

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, April 11, 2019
1:30 PM - 4:30 PM

Meeting Location:

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

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

1. **ACTION**
Call to Order / Roll Call
- **Sheila Kuehl, Commission Chair**
2. **ACTION**
Consent
- **John Wagner, Executive Vice President**
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, March 14, 2019 3
 - B. Approve the Monthly Financial Statements Month Ending February 28, 2019 119
 - C. Approve One Amendment and Authorize Staff to Complete Final Execution of the Amendment Upon Approval from the Board 125
 - D. Approve Amendment of Current Strategic Partnership with Third Sector New England, Fiscal Agent for Opportunities Exchange, in the Amount of \$100,000 through June 30, 2020 to Provide Shared Services Technical Assistance 127
 - E. Approve Strategic Partnership with Community Partners, Fiscal Agent for Los Angeles Food Policy Council, in the amount of \$150,000 through June 30, 2020 to coordinate and execute community engagement across the five Best Start regions in support of the 130

Created with an evaluation copy of Aspose.Words. To discover the full versions of our APIs please visit: <https://products.aspose.com/words/>

COMMISSIONERS

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

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

- Department of Public Social Service's efforts to reduce the prevalence of food insecurity
- F. Approve Strategic Partnership with the Advancement Project CA in an amount up to \$250,000 through June 2021 for the data infrastructure needed to support the ongoing policy and systems change work 134
3. **INFORMATION**
Remarks by the Commission Chair of the Board
- **Sheila Kuehl, Commission Chair**
4. **INFORMATION** 138
Executive Director's Report
- **Kim Belshe, Executive Director**
5. **ACTION** 164
Adopt Resolution Endorsing Measure EE
- **Kim Pattillo Brownson, Vice President of Policy & Strategy**
6. Break
7. **INFORMATION** 184
Strategic Plan Refinement (SPR4) Process Update: Review Phase Findings and Small Group Discussions
- **Christina Altmayer, VP of Programs**
- **Steven LaFrance, Founder & CEO, Learning for Action**
8. **INFORMATION**
Public Comment (for items not on the agenda)
9. **ACTION**
Adjournment

Created with an evaluation copy of **Aspose.Words**. To discover the full versions of our APIs please visit: <https://products.aspose.com/words/>

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

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

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

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

2 1:32 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: Welcome. I just know I have
5 more commissioners grabbing a cookie and coming back out.
6 Probably have an CEO executive director.

7 MS. BELSHE: Trying to find some hot water.

8 SUPERVISOR KUEHL: Okay. We will come to order.
9 Do we have enough people to establish a quorum?

10 Call the role to establish forum.

11 SECRETARY: Terry Ogawa.

12 COMMISSIONER OGAWA: Here.

13 SECRETARY: Bobby Cagle.

14 Astrid Heger.

15 Yvette Martinez.

16 Christopher Thompson.

17 COMMISSIONER THOMPSON: Here.

18 SECRETARY: Romalis Taylor.

19 COMMISSIONER TAYLOR: Here.

20 SECRETARY: Kesha Woods.

21 Marlene Zepeda.

22 COMMISSIONER ZEPEDA: Here.

23 SECRETARY: Linda Aragon.

24 COMMISSIONER ARAGON: Here.

25 SECRETARY: Karla Pleitez Howell.

1 COMMISSIONER PLEITEZ HOWELL: Here.

2 SECRETARY: Wendy Garen.

3 COMMISSIONER GAREN: Here.

4 SECRETARY: Deanne Tilton.

5 COMMISSIONER TILTON: Here.

6 SECRETARY: And Sheila Kuehl.

7 SUPERVISOR KUEHL: Here.

8 SECRETARY: Quorum is present.

9 SUPERVISOR KUEHL: All right. Excellent.

10 So before we begin the meeting, I wanted to
11 introduce our newest commissioner, Wendy Garen. Wave,
12 Wendy. And if you want the chair to go up higher, I'll
13 show you how that works. I suffer from the same
14 vertical --

15 COMMISSIONER GAREN: Challenge.

16 SUPERVISOR KUEHL: -- challenge. Yes, right.

17 Wendy is the president and CEO of the Parson's
18 Foundation. And before that, she was executive director
19 of the Los Angeles Child Care and Development Council,
20 program manager at Children's Home Society of Orange
21 County, and a founding staff member of the children's
22 nonprofit Crystal Stairs. She currently serves on the
23 advisory board of the Center for Philanthropy and Public
24 policy at USC, vice chair of the LA County Commission for
25 Children -- which she represents on this body -- Children

1 and Families, and the State of California Commission --
2 and the State of California Commission.

3 She's on the board and is the immediate past
4 chair of Southern California Grant makers, a regional
5 association of over 300 foundations, corporations,
6 government grant maker, and philanthropic advisors. It's
7 a leadership hub for members helping them to connect, to
8 learn, to act independently, as well as collaboratively to
9 increase the impact of philanthropy across the board.

10 So, Wendy, now that I've told sort of the bona
11 fides, would you give us a few words about who you think
12 you are.

13 COMMISSIONER GAREN: I'm going to start out with,
14 I'm grateful to be here to be of service. I think we face
15 a time that's really unprecedented in my life, which is,
16 as you can tell, long enough given what you read, of
17 opportunity to create better outcomes for kids. And
18 through my work at the Parson's Foundation, you know, I've
19 really been in a kind of leverage and collaboration with
20 First 5 on a number of projects, I think maybe starting
21 with the trauma-informed care work with John Ott. And
22 each of these experiences has deepened us as an
23 organization and I think led to some outcomes.

24 So it's a wonderful beginning.

25 SUPERVISOR KUEHL: All right. Very happy to have

1 you join us.

2 Let us move to the consent California.

3 Mr. Wagner.

4 MR. WAGNER: Good afternoon. Thank you, Madam
5 Chair. As part of the consent materials provided to the
6 board, we have one contract amendment being brought
7 forward for your consideration, And this Subitem 2C.

