quality Start LA stakeholders as a convener and thought partner for Quality Start LA. Through First 5 CA's Improve and Maximize Programs so All Children Thrive (IMPACT) initiative, Quality Start LA Leadership works collaboratively to develop, refine and improve LA County's QRIS's to improve the quality of early care and education environments for Los Angeles County's earliest learners ages 0-5. Because the work conducted by the Contractor is supportive of broader QSLA efforts, including the work administered by Los Angeles County Office of Education (LACOE) through funding from the California Department of Education (CDE), LACOE will contribute an additional \$200,000 to support the Contractor's ability to facilitate QSLA communications.</p> <p>The additional funds have been contributed by LACOE. First 5 LA's ability to receive and utilize these funds was approved by the Board on October 19, 2019 as part of Board Resolution 2019-04.</p>	Procurement Exception	4 years, 6 months	\$200,000	\$200,000	\$400,000  Estimated FY 19-20 Spending \$400,000 <i>Committed for FY 19-20</i>	Yes

# Memo

**To:** Board of Commissioners  
**From:** Kim Belshé, Executive Director  
**Date:** February 13, 2020  
**Subject:** EXECUTIVE DIRECTOR'S REPORT

## EXECUTIVE DIRECTOR'S HIGHLIGHTS

As we enter 2020, we welcome our Board of Commissioners to its first meeting of the year. Building upon your approval in November of the refined Strategic Plan for 2020-2028, we are eager to set the stage for the year ahead. Towards that end, today's meeting will focus on three principal areas: (1) the fiscal outlook; (2) Strategic Plan implementation planning; and (3) the state and federal policy context.

As a part of my new year's reflections at last month's all staff meeting, I shared my delight in finding a replacement bumper sticker for my reconstructed back fender. The saying on the sticker comes from Frederick Douglass and is well known to us all: "It's easier to build strong children that repair broken men."

That quote speaks to who we are at First 5 LA: we are in the business of building strong children – all children.

When we strengthen Medi-Cal managed care systems by partnering with Blue Shield Promise to change their care and reimbursement practices to connect pregnant women in the Antelope Valley to the home visiting services most beneficial to them and, in partnership with LA Care, to improve family access to and navigation of early identification and intervention services...we are building strong children.

When we advance and build on community experience by lifting up the voices of parents and community leaders in Central Long Beach to successfully advocate for a temporary hold on evictions or Best Start Metro LA members to elevate community awareness about transportation safety and step forward and be confirmed to serve on the City LA's Pedestrian Advisory Commission...we are building strong children.

When we expand the availability, use and power of data – such as by population-level school readiness assessments - to call attention to disparities, inform advocacy and drive policy change, practice change and build public will...we are building strong children.

When we heighten our organizational performance by updating our business processes to promote efficiencies, foster integration and increase our impact...we are building strong children.

### COMMISSIONERS

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*Chair*  
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 Marlene Zepeda, Ph.D.

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 Wendy Garen  
 Karla Pleitez Howell  
 Deanne Tilton

### EXECUTIVE DIRECTOR

Kim Belshé

### EXECUTIVE VICE PRESIDENT

John A. Wagner

### A PUBLIC ENTITY

First 5 LA is in the business of building strong children. And, we build strong children by changing policy, changing practice, and building public will to prioritize young children and advance family-centered, child-focused systems that work better for families.

I have a lot of confidence in this organization to shape and lead the effort to build strong children and ensure that by 2028, all children in LA County enter kindergarten ready to succeed in school and life. Yes, First 5 LA is a work in progress as we continue to mature and evolve as a systems change leader and funder. And I'm optimistic and excited for the year ahead. Here's why:

- We undertake this work with a clear strategic direction
  - The Board has provided clear direction with approval of the refined Strategic Plan, which reaffirms First 5 LA's strategic focus on systems change to advance population-level change and provides a roadmap for the changes we seek
  - Our updated investment guidelines and values speak to who we are and how we approach our work and partnerships, with an explicit focus on diversity, equity and inclusion (DEI)
  - We are leaning into and evolving a new approach to measurement, anchored in the results for children and families we seek and the long-term systems outcomes that First 5 LA is working to influence
  - We have concrete examples of collaborative work with our partners that are contributing to systems-level change for families at the scale we envision
- There are windows of opportunity in the external environment to strengthen public and community systems - and partners, influencers and decision makers eager for First 5 LA's ideas, experience, learning and smarts. These opportunities are apparent in our community work with parents and residents, our county work with agencies and systems leaders, and in our state work with the Newsom Administration, Legislature and diverse stakeholders. Today, the Board will hear about state advocacy opportunities aligned to our refined strategic plan.
- And, I'm optimistic because I see organizational changes occurring within First 5 LA that are needed for us to up our game and live our evolving roles as a systems change leader, convener and catalyst.
  - I see us leaning into our values of collaboration and learning and testing new ways of working together that recognize important connections and interdependencies in our work – within and across Divisions
  - I see the early fruits of our initial exploration of how DEI shows up in ourselves and our work and how DEI can and should in the future.
  - I see the increasingly collaborative effort to design and put into place a meaningful measurement system
  - I see an Administration Division leading a number of important Division-focused and organization-wide efforts to improve upon processes, capabilities and integration within the Admin Division and across First 5 LA

This is a moment in time for First 5 LA – with windows of opportunity for us to see and seize. Yes, I'm optimistic about our future – and our contribution to meaningful and material change for families.

To be sure, we have some work to do. As noted, staff today will share with the Board our latest thinking about the outlook across three domains of our work related to our fiscal context, early Strategic Plan implementation planning, and the state and federal policy context.

These topics provide an important context for our work in the year ahead. And, as we engage in the work ahead, there are a number of issues which we, with the Board, will need to keep before us:

- **Fiscal stewardship:** Both the strategic imperative to focus and fiscal imperative to live within our declining revenues compel important choices regarding our investments over the Strategic Plan period.
- **Strategic priority-setting:** As we dig into implementation planning, we will bring greater clarity to work that's reaffirmed, work that's been refined, and work that's been reprioritized. And, we will press ourselves to explore, what strategies and activities offer the greater return on investment in the results we seek for children and families?
- **Measurement:** We're making solid progress in developing a new approach to measuring our impact – our Impact Framework – and we need to get started, learn from experience and iterate.
- **DEI:** With support of a DEI consultant, we will develop an approach and roadmap to strengthen First 5 LA's ability to be inclusive and effective in our internal policies and practices as well as in our grantmaking and outreach.
- **Organizational effectiveness:** Our First 5 LA team is at the heart of First 5 LA's efforts to build strong children. Critical to our effectiveness success is support for the staff, which we will approach through business process improvements, staff training and development, and continued organizational alignment of staffing and structure to our evolving work.

First 5 LA is in the business of building strong children. The stakes are high that we lean into our roles as a systems change leader and funder and engage in the tough issues critical to our effectiveness and impact for children and families. I look forward to leaning into this evolving work and our values with the staff, Board and diverse partners in the year ahead.

## ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

### I. FAMILY SUPPORTS

#### 2020 National Home Visiting Summit

The Ounce of Prevention Fund hosted the 2020 National Home Visiting Summit on Quality Home Visiting Programs from January 29th to January 31st in Washington, D.C. First 5 LA staff from the Programs and Policy & Strategy Divisions attended as part of an audience of over 700 home visiting stakeholders from across the country, representing program, policy, research, and advocacy. The conference provided staff with the opportunity to learn about innovations in the field of home visiting in the U.S. and abroad and to consider how they might apply it to their own work. For example, there were sessions on supporting families affected by opioid use, communicating about the effectiveness of home visiting, elevating and responding to workforce issues, and using home visiting to address disparities in infant mortality, among many others. Staff from the Family Supports and Communities departments presented on First 5 LA's partnership with Blue Shield Promise Health MediCal managed care plan to refer pregnant women to home visiting services in the Antelope Valley. Over 100 people attended this session to learn more about this exciting and important work. The Summit provided the opportunity to connect with key partners on national advocacy efforts.

**Staff Contact:** Anna Potere (apotere@first5la.org)

#### DULCE Letter of Agreement

First 5 LA is wrapping up its final year of funding of Project DULCE, an initiative that has promoted practice change in clinic settings to improve pediatric care coordination. First 5 LA has leveraged funds from the Center for the Study of Social Policy (CSSP), the national model developer of Project DULCE, throughout the life of this initiative. Staff is executing an agreement with CSSP to receive the the final allocation of funds. The agreement will be to support 8 months of implementation beginning retroactively November 1, 2019 and ending June 30, 2020, to align with the First 5 LA's initiative expiration date. The total grant amount received from CSSP for the period (Nov 2019 – June 2020) will be \$66,667. This request is retroactive given the need to assess a new contracting period.

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



## II. COMMUNITIES

### **An Update on Link Government Advocates Families and Parks, a First 5 LA Built Environment Project**

The goal of the Link Governments Advocates Families and Parks program (Link) is to build the capacity of high-need Best Start communities to plan and implement new parks and open space that meet the needs of children and families. This will be achieved through creating partnerships between community-based organizations, experts in park development, and municipal officials.

In 2019, a Strategic Partnership was created with Resources Legacy Fund (RLF) to support implementation, fiscal sponsorship, and thought partnership for a Link pooled fund. The Los Angeles County Regional Parks and Open Space District (RPOSD) is also serving as an advisor to Link. This will ensure a robust connection between Link and the Technical Assistance Program (TAP) that RPOSD is developing to support the implementation of Measure A, a parcel tax approved by voters in 2016 that will generate over \$94 million a year for parks and open space.

Two partnerships are in progress. First, a partnership in El Monte is being developed by leveraging and expanding the Zamora Park improvement efforts by partnering with Active SGV, a parks and mobility advocacy organization, and the Trust for Public Land, a national park developer who has been working on improving Zamora Park (an issue originally raised by Best Start El Monte/South El Monte members). Second, a partnership in Southeast LA (SELA) is also underway, aligned with the open space priority identified by Best Start Southeast LA. Depending on funding availability, Long Beach has also been identified as a potential Link community because there is an opportunity to leverage a national funding program called SPARCC, as well as an existing investment in Best Start Central Long Beach. Link sites are expected to be finalized by March 2020.

**Staff Contact:** John Guevarra (jguevarra@first5la.org); Reuben R. De Leon, (RDeLeon@first5la.org)

## III. EARLY CARE AND EDUCATION SYSTEMS

### **2019 LA County Early Care and Education Summit**

On December 6th, more than 150 stakeholders gathered in Downtown Los Angeles for the 2019 Los Angeles County Early Care and Education (ECE) Summit. The event, collaboratively organized by First 5 LA; the LA County Office for the Advancement of Early Care and Education; the LA County Office of Child Protection; the Advancement Project; Crystal Stairs; the LA Commission for Children and Families; the Policy Roundtable for Childcare and Development; the Child Care Planning Committee; LA County Department of Public Health and the Center for Strategic Partnerships. The Summit highlighted and connected 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.

The day kicked off with a keynote address from Dr. Barbara Ferrer, Director of Public Health, who framed access to early learning and other supports for healthy development within a broader conversation about equity. Participants then attended breakout sessions focusing on the role that ECE facilities and workforce development play in increasing access to care, the opportunities to align county systems focused on ECE, and the role that cities can play in strengthening early childhood systems. A lunch panel featured Kris Perry, Deputy Secretary of the California Health and Human Services Agency and Senior Advisor to Governor Newsom, Jaquelyn McCroskey, Professor of Child Welfare at the University of Southern California and Assembly Early Childhood Education Blue Ribbon Commissioner, and Maral Karaccusian, Children and Human Service's Deputy for County Supervisor Janice Hahn. Their conversation focused on knitting together the local work to improve ECE systems with developments at the state, including opportunities to provide input for the state's Master Plan for Early Learning and Care.

An afternoon presentation highlighted the release and findings of two reports on the financing of the ECE system in LA County: A Comprehensive Fiscal Analysis (full report can be found here: [https://www.first5la.org/uploads/files/a-comprehensive-fiscal-analysis-of-the-los-angeles-county-early-care-and-education-system\\_870.pdf](https://www.first5la.org/uploads/files/a-comprehensive-fiscal-analysis-of-the-los-angeles-county-early-care-and-education-system_870.pdf); see Attachment A for Executive Summary) overseen by the Office of Child Protection and the Nonprofit Finance Fund's ECE Provider Financial Analysis (Attachment B). Both reports presented recommendations for better aligning and maximizing available funding while stressing that current funding levels do not cover the cost of delivering quality ECE experiences. Incoming Chair of the County Board of Supervisors, Kathryn Barger, closed the event with the vision for her term, "Our county, our children, our commitment."

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

### **The Early Childhood Educator Competencies Peer Learning Exchanges**

The Early Childhood Educator Competencies Initiative had two-peer learning exchanges (PLEs) on December 3, 2019 and February 12, 2020. The purpose of the initiative is to strengthen the early learning professional development system by integrating the Competencies into Los Angeles County training programs. There are seven (7) participating organizations that received the professional development grant: Girls Club of Los Angeles, Institute for the Redesign of Learning, Baldwin Park USD- ECE, and Los Angeles County office of Education (LACOE), Pacific Asian Consortium in Employment (PACE), Crystal Stairs and the Child Care Resource Center (CCRC).

In the second year of the program, the organizations shared their experiences in launching their ECE competencies trainings. They expressed a deep understanding of the ECE Competencies and a developed "know how" of designing training for providers. Many consider this project a catalyst to transforming their entire professional development program. As the grant comes to an end this year, the focus at both peer learning exchanges has been on sustaining the work at their organizations and in the professional development system in LA County.

**Staff Contact:** Gina Rodriguez ([grodriguez@first5la.org](mailto:grodriguez@first5la.org))

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

### **First 5 LA Highlights ACEs Aware for Managed Care Partners**

At First 5 LA's Maternal & Child Medi-Cal Managed Care Partner Sharing Bimonthly Meeting on January 22nd, 20 participants received an update on ACEs Aware (<https://www.acesaware.org/>), a new statewide initiative to screen patients for Adverse Childhood Experiences (ACEs). ACEs Aware is an initiative launched by the California Department of Health Care Services (DHCS) and the California Office of the Surgeon General (OSG) with the goal to reduce ACEs by half in one generation.