8 Currently, we have a contract with Blackboard,
9 which is the vendor for our accounting software. And the
10 contract is \$40,000. We're seeking your approval to add
11 \$80,000 to enter into a three-year contract for a total of
12 \$120,984. The funding for this contract is contained in
13 the current existing fiscal year budget. And, if you
14 approve this contract amendment, this amount would be
15 included in future budgets brought forward to the board.

16 Consent Item 2D is a request to establish a sole
17 source strategic partnership with the LA Care Health Plan.
18 It would also authorize staff to enter into an agreement
19 with LA Care for up to just over \$1.2 million for a period
20 of four years. This funding would support our work with
21 LA Care to pilot and launch an early identification and
22 intervention effort around developmental delays, known as
23 Help Me Grow. This works builds upon First 5 LA's
24 investment in First Connections, as well as LA Care's own
25 research and barriers to appropriate screenings and

1 referrals, as well as the County's Department of Public
2 Health's environmental scan of practices and county
3 programs relating to early identification and
4 intervention. Funding would allow LA Care to implement
5 and evaluate the Help Me Grow pilot.

6 This item was presented mostly recently last
7 month at the end of February at the program and planning
8 committee meeting and builds upon the presentation staff
9 made to the full board last October.

10 Item 2E is a regular adjustment to the budget
11 that the board makes every year in March. Your action on
12 this item approves the recommended upward adjustment of
13 \$2.3 million to our programmatic budget resulting in a
14 revised total budget for fiscal year 18-19 of \$142.2
15 million. These adjustments were brought forward to the
16 budget and finance committee on the 4th of February and
17 presented at our last board meeting on the 14th of
18 February.

19 And, finally, consent Item 2F would authorize
20 staff to establish another strategic partnership. This
21 time with KPCC, Southern California Public Radio, for two
22 years. It would further authorize staff to enter into an
23 agreement for this period of time to up to \$100,000. If
24 approved, these funds would be to expand the capacity of
25 KPCC to cover and increase public awareness of early

1 childhood development issues. It would also leverage
2 funding from other partners as well as those of KPCC as
3 detailed in your board materials. This item was also
4 presented to the program and planning committee last
5 month.

6 With that, I'll turn it over to the chair.

7 SUPERVISOR KUEHL: Any questions from any of the
8 commissioners or comments or anyone wish to withdraw
9 anything from consent?

10 Marlene.

11 COMMISSIONER ZEPEDA: John, I just have a quick
12 question. You said for 2C, which is the software issue --

13 MR. WAGNER: Yes.

14 COMMISSIONER ZEPEDA: -- that the money is
15 already part of the budget.

16 MR. WAGNER: Right.

17 COMMISSIONER ZEPEDA: So why do we need to
18 approve it?

19 MR. WAGNER: Any time we enter into a contract
20 over \$75,000, it comes to the board, and we -- once you
21 approve this, even though it's in the existing budget, the
22 current fiscal year contract is 40,000. So you haven't
23 seen it to date. But we can lock in that lower rate over
24 the next three years. And so, therefore, it would cross
25 the \$75,000, and that's why it's coming to the board.

1 COMMISSIONER ZEPEDA: This is a wise move. Okay.

2 MR. WAGNER: Yup.

3 SUPERVISOR KUEHL: Any other questions?

4 Did anyone sign up for public comment on the
5 consent.

6 SECRETARY: No public comment.

7 SUPERVISOR KUEHL: Do I have a motion then to
8 approve the consent items?

9 COMMISSIONER ZEPEDA: So moved.

10 COMMISSIONER TAYLOR: Second.

11 SUPERVISOR KUEHL: Moved and seconded. Any
12 objection to a unanimous vote to approve the consent
13 agenda?

14 Seeing none, that will be the action.

15 Let us move then Item 3, which is, oh, yeah, my
16 remarks.

17 You know, I was my thinking about -- and, of
18 course, this was suggested to me by the wonderful Lisa
19 Pinto because we were talking about it not too long ago,
20 that it's kind of rare to have all this wonderful stars
21 aligning across the state really more, but also paying
22 some attention to the little old -- not so little old
23 county of LA because, for example, the -- as First 5 LA
24 continues its commitment to early care and education work,
25 we actually in the county transferred the Office of

1 Advancement of Early Care and Education to our Department
2 of Public Health, for which we're very grateful to
3 Dr. Ferrer. So it kind of signals our dedication to that
4 issue in terms of a real population, you know, that we
5 look at.

6 We'll hear a little bit later about the
7 California Assembly blue ribbon commission and the
8 commissioner on that commission, Jacquelyn McCroskey,
9 who's going to be on our second panel. And then I asked
10 her to give us a little more information about the blue
11 ribbon commission report which came out last week, a very
12 promising report. The Governor has indicated really an
13 unprecedented commitment, not only philosophically but I
14 think fiscally, to early care and education.

15 But I think beyond that, you know, it's been a
16 long, hard slog for people who have cared about early
17 childhood education and the health of our population zero
18 to five and more than that, prenatal care, post natal
19 care, just paying attention to this population. I take
20 nothing away from our advocates in K-12, advocates for
21 higher education, advocates for foster kids, et cetera.
22 But it's been hard for us really to get the kind of
23 attention that this population needs, and it finally looks
24 like somebody is paying attention, and more than just
25 somebody. Other counties are interested. Certainly in

1 our own county, a lot more interest across all the health
2 arenas, as well as the Department of Children and Family
3 Services, Just waking up I think to the importance of how
4 these first years and indeed first months really shape a
5 whole generation and really a generation that we either
6 will see a lot of in our services later or might not if we
7 pay enough attention early on.