The presentation was done by Dr. Jonathan Goldfinger and Dr. Shannon Thyne, Chief of Pediatrics at LA County Department of Health Services. Dr. Goldfinger is on the Trauma-Informed Primary Care Implementation Advisory Committee of the California OSG, and Dr. Thyne is on the Clinical Expert Advisory Committee of the California OSG. Leading one of the state launch sites, Drs. Thyne and Goldfinger shared key highlights and opportunities with our managed care partners from Health Net, LA Care and Anthem Blue Cross as well as March of Dimes and LA County Department of Public Health. California is investing \$40.8 million for routine ACEs screening of children and adults receiving Medi-Cal, and beginning January 1, 2020, DHCS will pay Medi-Cal providers \$29 per trauma screening. \$50 million (plus match) over three years was allocated for provider training and engagement activities to support Medi-Cal providers to screen for ACEs and respond with trauma-informed care. The ACEs Aware Request for Proposals for provider training, provider engagement, communications and convenings grants is due February 10th. Participants were engaged with the topic and excited about the rollout of this first-in-the-nation investment for ACEs screening. First 5 LA has submitted a proposal, specifically within the provider engagement category and if selected anticipates partnering with local

MediCal delivery system partners (Managed Care Plans, County Departments, Professional Associations and others) to ensure broad countywide reach and successful implementation. First 5 LA is continuing to explore how we can support the roll-out of these training opportunities working with out community, county and health plan partners.

**Staff Contact:** Tina Chinakarn (tchinakarn@first5la.org)

## V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

### **Sacramento Bee “California Influencer Project” Features Executive Director Kim Belshé**

In 2019, for the second consecutive year, First 5 LA Executive Director Kim Belshé participated in the Sacramento McClatchy News Service's "California Influencer" project. Each week, 101 selectively chosen California leaders, considered influential in the state, answer a question or write an Op-Ed critical to California's future on topics from education to healthcare, environment, housing and economic growth. Executive Director Belshé's responses, along with those of other influencers, have been printed regularly in The Sacramento Bee and McClatchy affiliated newspapers, and posted on their websites. For First 5 LA, it's an opportunity to help shape the broader public debate, lift up how early childhood intersects across issue areas and make a greater impact for kids. Read Influencer commentaries from Kim Belshé via the links below:

California must shift its priorities in 2020 to focus on solving the education funding crisis  
(12/15/19)

(<https://www.sacbee.com/opinion/opinion-influencers/article238317048.html>)

Influencer OpEd: Gavin Newsom said he'd be a champion for families. His first year in office shows it  
(10/16/19)

(<https://www.sacbee.com/opinion/opinion-influencers/article236315008.html#storylink=cpy>)

More information on the project and the latest responses can be found at:

<https://www.sacbee.com/news/politics-government/influencers>

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

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

#### State

On January 6, 2020 the California State Legislature reconvened and began its legislative work for the 2020 session. The Policy team, in partnership with our state advocates at California Strategies, are actively working to identify state legislation that align with First 5 LA's strategic priorities and results for children and families. First 5 LA anticipates taking formal positions on legislation aligned with our strategic plan goals in the coming weeks.

On January 10, 2020, Governor Gavin Newsom introduced his \$222 billion proposed budget for fiscal year 2020-21 which includes investments in early childhood that align with First 5 LA's priorities. The budget largely focuses on implementing prior year investments like home visiting and child health screenings, continuing to develop a master plan for early childhood development, and makes limited new investments including \$137 million to expand access to early care and education and \$8.5M to create a new Department of Early Childhood Development.

For an overview and analysis of the early childhood priorities outlined in the budget see attachment (C. First 5 LA Budget Analysis). In response to the budget proposal, First 5 LA released a public statement, see attachment (D. First 5 LA Budget Proposal Statement 2020), and joined our First 5 partners in joint statement, see attachment (E. First 5s Joint Budget Statement 2020).

## Federal

In late December 2019, Congress passed its 2020 appropriations bills which includes over \$1 billion in increased early childhood funding. The package also includes funding to enact the Family First Transition Act (S. 2777) which is designed to help states redirect federal funds to provide services to keep children safely with their families and out of foster care. The Family First Transition Act was supported by LA County and First 5 LA. For a summary of the early childhood priorities funded in the 2020 appropriations package, see attachment (F. 2020 Congressional Appropriations Early Childhood Priorities).

First 5 LA opposed a proposed rule introduced by the Centers for Medicare & Medicaid Services that will alter Medicaid's fiscal accountability, placing significant negative financial impacts on the Medi-Cal system in California. According to the California Department of Health Care Services (DHCS) and the California Department of Finance (DOF), implementation of the rule could result in California losing between \$10 billion and \$25 billion in federal Medicaid funding each year. First 5 LA is particularly concerned with the proposal as it would negatively affect how children and families access Medi-Cal services, and impact the state's ability to provide adequate coverage for all Californians and especially children who already do not receive preventive services to which they are entitled. See First 5 LA's public comments in attachment (G. Medicaid Fiscal Accountability Regulation).

For a copy of First 5 LA's current 2020 state and federal advocacy agenda, please see attachment (H. State and Federal Advocacy Agenda).

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

## **State and Federal Policymaker Engagement**

On December 2, 2019, the Policy and Health teams hosted an Early Childhood Day in the District for Assemblymember Luz Rivas (AD-39), who represents the Northeast San Fernando Valley and sits on the Assembly Appropriations Committee. The day consisted of a visit with a Child Care Resource Center (CCRC) family child care home in Sylmar to learn about the importance of early learning, and a First Connection partner, the Northeast Valley Health Corporation, at their San Fernando clinic to learn about the importance of early identification & interventions services.

In December, staff from the Policy department attended district holiday events and receptions hosted by several state legislators from the LA delegation. The events served as an opportunity for First 5 LA to continue to build meaningful relationships with state legislative leaders. The state legislative offices included:

- Assembly Speaker Anthony Rendon (AD-63), Member of the Latino Legislative Caucus
- Assemblymember Luz Rivas (AD-39), Member of Assembly Revenue & Taxation, and Budget Committees.
- Senator Maria Elena Durazo (SD-24), Member of Senate Appropriations and Education Committees; Vice Chair of Latino Legislative Caucus

On January 21-23, 2020, Senior Policy Strategist Charna Widby conducted a series of policymaker and legislative meetings with Dr. Deborah Daro, who is a national expert on child abuse prevention and home visiting, and Vice President of Programs Christina Altmayer and Director of Family Support Barbara Andrade DuBransky. The visits focused on discussing universal approaches to promoting healthy child development, home visiting supports, and systems change work in Los Angeles County. During the trip, Dr. Daro presented her findings at the First 5 CA Commission meeting, which included officials from the California Health & Human Services Agency (CHHS), and the state legislature.

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

## **Policy Events**

On December 5, 2019, Senior Government Affairs Strategist Jamie Zamora and Government Affairs Strategist Anais Duran, attended the Hispanas Unidas for Political Equality (HOPE) 30th Anniversary Awards Dinner at the Millennium Biltmore Hotel in downtown L.A. This annual dinner brought together elected officials and leaders to honor Angelica Salas, Executive Director of the Coalition for Humane Immigrant Rights (CHIRLA), a former First 5 LA grantee, and Irma Olguin CEO & Co-Founder of Bitwise Industries. The dinner provided staff an opportunity to build relationships with key state and federal elected officials.

On Wednesday, January 22, 2020, Public Policy and Government Affairs Director Peter Barth participated in the End Childhood Poverty Advocacy Day in Sacramento, CA highlighting the urgent need to invest in services that will reduce child poverty in California including home visiting and quality early learning. First 5 LA was a co-sponsor of the event, which highlighted a number of LA County elected officials.

On January 29-30, 2020, Senior Policy Strategist Charna Widby attended the 5th Annual National Home Visiting Summit in Washington, D.C. At the conference she shared the California and Los Angeles County experience building a home visiting system, and heard from systems leaders, practitioners and decision-makers on strategies to continue to advance home visiting supports. She also met with key federal policymakers and partner advocates working to increase federal funding for home visiting programs.

First 5 LA sponsored the First 5 California 2020 Child Health, Education and Care Summit hosted by First 5 California in Irvine, CA February 3-5. The event included a number of workshops focused on promoting programs that benefit children and families and building partnerships to drive policy change, including a workshop hosted by Strategic Partnerships Manager Kim Miliken-Hayden.

Government Affairs Strategist Anais Duran and Strategic Partnerships Manager Alba Bautista attended the Public Policy Institute of California (PPIC)'s "Countdown to the Census 2020" conference in Sacramento, CA. The event highlighted the importance of a complete and accurate census count, and featured guest speaker California Secretary of State Alex Padilla. First 5 LA is a co-sponsor of the 2020 PPIC Speaker Series, and staff were able to engage directly with Secretary Padilla and elevate early childhood questions related to the census.

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

## **Early Learning & Childcare Summit for the City of Sacramento**

Community Relations Manager Leanne Drogin attended the January 15th, 2020, Early Learning & Childcare Summit for the City of Sacramento. The Summit was sponsored by the City of Sacramento, Sacramento Public Library and the National League of Cities. Local councilmembers, state legislators such as Assembly member Kevin McCarty and Kris Perry, Deputy Secretary and Senior Advisor to Governor Newsom, were among some of the notable panelists. The Summit focused on the critical role child care plays in increasing human and economic capital in cities, the importance of cities informing state policy, and examples of city-wide early childhood initiatives being implemented in other areas of the county such as Fort Worth, Texas and Madison, Wisconsin.

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

## **2020-2021 State Budget Proposal**

On January 10, Governor Gavin Newsom released his proposed state budget for fiscal year 2020-2021. A chapter in the budget lifting up "Early Childhood" signaled the importance and focus on children's issues and advancing the Governor's "Parents Agenda". On the heels of the proposed budget's release, the Communications team crafted a statement and quote on behalf of Executive Director Kim Belshé as part of a joint statement with the First 5 Association (see links to statements below).



The statements were further amplified via social media on First 5 LA's Twitter:  
<https://twitter.com/First5LA/status/1216777156992258048>;  
and Facebook: <https://www.facebook.com/first5la/posts/10156974488246762>.

First 5 LA: A California Budget Proposal that Prioritizes Young Children (1/10/20):  
<https://www.first5la.org/blog/a-california-budget-proposal-that-prioritizes-young-children/>

First 5 Association: First 5 Association, First 5 LA: Governor's Budget Shows Little Kids – And Their Families – Are A Continuing Priority (1/10/20): <http://first5association.org/first-5-association-first-5-la-governors-budget-shows-little-kids-and-their-families-are-a-continuing-priority/>

In addition to public statements and comments, the Communications team conducted proactive media outreach to select media outlets and reporters, offering background interview opportunities prior to and shortly after the release of the state budget proposal. These background calls provided reporters a perspective of anticipated early childhood development investments that the Governor may/should include in the budget. Vice President of the Policy & Strategy Division, Kim Pattillo Brownson, was First 5 LA's spokesperson for these calls. Following are the outlets Kim spoke with, as well as links to the resulting news coverage:

Politico CA Pro: Mackenzie Mays, California Reporter (subscriber webinar summary):  
<https://subscriber.politicopro.com/article/2020/01/10/4-big-takeaways-from-the-politico-california-budget-briefing-1248500.KPCC/LAist.com>

Marianna Dale, Early Childhood Reporter: Background interviewEdSource: Zaidee Stavely, Education Reporter: ARTICLE: California governor wants to expand preschool and create new early child development department (1/10/20): <https://edsource.org/2020/california-governor-wants-to-expand-preschool-and-create-new-early-child-development-department/621989>

Lastly, in support of the proposed budget, the Communications team initiated First 5 LA's first Live Watch/Twitter Activation in partnership with the Public Policy & Government Affairs and Community Relations teams. The cross-departmental activation team crafted real-time reaction responses to the budget proposal via the agency's official Twitter handle "@First5LA" and by following trending topical hashtags: #CABudget and #CaliforniaforAll. Engagement with partners and other childhood advocates was positive and the team is planning to activate again for the May Revise of the budget. More details of the Twitter activation results will be included in a future Executive Director Report.

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

### **Pacific Oaks Early Childhood Reporting Journalism Fellowship**

In December 2019, the First 5 LA Journalism Pacific Oaks Early Childhood Reporting fellow, Deepa Fernandes, published a powerful series for KPCC/LAist.com about preschool segregation. More than half of the state's children go to a preschool where 90 to 100 percent of enrollment are children of color. When the Supreme Court outlawed segregation in public education it did so because it found that separate schools were not equal. But the decision doesn't apply to preschool.

"Extremely Separate and Widely Unequal: 65 years after the Supreme Court desegregated public education, California's public preschools are almost entirely nonwhite."

(12/18/19): <https://laist.com/projects/2019/preschool-segregation/>

Part 1: <https://www.scpr.org/news/2019/12/16/90552/early-childhood-education-segregation-part-1/>

Part 2: <https://www.scpr.org/news/2019/12/16/90553/early-childhood-education-segregation-part-2/>

Part 3: <https://www.scpr.org/news/2019/12/16/90554/early-childhood-education-segregation-part-3/>

The article was further promoted via @First5LA on Twitter:

<https://twitter.com/First5LA/status/1207411630788636673>

#### USC Center for Health Reporting Journalism Fellowship

The January 2020 article was written by Claudia Boyd-Barrett, First 5 LA fellowship writer for the Center for Health Reporting at the USC Schaeffer Center for Health Policy & Economics (supported by a grant from First 5 LA). The article profiles a local mother in Alameda County who is one of many new and expectant moms who suffer prolonged depression during pregnancy or after giving birth, a condition referred to as perinatal or postpartum depression. The condition affects more than one in ten California women on average. But among low-income women, the rate is almost one in five. The article was featured in several Bay Area News Group's daily papers -- San Jose Mercury News (providing front page coverage), East Bay Times (established in 2019 following the merger of the former Oakland Tribune and the Contra Costa Times), and the Marin Independent Journal.

"Life on the edge: Alameda County mobile therapists treat low-income moms suffering postpartum depression... More than a quarter of the approximately 90 women served by the county's Blue Skies program each year are homeless or housing insecure."

(1/7/20): <https://www.mercurynews.com/2020/01/07/life-on-the-edge-alameda-county-mobile-therapists-treat-low-income-moms-suffering-postpartum-depression/>

The article was further promoted via @First5LA on Twitter:  
<https://twitter.com/First5LA/status/1220030635684909056>

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

#### **Media Relations**

The Communications team provided event and media relations support to the First 5 LA Early Care and Education Department during the L.A. County ECE Summit on December 2, 2019. The team secured an interview with KPCC Early Childhood Reporter Marianna Dale to highlight new research released at the Summit on L.A. County's early childcare and education system, and to speak with a local child care provider on the challenges identified in the analysis. The research, commissioned by the county Office of Child Protection, explored how providers of all sizes—from small-scale operators to facilities with multimillion-dollar budgets that serve hundreds of children—knit together nearly a dozen sources of public funding to provide care.

LAist.com: Early Childcare Providers Are Spending Their Own Money To Take Care Of LA's Kids (1/6/20):

[https://laist.com/2020/01/06/early\\_childcare\\_providers\\_are\\_spending\\_their\\_own\\_money\\_to\\_take\\_care\\_of\\_las\\_kids.php](https://laist.com/2020/01/06/early_childcare_providers_are_spending_their_own_money_to_take_care_of_las_kids.php)

(audio/on-airpiece): <https://www.scpr.org/news/2020/01/06/90630/early-childcare-providers-are-pending-their-own-m/>

(Note: LAist.com is owned and operated by KPCC; local NPR affiliate station; and publishes KPCC news and articles.)