8 So I feel very energized by that. I feel very
9 hopeful because of that. I think the new administration
10 in Sacramento is going to be more in contact with us,
11 especially since our own Dr. Mark Galley has been tapped
12 to be the secretary of Health and Human Services, and I
13 asked that he might want to talk to Kim Belshe', a former
14 secretary of Health and Human Services.

15 MS. BELSHE: And he followed up.

16 SUPERVISOR KUEHL: And he did about what it's
17 like to work for a governor and be in a cabinet because
18 nobody knows around table knows but you. So I thought
19 that was a good place to point him.

20 But I think that contact -- I'm not just talking
21 about having an in, but the fact that someone in that
22 cabinet knows and understands our county, which is over a
23 quarter of the state, and the issue, especially around
24 health in our county, can only be helpful.

25 We have other friends that are serving the

1 Governor, too. And I think, as I hear, there may be even
2 more. So I'm really looking forward to this coming year,
3 especially, but, you know, beyond, and happy that the
4 stars are aligning.

5 So speaking of stars, over to you Kim.

6 MS. BELSHE: Awe. That -- that is very sweet.
7 But let us -- let us anchor this conversation in our north
8 star. Right?

9 SUPERVISOR KUEHL: Very good.

10 MS. BELSHE: Because I think it's a great tee up
11 to our panel discussion this afternoon because I think, as
12 the supervisor noted, it's amazing to see the stars
13 aligning in Sacramento. And having worked in Sacramento
14 largely during times along with the former Senator and
15 Assembly member when there was no money, it's a very
16 different context today. So it's both -- yes, there are
17 resources, but even more importantly we have a governor is
18 articulating a vision and is putting both his ideas and
19 his resources behind that vision. One of the -- so I
20 think the state climate clearly is very promising.

21 One of the reasons why I'm really optimistic
22 about the opportunity that we have before us is because of
23 what's going on here in LA County. And the supervisor
24 touched on that as well. I just -- everywhere we go, the
25 people we bump up against, the conversations we're a part

1 of is just really lifting up the extraordinary leadership
2 that exist here in the nation state of LA. And there are
3 some really concrete examples of how work we are doing
4 here in our county are informing and driving change in
5 major systems and funding streams statewide.

6 So today's conversation, we're going to be
7 shining a light on some concrete examples that speak to
8 that with a particular focus on the prevention of child
9 maltreatment. It's a timely conversation in part because
10 last night there was a very interesting gathering that a
11 number of commissioners and others in the community went
12 to. It was convened by Supervisor Mark Ridley Thomas to
13 talk about. So the blue ribbon commission convened a
14 number of years ago, comprehensive, long report with many
15 powerful recommendations put forward. Kind of, where are
16 we. And so it was a convening of leadership from the
17 commission as well as the staff, the former executive
18 directors of the commission effort, as well as the county
19 agency leads, the systems leaders, Dr. Ferrer, Bobby
20 Cagle, Dr. Galley -- Christina Galley. Unfortunately, Jon
21 Sherin was sick so he wasn't able to be there. Mike Nash,
22 leading the OCP. And it was just a really impressive and
23 substantive conversation about the amazing work underway
24 in LA county dealing with some of the hardest issues that
25 we're working together around.

1 And a couple of the themes that really stuck --
2 stood out for me which underscore why I'm really
3 optimistic about our work broadly, and particularly as it
4 relates to the prevention of child maltreatment, is the
5 consistency of the comments made across these diverse
6 systems leaders. First and foremost, a shared
7 acknowledgment that prevention is not the responsibility
8 of Bobby Cagle and DCFS alone. And we may all nod our
9 heads and say, well, that's absolutely right. But for a
10 long time I think we -- and I would include myself as a
11 former Sacramento person -- was like, how do we support
12 DCFS's through the 4 Ewaiver, Title 4 Ewaiver to have more
13 resources to do prevention.

14 One of the most powerful things going on here is
15 this -- is embodied in this shared responsibility around
16 prevention, something that I know this board sees an
17 important role for itself in.

18 There was also a theme that, if we want to
19 contribute to meaningful and sustainable systems change,
20 not just in individual systems, but in terms of better
21 coordinating and integration of systems that families
22 touch in so many different ways, it does require a very
23 different way of our county agency leaders working
24 together. And you could really see that in very concrete
25 examples that they brought forward in terms of their work

1 moving forward with the BRC recommendations.

2 It was also clear that they, like we, are holding
3 this tension between this sense of urgency because the
4 needs are so great and a recognition that this type of
5 systems change at the intersection of multiple systems is
6 hard and messy and complex. It's something we wrestle
7 with in our own more -- our smaller world at First 5 LA.
8 But Supervisor Ridley Thomas, one of his comments at the
9 ends was, he says, we need to bring what he characterized
10 as strategic urgency to this work.

11 So, yes, we bring urgency. Yes, we need to move
12 forward with dispatch, and we need to acknowledge that
13 these systems are hard and complex and it takes time and
14 experience working together.

15 Another aspect of that is acknowledging that we
16 can have really strong recommendations, but they need to
17 be -- building upon good work, but we need to make sure
18 the infrastructure is in place to expand and grow. And
19 that isn't always the case. And we know that from our
20 work with home visiting. So we're part of a major effort
21 to expand home visiting and working with the county and
22 others, working to shore up and strengthen the
23 infrastructure so it can expand more broadly.

24 Two other quick themes which are very resonant
25 with First 5 LA is, so many of the county systems leads

1 talking about the importance as it relates to prevention
2 of maltreatment -- child maltreatment to think and act and
3 look upstream with a particular focus on root causes and
4 acknowledging that some of that root cause analysis bumps
5 up against some very hard issues around racism and
6 discrimination and trauma. And that too is very relevant
7 for our work as we bring to the board a new investment
8 guideline around equity, you know, being more intentional
9 about how we think about root causes as we move forward
10 with implementation of that particular investment
11 guideline.