The article was further promoted via @First5LA on Twitter:  
<https://twitter.com/First5LA/status/1214581770621861889>.

**Staff Contact:** Marlene Fitzsimmons (mfitzsimmons@first5la.org); Katie Kurutz, (kkurutz@first5la.org)

#### **Parent Advocacy**

The "Asking is Advocacy" public awareness campaign which began in October 2019 is scheduled to end January 30, 2020. The campaign's goal has been to encourage parents to recognize advocacy actions in everyday activities, such as asking a child's teacher or pediatrician how the child is doing, or simply asking for what their child needs.

The campaign's primary audiences are parents and caregivers of children age 5 and under, with stakeholders and nonparents identified as secondary targets to reach. Both traditional and non-traditional media were used, including eight segments on Telemundo Spanish language TV; radio, outdoor, print and digital for increased reach and penetration; and distribution of informative flyers at community events where First 5 LA would have been present sometime during the campaign. "Asking is Advocacy" was also promoted on social media channels, including Facebook and Instagram.

Responsive actions from the audiences included going to First 5 LA's parenting website to learn more and navigating the advocacy resources and informative articles that we posted during the campaign.

Next steps for parent engagement and advocacy will be determined through the Strategic Plan implementation planning process this spring.

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

### **Events**

Over the 13-week period from November 15, 2019 to February 13, 2020, First 5 LA participated in seven public events across Los Angeles County for the purposes of engaging with parents, families and communities, and strengthening the healthy development of young children.

#### Growing Together PASadena Opening Event

Date: Nov. 15, 2019

First 5 LA continued to further its relationship with the Pasadena community by participating in the "Family Night" opening event for Growing Together PASadena (GTP). With seven sites located in Pasadena, Altadena and Sierra Madre, GTP is a network of parents and caregivers, service providers, and early childhood advocates fostering the development of children prenatal to age five. The network provides tools and resources to help families thrive, and offers individualized resources and referrals, parenting support, learning opportunities and a welcoming space for children and families. Held in coordination with the City of Pasadena and the Office of the Young Child, the event was an opportunity for First 5 LA to offer resources and a fun coloring activity to families, child care providers, early childhood teachers, advocates and community residents.

#### Family Literacy Night

Date: Nov. 18, 2019

In partnership with LAUSD's 107th Street Elementary School and STEAM Magnet, City Year Los Angeles held its annual Family Literacy Night for children of all ages and their families in South Central Los Angeles. City Year Los Angeles is an education-focused, non-profit organization that unites young people of all backgrounds for a year of full-time service to keep students in school and on track to graduate. First 5 LA donated resource materials in support of the event.

#### Operation Gobble and Health Fair

Date: Nov. 26, 2019

Health and wellness were front and center at Assemblywoman Blanca E. Rubio's Third Annual Health Resource Fair and Operation Gobble held last November in West Covina. Organized in partnership with West Covina Unified School District and The Greater West Covina Business Association, the annual event seeks to ensure families and students living in the 48th Assembly District are aware of local programs and resources that support healthy lifestyles for the entire family and improved quality of life. Special emphasis was placed on offerings of dental, hearing and vision screenings and distributing resources to help further well-being in the communities.

#### LA County ECE Summit

Date: Dec. 6, 2019

The First 5 LA events team assisted with guest check-in and provided materials for those attending the



2019 LA County ECE Summit. The event was hosted by First 5 LA in partnership with the L.A. County Office for the Advancement of Early Care and Education, the L.A. County Office of Child Protection, the Advancement Project and others. The daylong summit brought together more than 100 early childhood education leaders from across California, including Los Angeles County Supervisor Katherine Barger, Senior Children and Human Services Deputy Maral Karaccusian, and Deputy Secretary California Health and Human Services Agency for Early Childhood Development and Senior Advisor to the Governor Kris Perry, to discuss challenges and opportunities facing the field, including the lack of facilities, shortage of workers and high cost of child care. It also served as a platform to release two major First 5 LA-funded reports on the fiscal state of early child care providers in L.A. County. The event discussed barriers facing the County's current system and the unified steps that it will take to solve them.

#### CicLAVia

Date: Dec. 8, 2019

Attracting children, families and bike-riders from across the County, CicLAVia's free festival in December was enjoyed by more than 100,000 people of all ages who took to its new five-mile stretch of car-free streets in The Valley to bike, skate, run, walk and play. First 5 LA provided its popular diaper changing and breastfeeding station as event team members helped attendees learn more about First 5 LA and sign up to receive information; distributed helpful resources like the Parenting Guide, Bike with Babies pocket guide; and led fun activities with participants.

#### The 2020 Rose Parade

Dates: Jan. 1-2, 2020

Pasadena's two-day 2020 Rose Bowl festival attracted more than 700,000 spectators and provided First 5 LA's events team opportunities to interact with 1,000+ families as they stopped by our booth for family-friendly visits and to enjoy our collaboration with the First 5 CA Express Activities tour. The Express is a bilingual children's activity center that travels across California to inspire families to understand the importance of a child's earliest years and the positive impact they can have on brain development through talking, reading, and singing. Approximately 750 bags of information were distributed between both days, containing our Parenting Guide, First 5 California's Brainy Birds book, English/Spanish Healthy Brain flyer, a rattle and either a branded growth chart or ball from First 5 LA.

#### 37th Annual Dr. Martin Luther King Jr. Celebration

Date: Jan. 18, 2020

In continuation of a tradition to commemorate the life and legacy of Dr. Martin Luther King, Jr., the City of Inglewood held their 37th Annual Day of Celebration in January, featuring a church service, family festival and all-new parade that brought together several thousand members of the community. The First 5 LA events team managed a booth that featured the First 5 CA Express Activities tour, interacted with at least 300 families and distributed materials and giveaways to more than 120 guests. For attendees particularly curious about other family events known to First 5 LA, the events team directed them to the Parenting Guide and [First5LA.org/Parenting](http://First5LA.org/Parenting).

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

#### **BizFed Update**

Strategic Partnerships Manager Kim Milliken Hayden and Government Affairs Strategist Anais Duran attended business advocacy organization Los Angeles County Business Federation's (BizFed) 7th Annual Political Forecast in early December. The convening gathered local business leaders and elected officials to review what to expect in 2020 at the local, state, and federal levels. A conversation with the California Democratic Committee Chair Rusty Hicks and California Republican Political Committee Chair Jessica Patterson provided a bipartisan overview of the upcoming election season. The event also created important opportunities for First 5 LA to engage with leaders from local Chambers of Commerce, small business owners, and larger corporations such as So Cal Edison and

Valero on the importance of early childhood issues in economic advocacy.

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

## VI. MEASUREMENT, LEARNING AND EVALUATION

### Impact Framework Update

First 5 LA's Impact Framework (IF) is a tool to show how our program, policy and advocacy work contributes to better outcomes for all children. The IF will help us track and monitor those outcomes and ensure we remain responsive to the needs of L.A. County's children. The Integration & Learning (I&L) Division is continuing to develop the Impact Framework in collaboration with the Strategic Planning Implementation Team and staff colleagues across the organization. The I&L Team is also engaging its external partners, including County departments, to determine and secure the best data sources for the IF's 10 Results for Children and Family Indicators, as well as the 20 Contextual Indicators. Additionally, external partners will provide feedback on the IF's Long-Term System Outcome indicators. The intent is to include all of this information in the 2020 Indicator Report, which is anticipated to be completed by July 2020. More importantly, the report will serve as a baseline for measuring our progress towards our North Star, that by 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life. This outreach effort demonstrates our organizational value of collaboration and our commitment to the investment guideline of partnership.

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

## VII. LEGACY INVESTMENTS

*Nothing to highlight this month.*

## VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

### Capital Improvement Plan Update

To strengthen First 5 LA's ability to effectively execute its Strategic Plan, First 5 LA took steps to align its internal structure with its mission and strategy. On July 12, 2018, First 5 LA's Board of Commissioners adopted a Capital Improvement Plan (CIP) to renovate the First 5 LA office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration and work. The CIP scope includes interior office tenant improvement, replacement of existing roofing material, replacement of three rooftop air handling units, installation of new solar panels, building and site security, and other site improvements including new perimeter fencing, monument signs and site light fixtures.

When the Board of Commissioners adopted the CIP on July 12, 2018, the Board also approved and waived requirements under the Procurement Policy. Previously, our Policy required that all contracts of \$75,000 or more are presented to the board for approval prior to execution and limits the Executive Director to authorize amendments up to \$75,000 or ten percent, whichever is greater. Our Executive Director was granted approval by the Board to execute all agreements and amendments under the Capital Improvement Project except where State law requires board awards on any public works contracts. This approval was to mitigate any potential delays and increases in cost as a result of delays, with construction or any other contractors for this project. All contracts executed by the Executive Director under the CIP would be reported in the Executive Director's report to the Commission at its monthly meetings.

The update below provides the Board with the current actions that the Executive Director took under the

## CIP Project.

In Spring, 2017, First 5 LA started a space planning and visioning phase for the CIP project with a series of planning sessions. First 5 LA contracted with the space planning firm, Klawiter & Associates, to help create a workspace layout for the CIP project. In order to reflect some new thinking around our program/visioning as it relates to our changing conditions and our SPR4 work, including potential updates in personnel, flexibility of alternative tenant space and newly available furniture and technological options, we have asked Klawiter to look and potentially revise some of our previous workplace requirements. On July 17, 2019, the Executive Director signed the amendment updating Klawiter's scope by adding \$19,012 in funding for an overall total amount not to exceed \$121,637 through December 31, 2019. On December 17, 2019, the Executive Director authorized a no-cost extension to this contract through June 30, 2020, to allow this work to be finalized, incorporating these updates into the design.

In the Executive Director's report dated October 10, 2019, Staff noted that First 5 LA was in progress of renegotiating the scope of work for our Project Management/Construction Management consultant, MARRS Services, Inc. (MARRS) for the next phase of the project, design/pre-construction. MARRS was originally retained (through a competitive procurement process) by First 5 LA on March 2, 2018, to provide project and construction management services for the Capital Improvement Plan. For the beginning of our agreement with MARRS, Staff negotiated their scope of work separately before the beginning of each phase of work. During the first phase (programming/planning phase), MARRS developed the Capital Improvement Plan (CIP) that was subsequently adopted by the Board. As we have now entered the second phase of work (Design and Pre-Construction phases of the project), MARRS is providing general project management support services. In addition, MARRS is in process of validating the schematic and design development plans and project deliverables provided by the Architectural & Engineering (A&E) firm, IMEG Corp. MARRS is currently assessing requirements for the temporary relocation plan as well as provide space consultation for the implementation of the relocation plan. MARRS will soon begin to draft the documents required to solicit the Design-Builder and other procurements needed to complete the construction phase of the CIP Project. Lastly, MARRS is in process of estimating services for concept development and relocation plans as well as general estimating support to First 5 LA during the Pre-construction phases. The additional scope of work, term extension and the additional funds for the amended agreement was authorized and signed by our Executive Director on December 19, 2019. \$299,788 was added to the contract, not to exceed a total contract amount of \$461,569. The contract end date was extended to September 30, 2020, unless sooner terminated pursuant to the contract.

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

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

*Nothing to highlight this month.*

## X. UPCOMING EVENTS

*Nothing to highlight this month.*

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

### Procurement Update

Pursuant to the Procurement Policy adopted on February 13, 2014, "The Executive Director (or designee) may approve any contract less than \$75,000 in the aggregate in a fiscal year, and will

establish appropriate internal policies and controls for those awards. Copies of contracts executed in the amount of \$25,000 or more and up to \$75,000 within a fiscal year will be provided to the Commission during the course of its normal business and be provided as informational items."

The following contracts were executed between 10/23/19 and 12/3/19. Copies of the executed contracts can be found here: [https://www.first5la.org/uploads/files/ed-contracts\\_232.pdf](https://www.first5la.org/uploads/files/ed-contracts_232.pdf)

**#10215 ANDERSON BUSINESS TECHNOLOGY – Contract Amount: \$60,000**

**Contract Period: 11/18/2019 – 11/17/2024**

The vendor will provide maintenance services for two Xerox color copier machines at First 5 LA's offices. Maintenance services include licensed software, copier supplies and accessories, installation and training for operations of the printers during the contract period. The vendor was selected via an open solicitation. The contract amount is an estimate. Actual fees will be assessed on a per-page printed rate.

**#10218 CALYPTUS CONSULTING GROUP, INC. – Contract Amount: \$74,999**

**Contract Period: 12/3/2019 – 9/30/2020**

The contractor will provide consulting services to First 5 LA on its procurement and contracting policies, processes, and templates to better align with and support the agency's 2020-2028 Strategic Plan. The consultant will also provide project management services, as needed, through the duration of the procurement project. The contractor was selected via an open solicitation.

**#99999 PUBLIC HEALTH FOUNDATION ENTERPRISES, INC. – Contract Amount: \$35,000**

**Contract Period: 11/1/2019 – 10/30/2020**

As part of the Public Awareness Family Strengthening Phase III Media Campaign, First 5 LA will utilize a mix of traditional and non-traditional media channels to build on current brand/image awareness, drive parents to First 5 LA.com/Parenting website, generate awareness and increase target market penetration, provide message frequency opportunities and educate the community on the importance of parenting and family strengthening. As part of this campaign, the Communications department plans to have rotating posters displayed across all WIC offices within L.A. County for a period of 12 months for a total cost of \$35,000 – reaching First 5 LA's core demographic. Media buys are non-procureable items.

**#10214 RSI SYSTEMS, INC. DBA RSI SECURITY – Contract Amount: \$35,071**

**Contract Period: 10/23/2019 – 2/28/2020**

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. The contractor was selected via an open solicitation.

**#10213 SOUTHERN CALIFORNIA GRANTMAKERS – Contract Amount: \$50,000**

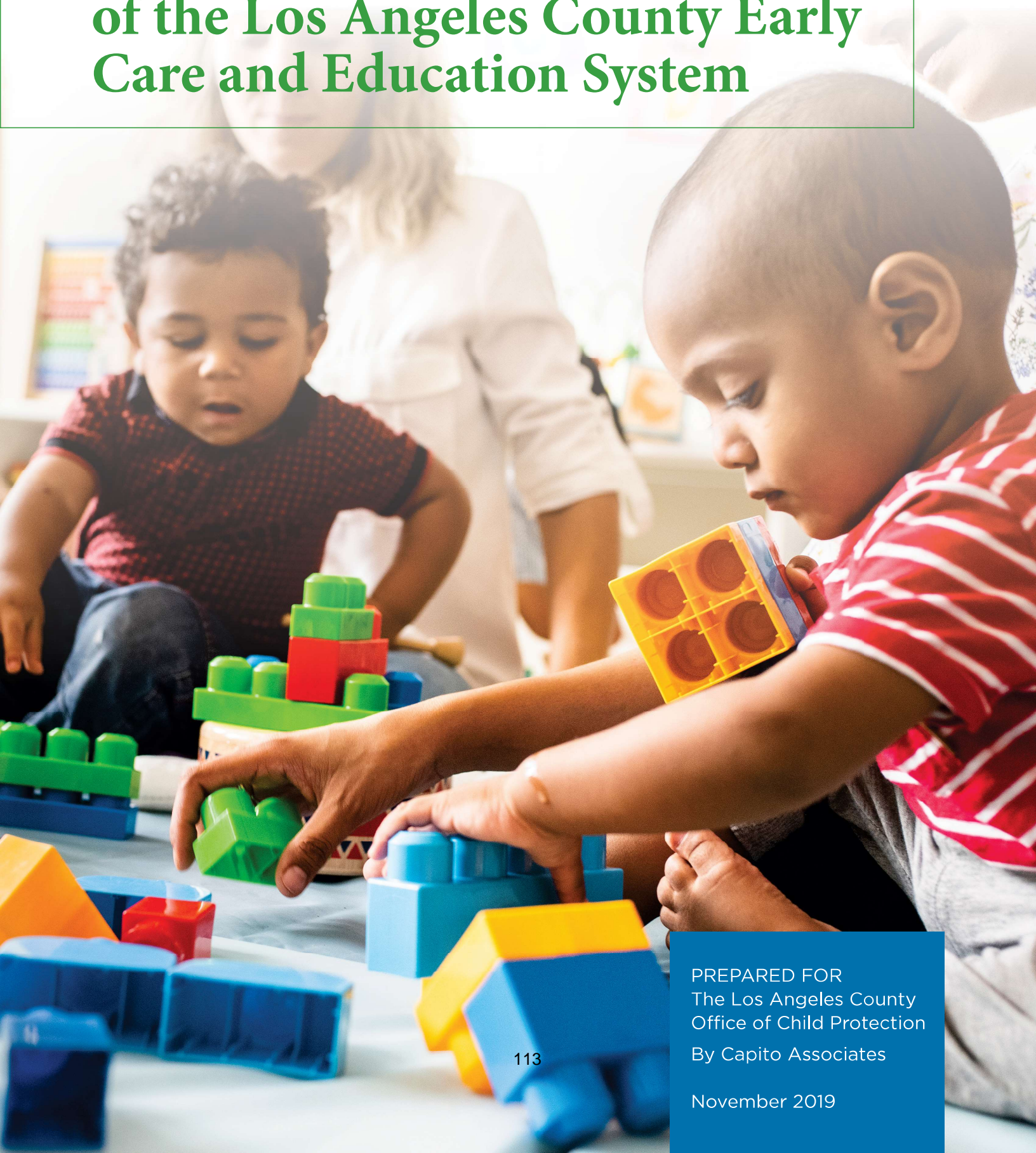
**Contract Period: 11/1/2019 – 4/30/2021**

The Contractor is the fiscal sponsor for the Center for Strategic Partnerships (the Center). The LA County Department of Mental Health (DMH) and the Center created the Mental Health Incubation Academy project. The funding will provide support for the project which will focus on building the capacity of smaller, community-based mental health providers to help them compete for future contracts with DMH. A maximum of five participants from each supervisorial district will be selected and the program will last approximately 18 months. This was procured via a Strategic Partnership as defined in the Procurement Policy.

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



# A Comprehensive Fiscal Analysis of the Los Angeles County Early Care and Education System





# Executive Summary

## Introduction and Background

Improving access to early care and education (ECE) programs is one of the seven strategies outlined in Los Angeles County's 2017 Paving the Road to Safety for our Children: A Prevention Plan for Los Angeles County. With funding from the Los Angeles County Quality and Productivity Commission, First 5 LA, and the Office of Child Protection (OCP), OCP engaged a team of national experts in early childhood systems and financing to conduct a comprehensive fiscal analysis (CFA) of the ECE system in Los Angeles County.

To build an infrastructure that supports and sustains comprehensive cross-sector early childhood systems work, an understanding of fiscal context is imperative. The CFA presents a multi-level analysis threading fiscal and programmatic information together in a way that can aid Los Angeles County stakeholders in answering questions related to the policies and regulations of funding streams, levels of investment, and opportunities for varied investments in early care and education.

The guiding questions the CFA addressed are:

- What funding currently supports early care and education services in Los Angeles County?
- How are these funds being used and are they being fully leveraged?
- What opportunities exist to better coordinate, streamline, and maximize existing funds?

## Methodology/Approach

The key activities of the CFA were split into three broad categories:

- Research and investigation of funding streams and County and community approaches.
- Creating revenue and expense models for center-based child care and family child care.
- Analyzing the information gathered and developing recommendations.

The research and investigation phase involved collecting and analyzing data at the system, community, and individual-provider level. We synthesized this information and used it to develop three primary products: a funding catalogue, community and county initiative profiles, and revenue and expense models. From the analysis of these products, and in consultation with key stakeholders throughout the county, we developed recommendations for Los Angeles County's ECE system.

## FUNDING CATALOGUE

The CFA team reviewed extant data on federal, state, and local public funding streams and conducted 45 key informant interviews with fund and system-level administrators to gather and synthesize information for this process. This resulted in a Funding Catalogue that details the key characteristics of all the funding initiatives. The catalogue is included in this report as [Appendix A](#) and includes a summary of total funding and total children served across all initiatives.

## COMMUNITY AND COUNTY INITIATIVE PROFILES

The comprehensive fiscal analysis used a profiling approach to provide more qualitative data and information on the myriad strategies that communities and agencies use (we conducted 70 interviews with stakeholders throughout the county) to supplement and leverage additional funding for early childhood care and education. The profiles in [Appendix B](#) showcase the many County and local-government entities involved in funding and supporting ECE services beyond the "usual suspects"—examples from across the county that recognize the tremendous diversity in geography, race, ethnicity, and economic well-being that exists in this vast area. The profiles additionally support the recommendations resulting from this project and raise awareness of strategies that could potentially be replicated across Los Angeles.



## REVENUE AND EXPENSE MODELS

Revenue and expense models are tools used to understand the relationship between the expense of delivering early care and education services and the available revenues. The CFA team developed two models—one for center-based settings and one for family child care settings—to aid stakeholders in understanding:

- The cost to provide early care and education services in Los Angeles County and how this varies by program type, size, location, and quality level.
- The extent to which current revenues available to providers are able to cover costs.

The revenue and expense models are informed by data collected from more than 100 providers across the county. The CFA team reviewed financial records and conducted interviews, collecting revenue and expense data from a mix of providers to inform the models' assumptions related to salary and non-personnel expenses. The models include data on all available funding streams and allow users to manipulate revenue and expense data based on different quality levels and/or funding streams accessed.

The CFA team used the models to run several scenarios estimating the cost of operating

an early care and education program in Los Angeles County and the sufficiency of current revenue, showing the impact that higher service quality and its associated increased salaries and benefits have on the cost of care. Stacked bar charts compare the revenue available to fund ECE services to the actual cost of those services, demonstrating gaps between revenue and expenses for particular funding combinations and highlighting how these gaps vary by child age.

**Appendix C** includes charts across all quality levels with cost-per-child levels and revenue stacking. These effectively demonstrate a gap between revenue and expense for all age groups, with no funding scenario covering the estimated expenses for either centers or family child care homes.

For instance, a center under state contracts loses nearly \$8,000 per year for an infant and over \$4,000 for a toddler and a preschooler. The data in these charts show that, using currently available revenue streams, providers in Los Angeles County cannot provide quality early care and education services where teachers are adequately compensated and best-practice staff-to-child ratios and group sizes are maintained.

## Findings and Recommendations

The team met regularly with the OCP-led Prevention Plan ECE Workgroup to discuss efforts and shape recommendations. The latter fall into three major categories of guidance for Los Angeles County stakeholders:

- Leverage and fully utilize existing and new resources.
- Maximize the potential and efficiency of current structures.
- Increase equitable access to high-quality ECE for targeted populations and communities.

A snapshot of the primary findings for each of the seven recommendations appears in Table 1.

TABLE 1. SUMMARY OF FINDINGS WITH ASSOCIATED RECOMMENDATIONS

PRIMARY FINDING	RECOMMENDATION
<p>In Los Angeles County, CalWORKs (California Work Opportunities and Responsibility to Kids) families are moved off Stage 1 and into Stage 2 according to the local definition of stability, which is typically a six month term. This transition may place additional burdens on other CDE funding streams that are already at capacity. Fortunately, a new state regulation authorizes immediate and continuous eligibility for child care for Stage 1 families. This program change is an exciting new opportunity for Los Angeles County to maximize Stage 1 child care for eligible families.</p>	<p>Utilize the full potential of the CalWORKs program across each stage of implementation.</p>
<p>Those school districts using their Local Control Funding Formula (LCFF) dollars to fund early care and education have been able to significantly expand and strengthen their ECE offerings. While a review of the Local Control and Accountability Plans (LCAPs) for all 80 school districts in the county was not within the scope of the CFA, stakeholder interviews made it clear that most districts do not leverage LCFF funding for ECE services, which is a missed opportunity.</p>	<p>Support and encourage school districts to use funding for early care and education and develop partnerships to increase access to services.</p>
<p>CalWORKs Stage 1 monitoring is more frequent (monthly vs. annually) and less efficient (paper forms vs. electronic) than Stages 2 and 3, and the necessary operating systems and staffing differ, placing additional burdens on administrators and providers.</p>	<p>Address the local monitoring burden on the programs administering funding to providers to lessen the time and resources directed to monitoring.</p>
<p>The ECE workforce in Los Angeles County (as in other jurisdictions) is facing a crisis: providers leaving the workforce because of low compensation and better job options in other sectors, an aging population of early educators, and an insufficient supply of new recruits into the field.</p>	<p>Expand programs that develop the early childhood educator pipeline and access additional funding streams to support the development and professionalization of the workforce.</p>
<p>There appears to be wide variability in the requirements of County ECE initiatives, as well as a lack of coordination across departments that oversee them, including County employee child care centers. Unlike other jurisdictions, no central entity exists in County government with oversight over these ECE programs and the ability to provide content expertise, support, connections across programs, and accountability to a common set of quality standards.</p> <p>Administrative systems such as licensing (child care and business licenses), land use and zoning approval processes, and fire and health codes pose barriers for ECE providers wanting to open new programs or expand existing ones. A significant need exists for support and technical assistance both for these providers and for city and County planners to understand the ECE industry.</p> <p>In the area of high-quality supports for providers, Los Angeles County has over \$76 million invested across more than 20 separate system support initiatives, yet it is unclear if these programs are reaching the providers who need it the most.</p>	<p>Empower the County’s Office for the Advancement of Early Care and Education (OAECE) as a central organizer for the early care and education system in Los Angeles County. Provide adequate funding and staffing for OAECE to:</p> <ul style="list-style-type: none"> <li>• Address inconsistencies and inefficiencies in current systems and processes.</li> <li>• Advance and coordinate additional investments to expand access and support program quality for all providers.</li> </ul>



PRIMARY FINDING	RECOMMENDATION
<p>Many areas in the region are saturated with programming for children three to five years old, resulting in an underutilization of California State Preschool Program (CSPP) contracts. Conversely, Los Angeles County has a significant infant and toddler child care supply issue. Because of multiple barriers—including higher costs to implement infant and toddler care, less funding available, funding rates not covering actual costs, and facilities no longer designed to meet infant and toddler licensing requirements—providers in the county who once served infants, or infants and toddlers, now serve only preschoolers.</p>	<p>Address the insufficient supply of infant and toddler care by:</p> <ul style="list-style-type: none"> <li>• Implementing county-level goals for seeking, drawing down, and using all available contract-based funding from the California Department of Education.</li> <li>• Designing and implementing strategies to better support current infant and toddler care providers and increase the supply of high-quality child care for this age.</li> </ul>
<p>License-exempt family, friend, and neighbor care makes up a significant portion of the ECE system in Los Angeles County. It is most likely to be used by low-income families with infants or toddlers, yet very few resources go to support these providers.</p>	<p>Implement strategies to support those delivering family, friend, and neighbor care and provide a pathway toward licensed child care for those interested in growing into the profession.</p>





# 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



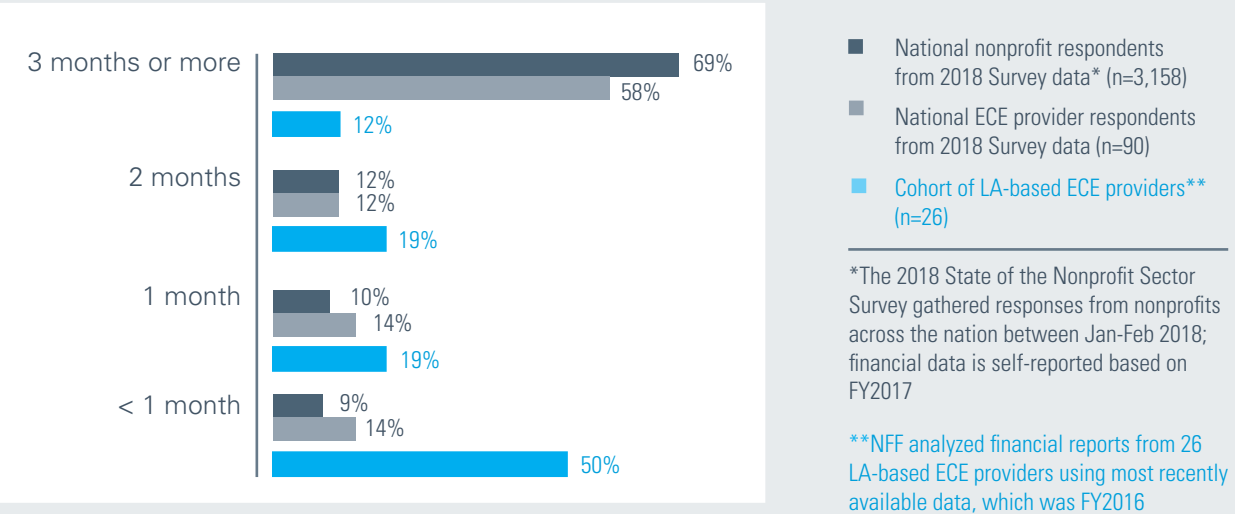
## Key Findings

### 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

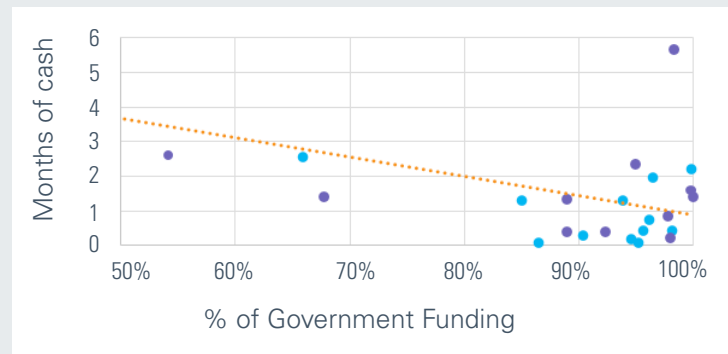
We compared our financial analysis of 26 LA-based ECE providers with results from the 2018 State of the Nonprofit Sector Survey to set context for how their financial positions differ from other ECE providers and nonprofits across the nation.