12 And, finally, it was so clear from that meeting
13 leadership matters. Elected leadership. A lot of
14 discussion about the changes in the board of supervisors
15 over the course of the past five years, the changes in the
16 county agency leadership that the board has appointed, the
17 energy and engagement of staff, as well as the broad array
18 of community partners. And so I was just really proud to
19 know that we're one of those partners and so excited to
20 see what progress has been made in the implementation of
21 that prevention plan, which we're going to hear a lot more
22 about this afternoon. But it's one that I think should
23 give us as a board, as a staff, and as a part of the
24 broader community of child development -- early childhood
25 development leaders a lot of confidence that what's going

1 on here is going to be critical, not only to the families
2 and children in our county, but to the policy makers who
3 are paying attention in Sacramento and, yay, a governor
4 who's actually paying attention.

5 So I wanted to acknowledge we had a number of
6 commissioners there. Wendy was there. Romalis was there.
7 Silvia Swilley was there. Astrid was there. And then our
8 board members who are directors.

9 So exciting evening, timely for this
10 conversation, and I'm very grateful to our many guests who
11 are going to be participating in the panels. I know we'll
12 learn a lot. Thank you.

13 SUPERVISOR KUEHL: Thank you, Kim. It's
14 interesting, while you were talking about county
15 partnerships, we're looking beyond the usual suspects, I
16 guess you would say, as well. I just had a kind of
17 catch-up meeting with our fairly new public defender. And
18 we were talking about the fact that many, many, many,
19 many, many, many people who come to court, both adults and
20 juveniles who are within public defender's purview, are
21 there with their families. Their families come. Their
22 partners come. They might even bring children, the
23 grandmothers, everybody. And he said, you know, it's a
24 fabulous opportunity for the county to -- because it's
25 where a lot of different -- unfortunately, a lot of

1 different communities come together and a lot of different
2 people are there every day. If we could figure out a way
3 to offer services at the courts, maybe a couple trailers,
4 you know. We don't know, but to connect people in a new
5 way just to say, these things are available, we can, you
6 know, work with you. And it's that kind of thinking that
7 I think has been very wonderful to watch really in the
8 county.

9 Often, you know, Mark is right about the board,
10 but a lot of what we do is sort of step back and open a
11 door, and say, we're not always going to be able to say
12 yes to everything, but think of something, tell us what's
13 on your mind, what would excite you and what new things
14 can you do. So sometimes have you to be careful what you
15 ask for, of course, because a lot will come forth. But I
16 think there are more and more and more opportunities
17 because we touch probably every one of the 10 million
18 people in this county in some way every day.

19 The other thing I want to remind you is that a
20 billion butterflies are flying through the county at the
21 moment. So go outside and be somewhere where you can see
22 some of them because it's just amazing.

23 MS. BELSHE: I saw them on my windshield last
24 weekend in Anza-Borrego. They were just like -- it's
25 extraordinary, the painted ladies.

1 SUPERVISOR KUEHL: So thank you very much.

2 Were there any people who signed up to speak for
3 public comment on my or Kim's comments.

4 SECRETARY: No public comments.

5 SUPERVISOR KUEHL: All right. Let us move then
6 to the next item.

7 We're going to have two panels. The first panel
8 we imagine as a sort of a -- we'll call it high level, not
9 meaning that everyone is a general or super colonel or
10 something, but really what we often call the 30,000 foot
11 level to talk about prevention of abuse and neglect and
12 really treatment of our very young kids, and how that can
13 be enhanced by bridging multiple systems and working
14 together. We have a wonderful set of speakers and
15 addressers who will talk to us and present. And then we
16 will ask any questions that we have of them.

17 Following that panel, we'll take a break and then
18 move to a second panel really on the same topic, but a
19 little bit more of a deeper dive for some of the ways in
20 which we're actually doing this, though there's always
21 crossover in these two things. And then following that
22 last panel and some comments and questions from the
23 commissioners, I asked Jacky McCroskey, since she happened
24 to be on the blue ribbon commission in the state, to just
25 give us a few minutes about that report. And that is not

1 really on the agenda, but it's related of course because
2 she's on the second panel and will be talking about that
3 as well.

4 So let us then move to the first panel. John, I
5 think you will introduce and then introduce.

6 MR. WAGNER: Yes. So thank you and hello again,
7 commissioners.

8 So about this time last year, we brought forward
9 a panel presentation and some breakout sessions on the
10 work we were doing with our county partners. And today
11 we'll be doing so again, as the chair mentioned, through
12 the lens of prevention.

13 I'll make a few contextual remarks to introduce
14 this item and then turn it over to our county partners who
15 I'll introduce in a minute to share their view of our work
16 and how we've partnered with them to advance areas of
17 prevention.

18 The first piece of context, as the executive
19 director mentioned, was the definition. And in the county
20 prevention plan, it focuses prevention on the prevention
21 of child abuse and neglect, also known as preventing child
22 maltreatment. We know for many of us that work in this
23 area that there are a huge array of services and areas and
24 points of focus for prevention. And it can be very broad.
25 But for the purposes of this discussion, we're talking

1 about the prevention of child maltreatment. And we split
2 this conversation, as the chair mentioned, into two parts.
3 So I will introduce panel A, which is focusing on how
4 we've worked over the last -- actually over a year -- over
5 a year with the Office of Child Protection. And through
6 that work on prevention, we've been able to touch a number
7 of county systems that are definitely related to improving
8 services to kids and families. And so -- and then after
9 that discussion, we'll turn it over to Christina Altmayer,
10 our VP of programs, to launch panel B, which will also
11 touch on prevention but look at specific program or system
12 level innovations like our work to expand home visiting,
13 our work to do some fiscal analysis in the area of early
14 childhood education, our work to look at how to use mental
15 health services act dollars more effectively in LA county,
16 and how those efforts have been used to influence broader
17 state systems change efforts.

18 So in some ways we're providing example of how
19 First 5 LA's work in one issue, child abuse prevention,
20 can provide connections across multiple county systems,
21 kind of a horizontal view. And that's panel A.

22 Then we'll be looking at a vertical view,
23 partnering with and driving local investments within
24 specific programs or services like home visiting and ECE,
25 and leveraging that experience to inform various state

1 systems and other opportunities at the state level.

2 That's panel B.

3 And both panels will include an opportunity for
4 presenters and our board to engage in a conversation
5 around some key questions regarding our role, which will
6 be initiated by Reid Meadows, our county systems
7 strategist. And this is extremely timely given that we're
8 in the midst of having this conversation as part of our
9 strategic planning refinement process, which is actually
10 the next item on the agenda after the BRC update.

11 In looking at our fiscal realities and going back
12 to taking a little bit of a trip back to 2014, we brought
13 to the board our fiscal realities and projections, as part
14 of the work to undertake the planning for our current
15 strategic plan. And in looking at those realities, the
16 board was asked to endorse certain what we called
17 investment guidelines that would guide our work in the
18 current strategic plan, similar to the discussion, as I
19 mentioned, that we're having today as part of the
20 strategic plan refinement process or SPR4. And it's
21 really meant to kind of frame how we should approach our
22 work.

23 Kim sometimes refers to this as our six-part
24 identity statement. And one of those components, one of
25 those investment guidelines was the -- that we would want

1 to partner -- more often than not we would want to partner
2 with others to do this kind of work. Another one was to
3 focus on prevention, which -- and a third just to call out
4 was to seek policy and systems change, all of which
5 together would maximize the impact we can have on the
6 lives of families and kids prenatal to five.

7 So today's panel is a manifestation of how we've
8 implemented those three investment guidelines. And in
9 addition, there's no greater example in my mind as to the
10 opportunity we have than to partner with the very systems
11 that represents the resources going into many of these
12 families who have kids.

13 And I just want to point out this isn't to say
14 that historically First 5 has not partnered with these
15 county systems. We have. And, in fact, we have
16 longstanding partnerships through our program work,
17 through our investment in communities. So that part isn't
18 necessarily new. But what is new is what this partnership
19 looked like. And it wasn't just about funding, but it was
20 about the experience we had in bringing that to this work,
21 and strategically sitting at tables with our county
22 partners to look for ways in which we could partner from
23 the very beginning.

24 So just as we were having that conversation and
25 making those decisions in 2015, the county established the

1 Office of Child Protection or OCP. And what a great
2 opportunity that was to reach out and meet with the new
3 and emerging leadership of OCP to find ways in which we
4 could to work together. And we have continued to do that,
5 first with the support of the development of the county
6 prevention plan, which the board has heard about in
7 previous presentations, and now as we moved into
8 implementation.

9 So before I turn it over to Carrie who will be
10 going through the implementation of the prevention plan,
11 we want to make sure that we call out areas that we're
12 continuing to work with county partners and other areas as
13 well, not just in the area of prevention. In fact, we're
14 beginning to work with the Department of Public Social
15 Services in the very early stages of examining ways we can
16 help identify what are the barriers families are facing to
17 accessing the appropriate nutrition or food supports.

18 We're also working with DMH and supporting some
19 of their work with providers, as well as supporting the
20 Center for Strategic Partnerships strategic planning work.

21 So these and some other examples are how First 5
22 LA is engaging with county system leaders early on and
23 bringing some expertise grounded in our investments in
24 communities and families and developing solutions that are
25 more responsive and robust than the county or First 5 LA

1 could have done alone.

2 So now I'll turn it over to Carrie Miller, who is
3 the assistant ED of the Office of Child Protection, and
4 has been such a critical reason that this partnership has
5 work and why it continues. Carrie has been with the
6 Office of Child Protection since the beginning and has a
7 long history of working on these issues on behalf of kids
8 and families for Los Angeles county.

9 After Carrie, we'll hear from Susan Kaplan who is
10 the executive director of Friends of the Family. And
11 Friends of the Family, as most know, is a comprehensive
12 family resource center that has been a leader and
13 innovator of delivering community-based family supports,
14 including as a provider within the DCFS prevention and
15 aftercare network. The P and A network is one of the
16 community-based family strengthening efforts upon which
17 the county's prevention plan seeks to build.

18 So as I turn it over to our panelist, I'd ask
19 them to share their views on how this partnership has
20 worked to move forward a body of work stemming from and
21 connected to a county established priority.

22 MS. MILLER: Thank you, Jon.

23 It's a pleasure to be here. Thank you for having
24 me.

25 So as Kim mentioned, there was a blue ribbon

1 commission report that was issued in 2014 with a number of
2 recommendations. And one of the key recommendations in
3 that report was to create a countywide prevention plan.
4 That was tasked to the OCP. In order to do that, we
5 pulled together a number of partners to do that. First 5
6 was absolutely instrumental in helping to develop that
7 report, not only through expertise and staff in terms of
8 different areas around prevention, what that means, but
9 also in its ability to help us engage community, engage
10 parents, engage providers, engage a larger sense of, what
11 does it mean to really prevent child maltreatment as
12 primary as possible, as early as possible, and what does
13 that look like.

14 So with the help of First 5 in many areas of this
15 plan and many of the partners around this table, not only
16 in roles involved with First 5, but also in your own
17 organization roles. So, for instance, ICAN, DPH, DMH, the
18 Children's Commission, the policy roundtable, all were
19 really instrumental in helping us develop this plan and
20 come up with something that we felt was really meaningful,
21 was powerful, and was going to make a difference.

22 So in that work, we came up with six key
23 strategies. First 5 LA was instrumental in really moving
24 four of those forward. So I'm going to focus on those in
25 particular. The first was called networking the networks.