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 immigrants<sup>1</sup> – 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.<sup>2</sup> 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.<sup>3</sup> 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

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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.<sup>4</sup>
  - 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.

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<sup>4</sup> 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](http://nff.org).

# Memo

To: All Staff

From: Public Policy and Government Affairs Department

Date: January 31, 2020

Subject: **2020-2021 GOVERNOR'S PROPOSED STATE BUDGET OVERVIEW**

On January 10, 2020 Governor Newsom unveiled his “California for All” budget proposal for the 2020-2021 fiscal year. The \$222.2 billion proposed budget continues to highlight early childhood development as a core priority for the Newsom administration. While the budget contributes modest new resources toward child development priorities, like state preschool expansion, the proposal largely focuses on long-term planning, continued implementation of investments made in prior budget deals, and governance.

## Planning

The Governor’s summary of his proposed budget continues to emphasize the need for a **Master Plan for Early Childhood Development**, currently being developed with funding approved by the legislature in the 2019-2020 fiscal year. The Master Plan will be completed by October 2020 with advice from the **Early Childhood Policy Council (ECPC)**, an advisory body appointed by the Governor and Legislature and administered with funding approved in 2019-2020. Members of the ECPC include representatives from First 5 LA (Vice President of Policy and Strategy Kim Pattillo Brownson) and other First 5 LA partners including First 5 California, First 5 Sacramento, First 5 San Joaquin, The Children’s Partnership, Child Care Resource Center, Crystal Stairs/Community Voices, Advancement Project, and Los Angeles Unified School District.

The proposed budget also highlights important planning work that will impact Medi-Cal, the state’s Medicaid program, which provides subsidized health coverage for half of California’s children and is a critical funding source for child development services including early identification and intervention. The proposed funding to support the **Medi-Cal Healthier California for All initiative** – formerly known as California Advancing and Innovating Medi-Cal (CalAIM) – will both accelerate spending on innovative health care management (\$695 million in FY 20-21) and behavioral health quality programs (\$45.1 million in FY 20-21), and reform

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state operations (\$40 million in FY 20-21) to further transform the Medi-Cal funded health care delivery system.

While the Medi-Cal budget proposals do not explicitly call-out funding for early childhood development services, the budget summary does highlight that the initiative’s planning work will provide the opportunity to connect early childhood health and family support priorities including developmental screening and home visiting. First 5 LA is already informing this work in partnership with the network of First 5s, child health funders, and coalitions of child health advocates, and we look forward to accelerating our focus on Medi-Cal advocacy throughout 2020.

### **Implementation**

The proposed budget highlighted the continued implementation of funding approved in the final 2019-2020 state budget including **professional and facility development for early education, home visiting programs**, incentive payments to support **developmental screening**, the expanded **Earned Income Tax Credit**, and **census** outreach activities. Though highlighted in the Governor’s budget summary as ongoing priority programs, no new funding was proposed for these activities.

In addition, the budget proposal reaffirms the Governor’s commitment to expanding California’s **Paid Family Leave** (PFL) program from six to eight weeks by July 2020, a proposal adopted in the 2019-2020 budget plan. To support implementation, the budget proposes legislative changes to further expand paid leave protections to employees of small businesses so more workers can benefit from the program.

### **Governance**

While the planning and implementation focus of the budget relies on funding allocated in the 2019-2020 budget, the Governor is proposing to improve child development program governance by allocating \$8.5 million to support the creation of a new **Department of Early Childhood Development** within the California Health and Human Services Agency (CHHS), effective July 1, 2021. The goal of the new department is to promote a high-quality, affordable, and unified early childhood system by focusing on program integration and coordination, starting with early care and education programs.

If approved by the legislature, the new department will administer the various state-subsidized child care programs (CalWORKs, alternative payment, general child care) currently being administered by the Departments of Social Services and Education, federally funded programs (Head Start and Early Head Start), and child care quality programs. The department will also promote better coordination with comprehensive child development services, many of which are administered by other departments within CHHS. First 5 LA’s Long-term Systems Outcomes include a focus on alignment, quality, and accessibility, and we look forward to ensuring that any proposed governance reforms facilitate a more accessible, aligned, and quality system for families in LA County.

In addition to focusing on planning, implementation, and governance, the proposed budget includes the following new investments aligned with First 5 LA's Results for Children and Families:

**Children have high quality early care and education experiences before kindergarten**

- \$31.9 million (\$127 million ongoing) to provide an additional 10,000 full-day, full school year spaces in the **California State Preschool Program (CSPP)**, which serves three- and four-year-old children. The funds are intended to only support non-local education agency (school district) programs.
- \$10.3 million in one-time Proposition 64 (cannabis) funding to support an additional 621 general child care spaces in addition to the \$130 million in ongoing cannabis funding to support **general child care** and **alternative payment child care** program spaces initially approved in the 2019-20 budget. First 5 LA strongly supports the continued direction of new revenue sources like cannabis taxes to support access to early childhood programs.
- \$75 million to expand the **Inclusive Early Education Expansion Program** to fund school districts to construct or modify preschool facilities serving students with special needs.
- In addition, the budget proposes using a portion of the remaining \$300 million available in the full-day kindergarten classroom expansion fund approved in 2019-20 for **early care and education facilities**, and proposes to allow revenues from the school facilities bond, if approved by voters in March, for early care and education facilities as well.
- While not targeted to early education, the budget proposes \$900 million to support the education workforce, likely focused on K-12 education settings. If approved in the final budget, First 5 LA will work to ensure a portion of these funds will be available to support **early educator workforce development**.

**Children receive early developmental supports and services, and are safe from abuse, neglect, and other trauma**

- \$10 million to support implementation of **Adverse Childhood Experiences (ACEs)** screenings, including \$8 million to support a statewide media campaign to increase awareness of ACEs, and \$2 million to develop a cross-sector ACEs training program to be certified by the Office of the Surgeon General.
- Creation of a **Behavioral Health Task Force**, bringing together relevant stakeholders to improve access to higher quality behavioral health services. Aligned with the Medi-Cal Healthier California for All initiative, the task force is not early childhood specific but provides First 5 LA and advocate partners the opportunity to elevate the importance of



early childhood development as a critical component of an integrated behavioral health system.

### **Families optimize their child's development**

- \$73.6 million in FY 20-21 to increase the maximum **California Work Opportunity and Responsibility for Kids (CalWORKs) cash grants** by 3.1 percent starting October 1, 2020, increasing to \$98.1 million in 2021-22. CalWORKs cash grants are a powerful and direct tool for reducing childhood poverty, and First 5 LA was an early supporter of the state's efforts to increase the level of CalWORKs cash assistance families receive.
- \$57.5 million to support improvements to state and local **child support payment** systems, streamlining and automating processes that will enable families to receive increased and more timely child support payments.

### **Proposals aligned with First 5 LA's long-term systems outcomes, LA County regional priorities, and Best Start Community Change agendas.**

- \$65 million in new, ongoing funding for an **immigration rapid response fund** at the Department of Social Services to support community-based and non-profit organizations addressing emergency immigration needs in California. The budget also proposes \$15 million to create the **California Newcomer Education and Well-Being Project (CalNEW)** to assist school districts in improving outcomes for refugee and unaccompanied undocumented minor students. First 5 LA opposed the recently adopted federal public charge rule changes which negatively impact immigrant families, and supports the local, state, and federal Protecting Immigrant Families campaigns working to protect immigrant family rights.
- \$60 million in increased funding for **school nutrition**, \$10 million to provide training for school food service workers to promote healthier and more nutritious meals, and \$11.5 million to establish a **Farm to School Program** to expand healthy food access in schools. While these funds are not targeted toward early childhood settings, school districts are one of the largest providers of early childhood development programs and provide critical food access to families throughout LA County. In addition, the budget proposes \$20 million in one-time funding for existing **Emergency Food Assistance Program** providers to support increased food purchases to address the potential impacts of proposed federal rule changes to CalFresh, the state's Supplemental Nutrition Assistance Program (SNAP). First 5 LA continues to oppose the proposed federal rule changes to SNAP which would reduce food security for families in LA County and require additional state resources to protect food access.
- \$750 million to combat homelessness and promote affordable housing development by establishing the **California Access to Housing and Services Fund**. Homelessness and housing affordability continue to be a priority issue for communities throughout LA

County. Additional state resources will help ensure LA county and city leaders have the resources necessary to promote housing stability, especially for homeless or housing-insecure families.

- The budget proposes a new **nicotine content-based tax on electronic cigarettes** which is expected to yield \$32 million annually and will fund tax administration and enforcement, youth prevention, and health care workforce programs. This proposal is related to an Executive Order issued by the Governor in 2019 addressing concerns about the increased use of “vaping” products, especially among California’s youth. First 5 LA continues to work with First 5 California and the statewide First 5 Association to highlight pregnant and parenting teens as a particularly vulnerable population in the vaping epidemic. In addition to the public health concerns of e-cigarettes, because First 5 LA is funded by tobacco taxes, any changes to tobacco-related product taxation including vaping products can impact First 5 LA revenues. As with all changes to taxes on tobacco-related products, First 5 LA will continue to prioritize working with First 5 California and the statewide First 5 Association to, at a minimum, reduce any negative impact new tobacco-related product taxes will have on Proposition 10 funds.

### **State Budget Development Process**

The Governor’s budget is the first step in the state budget development process. The state Legislature is currently vetting the Governor’s proposed spending plan and working with stakeholders to develop additional spending priorities for the 2019-2020 fiscal year. In May, the Governor will release a revised budget proposal based on updated revenue and policy forecasts, and the Legislature will finalize their recommended spending plans. The Legislature must submit final budget legislation to the Governor by June 15, and the Governor must sign the Budget Act into law by June 30. The state fiscal year, like First 5 LA’s, begins July 1.

First 5 LA’s Public Policy and Government Affairs Department will work with our state advocates in Sacramento (California Strategies), our statewide network of First 5s, grantees, and other advocacy partners to influence the final budget to best reflect the priorities and the needs of children and families in Los Angeles County.

## ATTACHMENT D

### Statement from Executive Director Kim Belshé on Governor Newsom's January 2020 Budget Proposal

#### A California Budget Proposal That Prioritizes Young Children

Governor Gavin Newsom's [proposed budget](#) builds upon the robust leadership he and the Legislature demonstrated last year to prioritize young children. Once again, we see the Governor prioritizing [a comprehensive approach](#) to give our youngest children the best start in life.

We commend the Governor for both thinking about which programs to prioritize and how to administer these programs so families get what they need when they need it.

The Governor's [proposal to establish a Department of Early Childhood Development](#) offers the promise of focusing attention on the comprehensive needs of children from birth to five, improving access to needed child and family strengthening services, improving administrative efficiency, and increasing accountability.

First 5 LA looks forward to working with the Administration and Legislature to make services more integrated and accessible for families over time through this new department. Specifically, to include other programs administered by the California Health and Human Services Agency that are critical to children's broader developmental needs, including early identification and early intervention programs.

## ATTACHMENT E

### **First 5 Association, First 5 LA: Governor's Budget Shows Little Kids– And Their Families–Are A Continuing Priority**

Posted on [January 10, 2020](#) by [Jessica Berthold](#)

First 5 Association of California and First 5 LA today hailed Governor's Newsom's continuing support of young children and their families in his 2020-21 budget proposal.

"We appreciate the governor's evident and ongoing commitment to supporting California's young children, their families, and others who care for them," said Kim Goll, president of the First 5 Association board and executive director of First 5 Orange County. "In proposing additional investments in childcare, preschool, paid family leave, and prevention of child poverty and adverse childhood experiences, it is clear Governor Newsom understands that strong families are the key to a strong state. We look forward to continuing to work with the administration and legislators to ensure our children thrive in their schools, communities, and lives."

In his first year in office, Governor Newsom proved he is committed to making significant steps to help our littlest Californians have the best start in life, said Kim Belshé, executive director of First 5 LA.

"This year's budget, like last year's budget, acknowledges that children thrive when they have access to comprehensive services like health, early education, economic, and family strengthening, at the same time," Belshé added. "We see him continuing to take steps to make our state systems and programs better understand and serve the needs of families with young children. Much work still needs to be done in creating greater cohesiveness and ease of navigation for families to access the services they need. The Governor has started to lay the groundwork for this to happen."

Early childhood aspects included in the governor's budget include the following:

- Universal job protection to all workers who take paid family leave and disability leave regardless of employee size; and \$1 million to help small businesses mitigate associated expenses
- \$10 million in one-time funding to develop a cross-sector training program for Adverse Childhood Experiences (ACES), and for a public awareness program, around trauma-informed and trauma-sensitive responses, for specific sectors including early childhood, education, government, and law enforcement
- An additional \$53.8 million for CalWORKS Stages 2 and 3 Child Care
- \$50 million in ongoing funding from the Cannabis Fund (Prop 64) to support over 3,000 general child care slots, and an additional \$10.3 million to add 621 general child care spaces
- An additional \$31.9 million in 2021, and \$127 million ongoing, for 10,000 additional state preschool slots (full-day, full-year), effective April 1, 2021

By investing \$1 billion to fight homelessness around the state, the proposed budget would also profoundly affect many families with young children, who account for one third of the state's homeless population.