1 And the idea on that is, we know that through the work of
2 many years of hard sweat, blood, tears of many folks
3 around this table, in the community, folks have a long
4 history of creating these prevention networks. And they
5 are vast, they are deep, they go far, they bring in
6 community partners, they bring in parent voices. They're
7 really phenomenal. And that work started decades ago.

8 One of the particular ones that we're really
9 impressed by was the Prevention Aftercare Network, which
10 Susan Kaplan is one of the lead agencies for that work.
11 But what we wanted to do is, we know there's so many of
12 these out there. The idea was, how do we connect all of
13 those together and interweave a real safety network for
14 our families and our communities and build upon each of
15 the strengths of all the networks working together. So
16 that was a really key focus.

17 One of the ways that First 5 has been really
18 helpful in moving that forward is giving us access to and
19 expertise and guidance in working with the community and
20 getting engagement in terms of what types of
21 recommendations and support are necessary to really
22 network the networks what does that look like and how do
23 we bring in parent voices. And so we've actually at this
24 point been able to go out to the communities and vet a
25 series of recommendations that we're going to bring back

1 to the county on how do we actually do this in a
2 meaningful and strategic and powerful way. And so that's
3 one of the things that we're really excited about. We
4 should have a report then that's vetted and finalized in
5 the next I'd say probably a month or so. We're getting
6 really close to finishing that work. So that's really
7 tremendous.

8 The second area is around home visitation. There
9 is a report issued by DPH through a collaboration with
10 many partners around, how do we create home visitation in
11 LA county that's really universal; universal in a sense
12 that not everyone has to have a home visitation, but that
13 everyone who wants to participate, who wants to take part
14 in that type of a service would have access to it.

15 So there's a whole set of work that I won't go
16 into deeply because I know on the second panel you'll hear
17 more about that specifically, but I wanted to mention that
18 work in terms of moving that forward has been really one
19 of the pillars of this report in terms of, how do we
20 create the types of supports up front for families that
21 they need in order to thrive and build strength, strong,
22 resilient, healthy families and communities. And, again,
23 I think First 5 has been really tremendous in that
24 because, not only has -- do you have an expertise in that
25 role, but there's a real subject matter, deep expertise

1 and investment and commitment to this work over a number
2 of years, which was really helpful for the county I think
3 in terms of really trying to wrap our brains around what
4 would that look like on a large scale; if we really expand
5 it out to scale, what does that mean and how do we get
6 outside the box of bureaucracy and learn from the lessons
7 learned that First 5 has been able to be out on the
8 forefront that we can learn from, we can take and move
9 forward. So that was another key piece.

10 Third piece was around early care and education.
11 Again, that is something that you'll hear more
12 specifically on in the second panel. But this is a key
13 area that we know that any prevention plan ever that's
14 going to work must expand the capacity of early care and
15 education across the county to all families, again, who
16 are interested in participating in that and what that
17 means. And, again, in this analysis that we're doing
18 right now, we have a comprehensive analysis on, what does
19 the funding look like throughout LA county across all
20 partners, public, private? What are we doing so that we
21 can understand in terms of the money for that; what does
22 it look like in terms of, are we utilizing the money in
23 the most effective way possible, are we maximizing
24 dollars, is there duplication, is there something that we
25 need to be doing so that we can create a universal system

1 that is strong, that's robust, that allows our families to
2 get what they need. And First 5 not only, again, brought
3 expertise to that process but has actually stepped up as a
4 partner and is funding some of the work of that analysis,
5 which is tremendously important and allowed us to actually
6 add additional communities that we can add to the
7 analysis, which will be largely important. Especially in
8 a county as large as Los Angeles, we want to get as many
9 voices in that report as possible.

10 And then the other area that also we've been
11 focusing a lot on is around, how do we measure all this.
12 It's great to say we're going to do all this work. It's
13 great to say that this is out there, but what's the impact
14 and how do we know that there is an impact and that we're
15 making the difference that we want. That work actually,
16 because of First 5's very strong evaluation and research
17 team, was helpful in us creating a draft set of metrics
18 around the area of prevention as a first step towards
19 looking at, as a county, how do we measure child
20 protection. We decided to start with prevention and use
21 First 5 as a partner in moving that work forward and
22 helping us develop that metric. So we do have a set of
23 draft metrics now that are being vetted across many
24 partners that we hope to actually make public and utilize
25 soon.

1 And then the last area that we also looked at at
2 the plan was an area where we actually went through
3 multiple county departments and said, going back to Kim's
4 point, since DCFS doesn't own prevention, because this is
5 a countywide issue, what can you do as a department that's
6 not DCFS step up to the table and help us own prevention
7 and move it forward, and what does that look like. And
8 First 5 was a very key partner in every one of those
9 negotiations with the departments to say, what the things
10 that you can do to help move this work forward.

11 MR. WAGNER: Thanks, Susan.

12 MS. KAPLAN: Good afternoon. My pleasure to be
13 here as well. Commissioners, thank you for wanting to
14 hear what it is that we have to say.

15 I have a couple prefaces and then I'll just cut
16 to the bottom line. I think my role here is to sort of
17 talk about how I see First 5 as having played an important
18 role in making sure that the community voice is part of
19 the discussion and is part of this change movement.

20 And I want to make sure though, before I even
21 started, that we're really clear on the definition of
22 prevention because we talk about -- and I'm going to talk
23 about it in the shorthand of prevention and preventing
24 this and a prevention policy, and that sort of thing. So
25 I -- and because it's the water I swim in, I believe I

1 know what I mean, but don't want to rely on that everybody
2 else absolutely knows what that is.

3 So the word -- the definition for the word
4 "prevention" is fairly easy and straightforward. It means
5 to stop something from happening. Right? And we know
6 that one of the biggest prevention initiatives in history
7 was the initiative to prevent polio. Right? And so a
8 vaccine was developed and in this country, we were pretty
9 much able to eradicate that bad outcome. So it's the bad
10 outcomes that follow the word prevention that are
11 important to talk about.