## ATTACHMENT F

### 2020 Congressional Appropriations Early Childhood Priorities

#### Family Strengthening:

- \$500 million for Families First Prevention Services Act (FFPSA) transition Act, which does the following:
  - Establishes a \$500 million general fund to help states with the transition
    - Currently 39 states, including CA, have indicated plans to delay beyond the first year; our Los Angeles Board of Supervisors approved of this bill.
  - Provides payments to states with previously held waivers on their IV-E funding, many of which fear a significant fiscal gap under Family First
  - Delays the onset of eligibility restrictions that limit half of Family First prevention funding to programs with the hardest-to-achieve level in terms of impact and effect
- \$4 million increase for ACEs

#### Health and Development:

- IDEA Part C Grants for Infants and Families (early intervention programs for infants and toddlers)
  - \$477 million — \$7 million above FY2019

#### Quality Early Learning:

- Child Care and Development Block Grant (CCDBG)
  - \$5.826 billion — \$550 million above FY2019
    - CA will get an additional \$53,034,000, with the new funding
- Early Head Start / Head Start
  - \$10.613 billion — \$550 million above FY2019, of which an additional \$100 million is to be used for expansion of Early Head Start or Early Head Start-Child Care Partnerships
- Preschool Development Grants
  - \$275 million — \$25 million above FY2019

ATTACHMENT G



January 29, 2020

Submitted via www.federalregister.gov

Seema Verma, Administrator, Centers for Medicare & Medicaid Services
Centers for Medicare & Medicaid Services
Department of Health and Human Services
Attention: CMS-2393-P
P.O. Box 8016
Baltimore, MD 21244-8016

Re: Docket Number: CMS-2019—0169-001 – Medicaid Program: Medicaid Fiscal Accountability Regulation

Dear Ms. Verma,

First 5 LA appreciates the opportunity to comment on the proposed “Medicaid Fiscal Accountability Regulation.” First 5 LA strongly opposes this rule because it would have significantly negative financial impacts on Medi-Cal, California’s Medicaid program, and cause severe reductions in money available for the system and providers alike. As a result, the proposal could restrict access to vital health care services for children and families, and ultimately harm the wellbeing of young children in Los Angeles County and across California. For these reasons, we stand firmly in opposition to the proposed rule.

Established 20 years ago, First 5 LA was tasked directly by California’s voters to urge policymakers to prioritize the wellbeing of children in policy and budget decisions. In partnership with others, we work to strengthen families, communities, and systems of service and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA is concerned that any loss of funds caused by this proposal could force California to reduce costs by restricting Medi-Cal eligibility, cutting benefits or lowering provider rates. This would be a dire result, as Medi-Cal serves those already most in-need of support, including vulnerable children and their families. Implementation of this rule could result in California losing between \$10 and \$25 billion in federal Medicaid funding, according to estimates from the California Department of Health Care Services and Department of Finance, and jeopardize public hospital financing, renewal and future iterations of California tax on Managed Care Organizations (MCOs) and our state’s system of supplemental payments. Most importantly, though, this proposal would hurt the children and families Medi-Cal serves, significantly impacting the state’s ability to provide adequate coverage for all Californians and especially children who already do not receive the preventive services to which they are entitled:

- Disallowing currently allowable intergovernmental transfers, such as those made by public hospitals, counties and other public entities, will reduce California’s ability to receive previously provided federal match dollars, and thus negatively impact overall

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- Medi-Cal funding. This provision would also limit how California can fund the non-federal portion of Medi-Cal expenditures.
- Disallowing key components of the long-standing methodology California uses to tax hospitals and MCOs would, again, reduce California's ability to receive previously provided federal match dollars, and thus negatively impact overall Medi-Cal funding. The state's tax on MCOs, for example, provides more than \$1.5 billion for the Medi-Cal program annually.
  - Capping supplemental payments at no more than 50 percent of the total payment providers receive threatens existing payment structures and carries the risk of providers leaving the system due to insufficient reimbursements for services and care rendered. Furthermore, CMS would be imposing caps on the amount of supplemental payments a Medi-Cal practitioner can receive for the first time ever in the history of the Medicaid program.

A key component of Medi-Cal is the Early and Periodic Screening, Diagnostic and Treatment (EPSDT) benefit. Specifically, EPSDT provides services that help ensure infants and children receive appropriate preventive services, including screening for medical, dental, vision, hearing and mental health, as well as developmental and specialty services. The loss of funding caused by this proposed rule will serve only to restrict children's access to these vital services. The rule would also reduce California's ability to raise rates paid to Medi-Cal providers, and thus hurt its ability to bring new physicians, dentists and clinics into the system. This, however, is precisely the moment when the state must have all possible avenues available to recruit more providers, particularly in areas that currently lack physicians who serve children.

The first five years of life are vital for a child's healthy development, as 90 percent of brain development occurs and millions of new neural connections form each second. Removing access to, and reducing the quality of, Medi-Cal provided health and preventive services threatens to derail the development and well-being of our youngest children. **Ultimately, these rule changes would serve only to hurt our state's already vulnerable children and families.** For all of these reasons, and on behalf of 650,000 children in Los Angeles County, First 5 LA strongly opposes this proposal.

If we can be of further assistance, please contact Peter Barth, Director of Public Policy and Government Affairs at [PBarth@first5la.org](mailto:PBarth@first5la.org) or 213.482.9388.

Sincerely,



Kim Belshé  
Executive Director

ATTACHMENT H

Policy Item	Author/Budget Amount	Title & Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
<b>Early Care &amp; Education</b>					
<a href="#">Assembly Bill (AB) 125</a>	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	<b>Early childhood education: reimbursement rates:</b> 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.	Awaiting hearing in Senate Appropriations Committee (2-year bill)		Support (2019)
<a href="#">AB 1001</a>	Ting (D-San Francisco), Mullin	<b>Local Planning Councils:</b> 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 fulfill their primary functions.	Status TBD (2-year bill)		Support (2019)
<a href="#">SB (Senate Bill) 174</a>	Leyva (D-Ontario)	<b>Reimbursement rates:</b> 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.	Awaiting hearing in Assembly Appropriations Committee (2-year bill)		Support (2019)
<b>Health</b>					
<a href="#">AB 526</a>	Petrie-Norris (R-Irvine)	<b>Medi-Cal:</b> 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.	Status TBD (2-year bill)		Support (2019)
<a href="#">(SB) 66</a>	Atkins (D-San Diego), McGuire	<b>Medi-Cal:</b> 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.	Status TBD (2-year bill)		Support (2019)
<b>Federal Policy</b>					
<a href="#">HR 4107</a>	<a href="#">DeSaulnier (D-Concord); 36 Co-Sponsors and bipartisan</a>	<b>Early Childhood is the Right IDEA Act: HR 4107:</b> 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 (2019)
Federal Regulation - CMS-2019-0169-0011	<a href="#">Centers for Medicaid Services (CMS)</a>	<b>Medicaid Program: Medicaid Fiscal Accountability Regulation:</b> Establishes new reporting requirements for states to provide CMS with certain information on supplemental payments to Medicaid providers, including supplemental payments approved under either Medicaid state plan.	Public Comments submitted to the Federal Register		Oppose
<b>Families</b>					
<b>Federal Policy</b>					
<a href="#">HR 3222</a>	<a href="#">Chu (D-Pasadena), 104 Co-Sponsors</a>	<b>Public Charge: H.R. 3222:</b> 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 (2019)



Policy Item	Author/Budget Amount	Title & Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
<a href="#">HR 4768</a>	<a href="#">Davis (D-IL); 18 Co-Sponsors</a>	<b>The Home Visiting to Reduce Maternal Mortality and Morbidity Act: H.R. 4768:</b> This bill 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.	Its major provisions were passed by the House via H.R. 3		Support (2019)
Federal Regulation - USCIS-2010-0012	U.S. Department of Homeland Security (DHS)	<b>Inadmissibility on Public Charge Grounds:</b> Expansion of the public charge definition for immigrants seeking to legally adjust their status.	Public Comments submitted to the Federal Register		Oppose (2019)
Federal Regulation - OMB-2019-0002	U.S. Office of Management and Budget (OMB)	<b>Request for Comment: Consumer Inflation Measures Produced by Federal Statistical Agencies:</b> Request for comment regarding differences among various consumer price indexes produced by the Bureau of Labor Statistics (BLS) and the Bureau of Economic Analysis (BEA), and how those differences might influence the estimation of the Official Poverty Measure (OPM).	Public Comments submitted to the Federal Register		Oppose (2019)
Federal Regulation - HUD-2019-0044	U.S. Department of Housing and Urban Development (HUD)	<b>Housing and Community Development Act of 1980: Verification of Eligible Status:</b> Prohibition of mixed-status immigrant families from living in public housing and receiving other housing assistance.	Public Comments submitted to the Federal Register		Oppose (2019)
Federal Regulation - FNS-2018-0037	U.S. Department of Agriculture (USDA)	<b>Revision of Categorical Eligibility in the Supplemental Nutrition Assistance Program (SNAP):</b> Make changes to the Supplemental Nutrition Assistance Program (SNAP) regulations to refine categorical eligibility requirements based on receipt of Temporary Assistance for Needy Families (TANF) benefits.	Public Comments submitted to the Federal Register		Oppose (2019)
<b>Communities</b>					
<b>Sustainability</b>					

# Memo

To: Board of Commissioners

From: Kim Belshe, Executive Director

Date: February 13, 2020

Subject: **FIRST 5 LA FISCAL ISSUES**

This memo is provided as background information in preparation for upcoming actions the Board will need to take on the FY2019-20 Budget and the development of the annual FY2020-21 Budget. There is no action on this item at this point and this information is to provide the Board with relevant context, including an update on:

1. The State fiscal context
2. Staff thinking on the development of a Long-Term Financial Plan to replace our Long-Term Financial Projection and other finance policy considerations
3. And the Budget Calendar for the FY 2020/21 Budget

## State Fiscal Context

### **Background**

At the September 24, 2019 combined meeting of the Budget & Finance and the Executive Committees and the October 10, 2019 Board Meeting staff provided an update on several key state issues impacting our revenues, including the delay in distribution of revenues by the state, the decrease in revenues that continue to come in below state projections, and uncertainty over the “backfill” provided by the passage of Proposition 56 in 2017.

As previously mentioned to the Board, the state changed the way in which our revenues are managed by the state with the transfer of these functions from the state Board of Equalization (BOE) to the California Department of Tax and Fee Administration (CDTFA) in 2017. Given several factors, including the state roll-out of a new accounting system called FI\$Cal, the CDTFA has failed to be timely in the release of Prop 10 revenues. The last revenues released by the state were for the month of August, causing many First 5 Commissions to depend heavily on their fund balances or reserves. Though the state is indicating revenues will be released by the state soon, this unprecedented delay has caused significant challenges for many county Commissions.

In addition to the delay, there has been a lack of transparency by the CDTFA over the methodology

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#### **EXECUTIVE DIRECTOR**

Kim Belshé

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of various revenue streams to local First 5 Commissions. This includes the receipt of Proposition 10 (tobacco) revenues far below what the state has previously forecast, as well as fluctuations in the revenues provided by the Proposition 56 backfill requirements. The lack of information on and explanation of the methodologies the state is using to determine these revenues is very challenging for the county First 5 Commissions.

First 5 LA has been very engaged via executive and Finance Department staff in leading conversations with the First 5 Association and First 5 CA in engaging CDTFA. The Association has also agreed to establish a Fiscal Committee to continue to engage the state and the Association on these issues.

## **Long Term Financial Plan and Other Finance Policy Considerations**

### **Background**

First 5 LA has annually prepared a long-term financial *projection* which forecasts future revenues and fund balance, assuming current spending continues as forecasted and based on Board action on the budget. The projection provided a means to test what the future would look like, without any commitment to future expenditure plans. The projection answered a basic question of what would the future look like if current trends are continued? Given First 5 LA's declining fund balance and increased priority on addressing sustainability, First 5 LA staff, with input provided by the aforementioned September 24, 2019 joint meeting of the Executive and Budget & Finance Committees, is moving to implement more fiscal discipline through the adoption of a long-term financial plan in place of the long-term financial projection.

### **Differences between a LTF Plan and LTF Projection**

While both processes provide important planning and context for the Board oriented toward financial activity in the future, a financial forecast is a projection or estimate of future outcomes predicted today, while a financial plan is more of a road-map of where you have been, where you are today, and establishes outer-year budget limits. The financial plan will essentially establish annual budget ceilings above which we cannot go without going back to the board during the annual budget process.

For First 5 LA, our vision is to move from a 5-year long term projection to a 10-year Long Term Financial Plan that will include one year of historical actual expenditure data with more details provided for the first 5 years of the plan. Year 1 will reflect the most recent available audited expenditures, approved by the Board in the Fall. Year 2 will reflect the current Board-approved annual budget. Years 3 through 5 will reflect a 3-year rolling budget. For years 6 through 10, committed resources will be reflected at a higher annual level, in alignment with the Strategic Plan. The plan will be an important tool to provide guardrails on future year's projected expenses and ensuring that First 5 effectively manages drawdowns of the Fund Balance.

In addition to providing support for the concept of having staff develop a Long-Term Financial Plan to replace our projections, the combined B+F Committee meeting last September also supported other recommendations that we will be building into the annual budgeting process that the Board will begin to review this upcoming May. These include establishing a more robust reserve policy (moving from 25% of total budget to 50% of total budget) as well as establishing a smaller reserve to be able to respond to emerging threats and opportunities. We believe both of these will better position First 5 LA to address some of the issues we've outlined in the "Fiscal Context" section of this memo. In addition, the final policy change that was supported and will impact next year's budget is a change to how we monitor our Administrative Cost Limit (ACL or admin cap). We will be proposing to have the Board adopt a policy that we establish an ACL at 15% of the budget and direct staff to manage to that limit. Staff will be bringing these recommendations forward as part of the FY20-21 budget process.

**Budget Timeline (see Attachment A)**

The final item in this update is our proposed timeline for the development of the FY 2020-21 Budget. On an annual basis staff has provided to the full board the proposed budget timeline that reflects critical touchpoints during the budget development. This is provided to you as an informational item.