12 And so when we say we want to prevent child
13 maltreatment, that's pretty much our focus here, but we
14 also may want to prevent crime, prevent school failure,
15 prevent substance abuse, a variety of things.

16 The interesting thing is that -- that almost all
17 of those bad outcomes share a common set of root causes.
18 And just to name a few of them, these were also all named
19 in the 2008 county motion that -- that developed the
20 prevention initiative demonstration project, the precursor
21 to prevention and aftercare. But at least what -- some of
22 what they have in common are poverty, inequity, racism,
23 marginalization, isolation. And so our big question is,
24 what are we doing to address those root causes. What are
25 the kinds of things -- and it's not a set of services.

1 What are the kinds of things that we do to address those
2 root causes so that the bad outcomes can be stopped? It's
3 a hard conversation. Those are big items. And so this is
4 a conversation that's been going on in our county for at
5 least 15 years, probably more, but with -- with some --
6 some attention for at least the last 15 years or so.

7 So I'm here speaking as a representative of one
8 of the ten prevention and aftercare networks in
9 Los Angeles county. And as Carrie mentioned and Jon
10 alluded to, the ten P and A networks were called out in
11 the OCP prevention plan as being one of the centerpieces
12 for the plan for prevention of child maltreatment in LA
13 county and would be relied upon in order to move the
14 implementation aspects of the plan forward.

15 So now my -- my -- you thought that was my
16 preface. Here's now my real preface, because I want to
17 set the scene a little bit. But the bottom line what I'm
18 going to talk about is the big role that First 5 has
19 played. And I hope you'll see this as a great complement,
20 although some people might not take it that way, but as an
21 organizer. And as somebody who reveres community
22 organizing, who believes that -- that community organizing
23 strategies have been some of the most powerful strategies
24 to move prevention along in our county, I mean it as a
25 great, great compliment. So everything that I'm going to

1 say, cut to the bottom line if you want to tune me out,
2 that's where I'm going to get to.

3 Getting to people to move from a traditional
4 social service model which tries to repair trauma after
5 the fact and intervene in individuals and systems that are
6 behaving nonproductively toward a prevention model which
7 invests in approaches that address the social determinants
8 such as poverty, inequity and marginalization that create
9 the need for service intervention in the first place is a
10 large undertaking that requires the best of organizing,
11 advocacy, education, and persuasion skills made into a
12 thorough understanding of public policy and systems
13 change. And in empowering people working in entrenched
14 and oftentimes calcified systems -- and that I don't mean
15 as a complement -- to change the way they think and become
16 motivated to action is a resource intensive undertaking.

17 The discussion about innovative prevention models
18 has increasingly amplified in LA county over the past 15
19 year change. However, just as change at the community
20 resident level requires organizers that motivate people to
21 action by deepening their understanding of who they are,
22 what they want, and why they want it, change at the
23 systems level requires the same.

24 It's been fortuitous that as prevention has come
25 to occupy a central theme in conversations in our county

1 as the path to take -- to make improved outcomes for kids
2 and families, that First 5 has been able to step up and
3 step in to act in the role of organizer and convener,
4 pulling people together and providing facilitation to move
5 discussion, planning, and work around prevention forward
6 through a range of work groups, listening sessions,
7 facilitation, and resource commitment.

8 First 5 occupies a singular space in LA county
9 due to its nature straddling -- as I see it, straddling
10 the public and private spheres and its resource; that
11 First 5, inspired by commission and staff member vision
12 and leadership, has chosen to use some of its resources to
13 organize, mobilize, and educate people around prevention
14 policy and models, helping to increase the velocity of the
15 development of a prevention ethos much more quickly than
16 would be the case otherwise is phenomenally valuable.

17 So at the community level, which is where I live,
18 the way that this is manifested is in First 5 acting as a
19 bridge between disparate systems, include county
20 institutions, NGO/CBO systems of care, county residents,
21 universities, foundations, businesses, law enforcement,
22 and creating structures that enable a variety of
23 personalities and work styles to work collectively. And
24 that's why Jon's hair looks like it does.

25 First 5 -- First 5's work around prevention

1 policy has helped to elevate how the NGO/CBO system is
2 seen by county institutions that is as more than just a
3 set of interchangeable vendors and providers, and rather
4 as a partner system of care that is essential for the
5 county to achieve its goals.

6 I don't think I have to tell that you the
7 daunting task of bringing together the county, the NGO/CBO
8 system, and the parent system, the resident system to
9 build momentum around prevention policy makes whatever
10 negotiations are going on between American and Chinese
11 diplomats about tariffs and intellectual policies seem
12 like a snooze in comparison. I can say that First 5 has
13 played an instrumental role in facilitating the
14 development of productive partnerships with the potential
15 to build collective will to battle against entrenched
16 beliefs and traditional systems that have not worked for
17 children and families.

18 Thank you.

19 MR. WAGNER: Thank you.

20 MR. MEADOWS: So, first of all, thank you to
21 Carrie and Susan for your leadership in this work. And
22 I'll just really quickly summarize, but we've heard a
23 number of roles that First 5 LA has played in this work.
24 The first is as a connector, kind of bridge these large
25 county systems with community stakeholders in the voices

1 of parents who've worked as a collaborator serving an
2 active or leading roles on several of the prevention plan
3 implementation work groups, and also as a catalyst using
4 our experience, our expertise, relationships with
5 community partners to advance a broad systems change
6 effort in prevention.

7 So just to get our discussion started, you'll see
8 two questions here on the slide. And I'll pose this first
9 question to our panelists and then I'll open it up to our
10 commissioners for their thoughts.

11 So to Carrie and Susan, we're hearing that First
12 5 LA has played a number of roles in the area of
13 prevention. Where are we most effective?