# Attachment A

## FY 2020-21 BUDGET CALENDAR

DATE	ACTIVITY	VENUE
February or March 2020	<p><b><i>FY 2019-20 Mid-Year Revised Budget</i></b>            Provide FY 2019-20 Mid-Year Budget Adjustment update to the Budget and Finance Committee            Provide Long Term Financial <i>Plan and</i> revised Policy updates to the Budget and Finance Committee</p>	Budget & Finance Committee
March 2020	Provide FY 2019-20 Mid-Year Budget Adjustment update to the Commission	Commission Meeting
February 2020	<p><b><i>FY 2020-21 Budget Development</i></b>            Provide training to First 5 LA staff on budget process and development</p>	Internal Staff Training
February - April 2020	Complete budget development	Internal Staff Process
May 2020	Present FY 2020-21 Proposed Budget to the joint Budget and Finance/Executive Committees	Budget & Finance/Executive Committee Meeting
May 2020	Present FY 2020-21 Proposed Budget to the Commission (Informational)	Commission Meeting
May 2020	Revise FY 2020-21 Proposed Budget as necessary	Internal Staff Process
May 2020	Present revised FY 2020-21 Proposed Budget to the Program and Planning Committee	Program and Planning Committee Meeting
June 2019	Request Commission adoption of the FY 2020-21 Proposed Budget	Commission Meeting

# Meeting of the Board of Commissioners - First 5 LA Fiscal Context

February 13, 2020



# Background Information

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1. CA State Fiscal Context
2. From LTF Projections to LTF Plan
3. Changes to Fiscal Processes & Policies
4. FY 2020-21 Budget Timeline
5. Next Steps

# CA State Fiscal Context

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- Key State Issues Impacting revenue
  - Board of Equalization (BOE) transfers to the California Department of Tax and Fee Administration (CDTFA) in 2017
  - Roll-out of a new accounting system (FI\$Cal)
  - Delay in revenue distribution
  - Lack of information & transparency over the methodology of various revenue streams to local First 5 Commission
    1. Proposition 10 revenues below June 2019 State forecast and
    2. Fluctuation in Proposition 56 backfill disbursements
  - Ongoing First 5 LA staff engagement with First 5 Association and CDTFA



# From LTF Projection

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## Projection

- Timeline: 5 years
- Budget Connections:
  - Not a budget
  - Brought before annual budget
  - Board-approved annual budget updates LTFP as Year 1
- Board Role:
  - Informational or Action
  - Adjustments not brought to the Board but reflected in the next LTF Projection

# LTF Plan

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## Plan

- Timeline: Align through the end of Strategic Plan FY2027/28
- Budget Connections:
  - Longer Term, High Level Budget
  - Provides Allocations or Spending Ceilings the annual budgets must adhere to
- Board Role:
  - Action, establishing longer term commitments
  - Any adjustments above annual allocation will need to come back to the board

# Changes to Fiscal Processes & Policies

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- A. Move to a long-term financial plan beginning with the FY 2020-21 Budget
  - a) Detailed budget at the program/project level through FY 2022-23
- B. Change current policy to limit admin to 15% of the total budget, effective FY 2020-21, based on the refined definition of “Administrative Costs”
- C. Update Reserve Policy to increase limit from 25% to 50% of budget
- D. Establish a flat \$5.0 million fund (Act Now) to capture emerging threats and opportunities
  - a) If emerging opportunity needs will be drawn from this \$5M reserve, what does that mean for our budget?

# Budget Timeline

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1. Provide FY 2019-20 Mid-Year Budget update to Budget & Finance Committee (March)
2. Provide FY 2019-20 Mid-Year Budget update to Commission (March)
3. Present FY 2020-21 Proposed Budget to Joint Budget and Finance/Executive Committees (May)
4. Present FY 2020-21 Proposed Budget to Commission (May)
5. Present revised FY 2020-21 Proposed Budget to Program and Planning Committee (May)
6. Adoption of the FY 2020-21 Proposed Budget (June)

# Next Steps

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- Present FY 2019-20 Mid-Year Revised Budget at the March 13<sup>th</sup> Board of Commissioners meeting (Information)
- Move to a long-term financial plan beginning with the FY 2020-21 Budget process
- Present revised fiscal Policies to the appropriate Board Committee and the full Board



Questions  
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## FIRST 5 LA

### **SUBJECT:**

Strategic Plan Implementation: Outlook for the Year Ahead

### **SUMMARY:**

At the November 14, 2019 Board of Commissioners meeting, the Board approved the 2020-2028 Strategic Plan, endorsing the Strategic Plan as the official policy guidance for the Commission and enabling staff to begin developing an implementation plan for the organization. During the February 13 Board of Commissioners meeting, staff will preview the year ahead in preparation of implementation of the 2020-2028 Strategic Plan effective July 1, 2020.

### **BACKGROUND:**

The 2020-2028 Strategic Plan articulates First 5 LA's prioritized and focused role on 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. These systems include health, early care and education and family supports as well as local community resources.

The 2020-2028 Strategic Plan was approved by the Board during the November 14, 2019 Board of Commissioners meeting. Since then, staff have begun the planning process to develop strategies for implementing the refined Strategic including short-term markers of progress over the next three years. Implementation planning will take place through June 30, 2020 with launch of the 2020-2028 Strategic Plan on July 1, 2020.

### **DISCUSSION:**

During the Strategic Plan refinement process, a set of four interdependent Strategic Priorities were identified and approved as part of the 2020-2028 Strategic Plan. Collectively, the four Strategic Priorities represent prioritized areas of work First 5 LA will lead, support and prioritize to contribute to the four Results for children and families:

- **Strategic Priority: Strengthen Public and Community Systems:** Improve, integrate and expand family-centered systems of early prevention, intervention and learning
- **Strategic Priority: Advance and Leverage Community Experience:** Connect, maximize and coordinate public resources, local assets and relationships.
- **Strategic Priority: Expand Influence and Impact with Data –** Expand the availability, use and power of data.
- **Strategic Priority: Optimize Our Effectiveness –** Heighten organizational performance to enhance our impact.

At the February Board meeting staff will begin to explore with the Board the priority implementation issues that staff will be working through over the next six to twelve months and preview future Board engagement sessions on related challenges and opportunities. Staff will identify key partners that we are working with at the community, county and state level to advance our work and how we are transitioning our current work to be more aligned with the direction of the refined Strategic Plan. Examples that will be highlighted include our increasing partnerships with health plans to increase access to developmental services and home visiting; working with State administration to address early childhood priorities and increasing partnerships within our 14 Best Start communities for the expansion of developmental readiness data.

Our Strategic Plan also prioritizes the importance of building First 5 LA's organizational capacity to successfully execute on this work, cognizant of limited financial resources. Consistent with this priority, First 5 LA will be transitioning from a Long Term Financial Projection to a Long Term Financial *Plan* in the coming months to more strategically align our financial forecasts with projected capacity. Similarly, First 5 LA will also be evaluating how to adapt processes, including the 2020/21 Budget process, structure and organization to support effective implementation of the Strategic Plan.

During the February 13 Board of Commissioners meeting, staff provide outline these priority implementation issues and timeline for implementation planning.

**NEXT STEPS:**

Following the February 13 Board of Commissioners meeting, staff will provide more details of the implementation plan approach, including updates on Impact Framework during the February 27 Program and Planning Committee meeting.





# STRATEGIC PLAN IMPLEMENTATION: OUTLOOK FOR YEAR AHEAD

Christina Altmayer  
Vice President of Programs

Kaya Tith  
Strategic Plan Project Manager



- Present Implementation Planning process
- Preview the year ahead to prepare for launch of 2020-2028 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.

## We Want Systems To Be

- Accessible
- Quality
- Aligned
- Sustainable

## 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 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



# 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

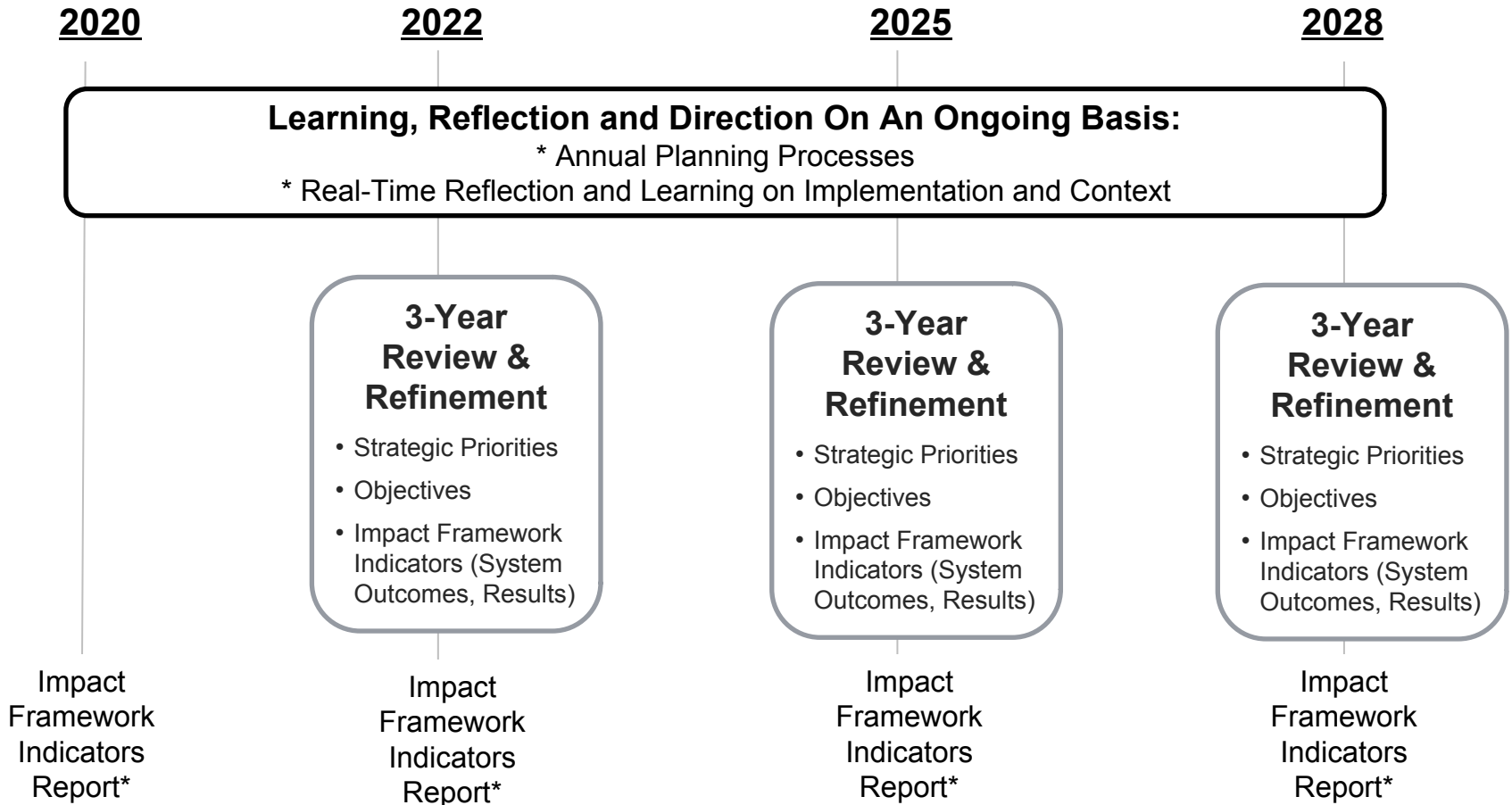
**SYSTEMS CHANGE:** Focus on systems change and implementation to impact the most children and families

**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

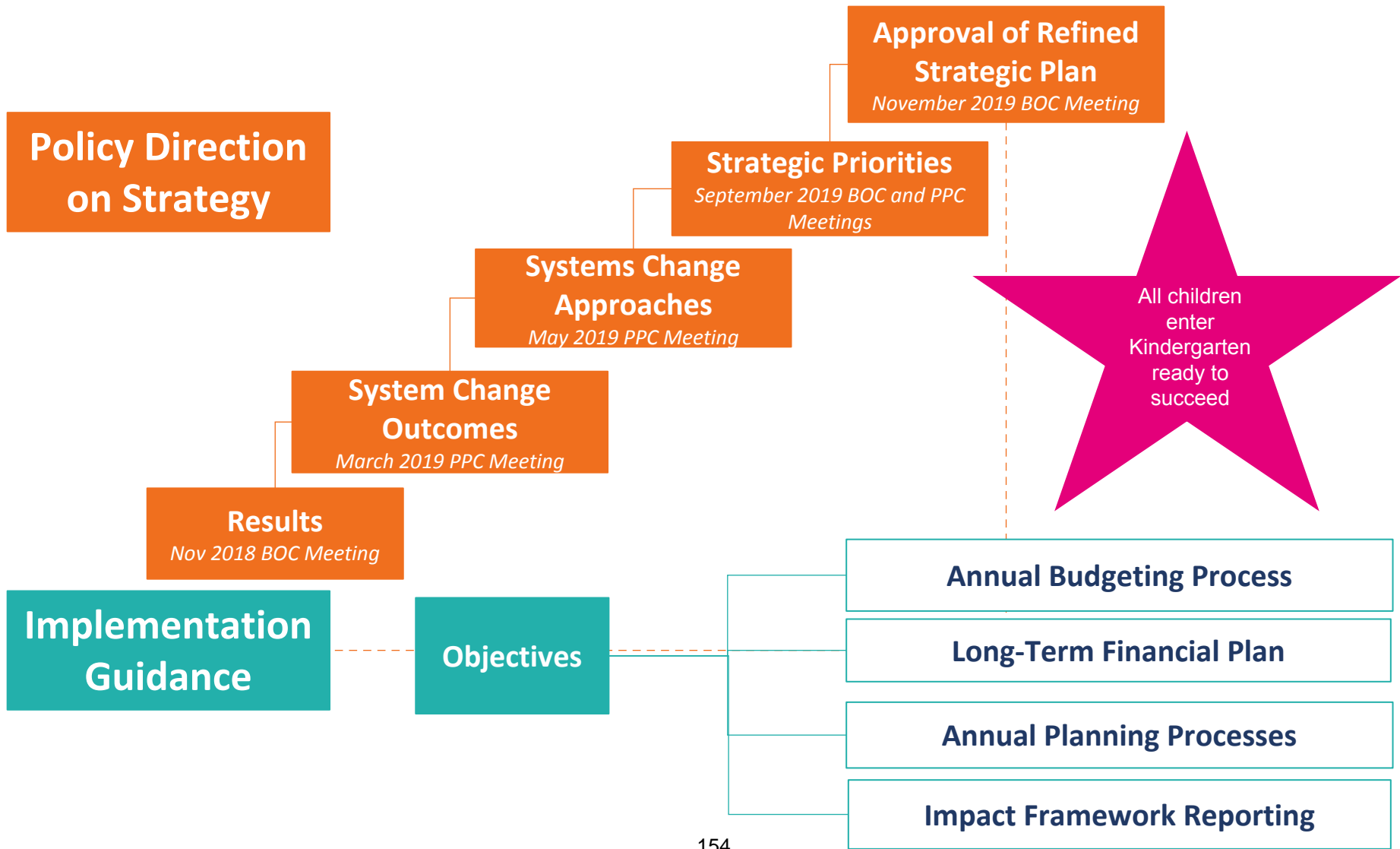
- Use data to elevate disparities and achieve equitable outcomes
- Strengthen existing public systems to be child and family-centered
- Incorporate the voice of families and communities in systems change
- Plan and operate within our fiscal reality
- Create new revenue and fund leveraging strategies
- 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





\* Dependent on availability of data sources

# Moving from Strategy to Implementation



154

Investment Guidelines

Values

**Purpose:** To develop an implementation plan that outlines short-term markers of progress and timeline for the first three years of implementation

**Timeline:** December 2019 – June 2020

**To Inform:**

- Long-Term Financial Plan
- FY20-21 (Year 1) Budget

**Reflects Our Values**

**Consistent with the Board adopted Investment Guidelines**

**Responds to the principal findings from the CEP surveys**

**Facilitates further integration of our work**

**Informs and builds upon the Impact Framework**

**Leverages and builds upon work that informed SPR4**

**Builds upon relevant work underway and existing teams/resources**

**Reflects fiscal constraints and resource limitations**

**Connects and informs further organization-wide planning and implementation**

**Reflects learnings from SPR4 Process**



**Strengthen Public and Community Systems**

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

**Advance and Leverage  
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.*

## Strengthen Public and Community Systems

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

### Advance and Leverage 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.*

- Strengthen our partnership with health care partners to inform state advocacy, sustainability planning, and local system building
- Continue to advance a targeted universal system of home visiting with our County partners, including defining necessary infrastructure and exploring new delivery models
- Broaden our ECE quality advocacy efforts to include all ECE settings and integrate/maximize funding streams

**Strengthen Public and Community Systems**

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

**Advance and Leverage Community Experience**

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

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- Informed by our learnings to date, strengthen partnerships with Regional Network Grantees within placed-based geographies to continue our work in 14 Best Start Communities
- Continue County partnership efforts to support County systems in being child and family focused (example: food insecurity)
- Implement built environment advocacy efforts<sup>159</sup>

**Strengthen Public and Community Systems**

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

**Advance and Leverage 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.*

- Release First 5 LA's first Impact Framework Indicators report
- Continue administrative and legislative advocacy efforts to be a critical voice for young children and support the Governor's agenda, where aligned
- Support the expansion of the population-level developmental assessment data in our 14 Best Start Communities, within fiscal constraints

**Strengthen Public and Community Systems**

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

**Advance and Leverage Community Experience**

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

**Expand Influence and Impact with Data**

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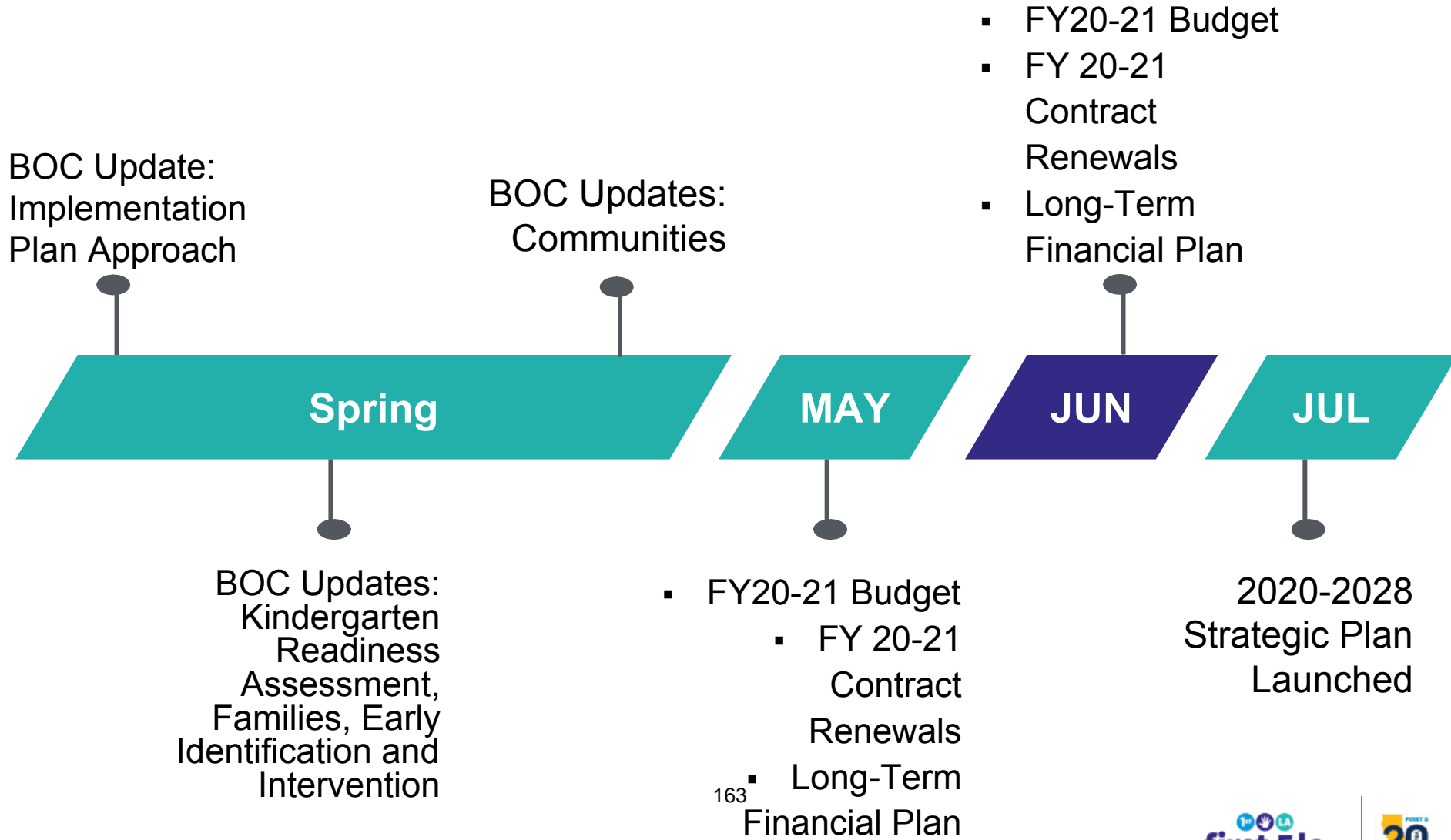
- Transition to a Long Term Financial Plan (from Projections)
- Develop the FY 2020-21 Budget consistent with refined Strategic Plan and fiscal realities
- Adapt First 5 LA processes, policies, and organization to support effective implementation of the refined Strategic Plan

## Goals

- Grantees, other county agencies and partners will be informed about the steps First 5 LA is taking to develop the implementation plan to carry out the 2020-2028 Strategic Plan and have a clear understanding of how we will reach our “North Star”
- Continue to position First 5 LA as an effective, leading advocate for young children’s issues in L.A. County, and statewide
- Reinforce First 5 LA’s brand reputation as a trusted, credible and innovative funder in L.A. County and statewide

## Strategies

- Report back to key partners on the refined Strategic Plan
- Use a variety of communications channels (e.g. newsletters, websites, social media, presentations, etc.) to share updates on implementation planning to target external audience
- Leverage the power of storytelling to profile our organization’s journey to refine our strategic plan and how we will reach our North Star



Questions?





# 2020 Federal and State Budget and Policy Priorities

Kim Pattillo Brownson, Vice President of  
Policy and Strategy

Peter Barth, Director of Public Policy and  
Government Affairs

February 13, 2020

165



# Discussion Overview

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- Review Governor's January budget proposal
- Highlight state advocacy opportunities, including state administrative advocacy and policy planning activities
- Provide an overview of 2020 state and federal policy priorities

166

# 2020-2021 Governor's Budget Proposal

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Modest **new investments** (\$127.3 million in 2020-21) in early childhood development priorities:

- \$31.9 million one-time (\$127 million ongoing) funds to provide 10,000 state preschool spaces
- \$10.1 million to support ACEs screening implementation through training and awareness campaigns
- \$10.3 million in one-time Proposition 64 (cannabis) funds to provide an additional 621 general child care spaces
- \$75 million to expand the Inclusive Early Childhood Education Expansion program focused on expanding facilities serving children with exceptional needs
- Commitment to introducing legislation to expand Paid Family Leave protections to employees of small businesses
- Commitment to funding early learning facility development from unspent prior year budgets and school facilities bond revenues, if approved by voters

167

# 2020-2021 Governor's Budget Proposal

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Focus on **planning** and **governance**:

- Creating a new Department of Early Childhood Development within the California Health and Human Services Agency, proposed for the 2020-21 state budget
- Master Plan for Early Childhood Development, approved in 2019-20 state budget; final plan due October 1, 2020
- Early Childhood Policy Council (ECPC), approved in 2019-20 state budget
- Medi-Cal Healthier California for All initiative, including a state Behavioral Health Task Force, proposed for the 2020-21 state budget

# Department of Early Childhood Development

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**Goal:** Promote a high-quality, affordable, and unified early childhood system, and improve integration and coordination with other major programs serving young children

**Initial Programs Impacted:** State subsidized child care programs (CalWORKs, alternative payment, general child care); state administration of federal programs (Head Start and Early Head Start); and child care quality programs. The California Department of Education will continue to administer the California State Preschool Program (CSPP).

**Timeline:** Planning through 2020-2021 with department launch July 1, 2021

**First 5 LA Priority Considerations:** What is the role of the new department in non-ECE early childhood programs like home visiting and early identification and intervention? What are the implications for LA County's families and providers? Will this result in services that are higher quality and more accessible, aligned, and sustainable?

# Master Plan for Early Childhood Development

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**Goal:** Provide a roadmap for achieving universal preschool and a comprehensive, quality, and affordable child care system.

**Research Action Team:** RAND, WestEd, Child Trends, Social Policy Research Associates, American Institutes for Research, Neimand Collaborative, Stanford University School of Education, Low Income Investment Fund, Parent Voices

**Deliverable:** Recommendations and key findings report due October 1, 2020

**First 5 LA Priority Considerations:** Will the plan integrate broader child development priorities like early identification and intervention services including home visiting and developmental screening? How will the plan inform healthcare and social services policy? How will equity, in particular community-level disparities, inform implementation of universal preschool and child care expansion?

# Early Childhood Policy Council (ECPC)

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**Goal:** Advise state policymakers on early childhood policy, including the Master Plan.

**Members:** Parents, providers, state agency leaders, and advocates appointed by Governor and Legislature; Chair, Dr. Nadine Burke Harris, CA Surgeon General

**LA Representation:** Mayra Alvarez, The Children's Partnership; Khydeeja Alam Javid, Advancement Project; Patrick MacFarlane, parent representative and CCRC; Tonia McMillian, provider representative and SEIU organizer; Kim Pattillo Brownson, First 5 LA; Yenni Rivera, parent representative and Community Voices/Crystal Stairs; Donna Sneeringer, Child Care Resource Center (CCRC); Dean Tagawa, LAUSD

**First 5 LA Priority Considerations:** What will the ECPC's role be in other state policy planning efforts critical to First 5 LA's priorities like the Medi-Cal Healthier California for All initiative, the cross-departmental home visiting implementation teams, and the Interagency Coordinating Council (ICC) focused on early intervention? How much influence will the ECPC have in shaping policy priorities, including the Master Plan?

# Medi-Cal Healthier California for All (CalAIM)

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**Goal:** Improve quality outcomes and drive system transformation, create a more consistent and seamless system of care delivery, and identify and manage Medi-Cal member need

**Near Term Priorities:** Finalize California's Medicaid Waiver priorities and applications, identify priority areas of focus for program implementation and oversight – currently individuals experiencing homelessness, formerly incarcerated youth, and foster youth

**Early Childhood and LA County Representation:** Children Now, LA Care, LA Department of Health Services, LA Department of Mental Health, Community Clinic Association of LA County

**First 5 LA Priority Considerations:** How will the initiative prioritize early childhood development including developmental screenings and referrals to early interventions, home visiting programs as a critical service delivery and care management approach, and child health data and oversight for health plans? What will be the connection with the Master Planning process, Early Childhood Policy Council, state home visiting implementation teams, ACEs Aware initiative, and ICC?

172



# 2020-2021 Governor's Budget Proposal

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Focus on **implementation** of prior year investments:

- CalWORKs home visiting program
- Developmental and adverse childhood experiences (ACEs) screenings
- Early learning facilities and professional development funding
- Maternal and child mortality programs
- Census outreach

# Implementation Example: ACEs Aware

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- 2019-2020 state budget included \$90.8 million to provide incentive payments and training for Medi-Cal providers conducting ACEs screenings
- Starting January 1, 2020, Medi-Cal providers can be reimbursed \$29 per ACEs screen, and by July 1, 2020 all Medi-Cal providers must certify they have completed ACEs trainings. Collectively, this effort is called “ACEs Aware” and is being jointly administered by the Office of the Surgeon General and Department of Health Care Services.
- Additional funding has been made available through a competitive solicitation to local organizations throughout California to support Medi-Cal provider trainings, communication, convenings, and other forms of engagement.
- First 5 LA has been actively engaging Medi-Cal health plans and provider partners in LA County to implement ACEs Aware, and state ACEs Aware funding may supplement efforts in the future.

# First 5 LA State Policy Priorities in 2020

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## **Implementing Prior Budget Wins:**

- CalWORKs and public health home visiting
- Developmental screening incentive payments
- ACEs Aware incentive payments, training, and outreach
- ECE facilities and professional development funds

## **Advancing New Budget Proposals:**

- Increased funding for early learning access, rates, and equity

## **Influencing Administrative Policy Priorities, Development, and Implementation:**

- Ensuring the Early Childhood Master Plan and Early Childhood Policy Council address comprehensive early childhood development priorities
- Elevating early childhood development in the Medi-Cal Healthier California for All initiative
- Monitoring efforts to create an Early Childhood Development Department and ensuring First 5 LA's long-term system outcomes guide

175

# First 5 LA State Policy Priorities in 2020

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## **Promoting First 5 Sustainability:**

- Prioritize Proposition 10 in conversations around tobacco-related product taxes including “vaping” taxes, Proposition 56 implementation, and state oversight of tobacco tax funds

## **Implementing Legislation Enacted in 2019:**

- Assembly Bill (AB) 1004 – developmental screening data collection and oversight

## **Advancing “Two Year Bills” Approved on First 5 LA’s 2019 Advocacy Agenda:**

- Assembly Bill (AB) 125 and Senate Bill (SB) 174: Creating a unified early care and education reimbursement rate system
- SB 66: Allowing “same day” Medi-Cal billing for health clinics to reduce health care access barriers

## **Engaging in New Legislation Introduced in 2020:**

- Engage in proposals which promote First 5 LA early childhood systems priorities
- Anticipated legislation focused on supporting quality improvement and alignment in the family child care programs
- Deadline to introduce new legislation – February 21, 2020

# First 5 LA Federal Policy Priorities in 2020

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## **Implementing Prior Budget Wins:**

- Increased funding for Child Care Development Block Grant (CCDBG)
- Funding for the Families First Transition Act

## **Advancing New Budget Priorities:**

- Increase funding for IDEA Part C services
- Increase funding for the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program

## **Influencing Administrative Policy Priorities, Development, and Implementation:**

- Continue to oppose regulatory proposals introduced in 2019 targeting immigrant and low-income families
- Oppose efforts to cut funding for Medicaid

## **Advancing “Two Year Bills” Approved on First 5 LA’s 2019 Advocacy Agenda:**

- House of Representatives (HR) 4107: Expanded funding for IDEA Part C services

## **Engaging in New Legislation Introduced in 2020:**

- Anticipated legislation focused on updating Head Start eligibility to reflect increased state minimum wage



# Questions?