14 MS. MILLER: I would say I echo what Susan said
15 about the convening role. I think that's tremendously
16 important. But I think also what has been really helpful
17 I think for the county in particular is that one of the
18 roles that First 5 can play is not only the subject matter
19 expertise, but a very different perspective, a perspective
20 that comes from the community, that comes from the parent
21 voice, that comes from outside of the system being able to
22 push us, catalyze, advocate, and move us into a direction
23 that takes us outside of maybe where the box we thought we
24 were trying to play in.

25 I think that one of the things that, you know,

1 county historically has not done very well is figure out
2 how to bring in the community, how do we work as a
3 partnership with the private sector, what does that look
4 like. And I think the advocacy role, the work that First
5 5 is able to do at the state level as well as the local
6 level has been a tremendously important part of the work
7 that we've had and that's been able to move it forward on
8 multiple levels, so not just at a local level, but also at
9 a state level as well.

10 MS. KAPLAN: I won't repeat everything you just
11 said. I agree with all of that. And the part that I
12 would just add comes from a conversation that Christina
13 and I were just having prior to this meeting, which is,
14 oddly enough, after two years of anxiety and concern and
15 -- and a sense of going down a rabbit hole, we find
16 ourselves now, at least in our state and perhaps from some
17 other incidents, that -- a moment of opportunity. It
18 feels like there is much more opportunity going on.

19 And -- and as Christina said to me, the big worry
20 -- her big worry is, are we going to waste this
21 opportunity. How do we take advantage of that. So the
22 role that First 5 plays as the driver, as the put -- it's
23 the push -- the -- the -- there is -- there is leadership
24 at the front, but there's also the traction that comes
25 from the push from behind, the -- the muscle that it takes

1 to take advantage of the kinds of opportunities that we
2 currently have because we are able to have resources at
3 the state level, sentiment at the state level,
4 conversation at the county level. But if we just leave
5 them all out there sort of dangling by themselves, we
6 won't be able to take advantage of it and move forward so
7 that we can truly be transformational.

8 SUPERVISOR KUEHL: Reid, why don't you go ahead
9 and ask the second question and then I think the
10 commissioners can make comments about the good news, the
11 bad news, and the missing news.

12 MR. MEADOWS: The second question, what's missing
13 and what resonates most. So, please, commissioners, jump
14 in.

15 SUPERVISOR KUEHL: To the panelist think.

16 MR. MEADOWS: We were actually going to open it
17 up to the commissioners now. We wanted to leave plenty of
18 time for discussion.

19 SUPERVISOR KUEHL: So they don't want to say
20 what's missing?

21 MR. MEADOWS: They are more than welcome to.

22 MS. KAPLAN: We're swimming in subjects. You
23 tell us.

24 SUPERVISOR KUEHL: Yes what?

25 MS. BELSHE: I think it's an important question

1 for them if you --

2 SUPERVISOR KUEHL: Yes. And maybe if you didn't
3 write it down already, you may know. I think it informs
4 -- you know, it's lovely and the commissioners love to
5 hear how First 5 has been incredibly wonderful and
6 instrumental. But I think it's also good for us in our
7 discussion to hear from -- especially from the two of you
8 where you think there could be a greater role or we missed
9 the boat or something to help inform our larger thinking
10 about it. Because I'm certainly, Carrie, you may have
11 thought about this. And Susan.

12 MS. MILLER: I would say I'm not sure that it's a
13 missing piece as much as something that I would like to
14 see happen more in the future is, I think one of the areas
15 where First 5 has been tremendously powerful is like just
16 looking at the example of home visitation, for instance.
17 Like the subject matter expertise as well as the resources
18 that you bring to the table have been tremendous. And I
19 feel like in some respects and for whatever reason, you
20 know, there's -- the county is the big behemoth and the
21 one that's sort of driving the work forward, and First 5
22 is a tremendous partner, but maybe hasn't been side by
23 side as equal as a partner. And I would love to see
24 moving forward not just that, but that's just an example.
25 I'm saying, if there's a way to create more of a

1 partnership where First 5 is really a true equal partner
2 moving forward some of this work in the future, I think
3 that would be a tremendous benefit because you have so
4 much that you bring to the table and you're such an
5 amazing resource. I would love to see that moving forward
6 in many areas around the prevention work and bringing
7 community voice and the private sector into a partnership
8 with the public on a stronger and more of a front role.

9 MS. KAPLAN: I suppose my comment would be that
10 the difficulty that any facilitator, convener, organizer
11 finds themselves in of having to be delicate about the
12 politics of inclusion. And so in some of the
13 conversations that go forward, I think that -- that if
14 First 5 could get clarity on maybe who ought -- who
15 doesn't need to be at the table, who's not contributing --
16 who has contributions to make, but just not necessarily in
17 the prevention arena.

18 Some of that came up in -- as we worked in the
19 networking the networks group. And for a while the whole
20 thing ballooned into every network that you could possibly
21 imagine in this county was supposed to be at table. And
22 that missed the boat because all -- every network that is
23 operating and convening or comes together in the county is
24 not focused on the very principles and values of
25 prevention, which means looking at those root causes and

1 addressing the kinds of things that -- that tie those root
2 causes to the bad outcomes.

3 So I -- I -- it's a political and difficult dance
4 to do, but I think that that would be helpful in moving
5 things going forward.

6 SUPERVISOR KUEHL: Commissioners, any
7 conversation, any comment on this?

8 Deanne.

9 COMMISSIONER TILTON: Thank you so much. It's so
10 nice to see you here. Haven't seen you for a while,
11 Carrie, of course.

12 Brilliant work. I have to really commend OCP.
13 I'm so proud. I have known Michael Nash for a really long
14 time. And, Carrie, I've know, as you know, you
15 intergenerationally.

16 So I wasn't able to attend the event last night.
17 I wanted to, but I just couldn't. But I was able to
18 attend the morning launch of the Office of Violence
19 Prevention, another public health effort that is truly
20 addressing some key issues that -- that weave in and out
21 of what our commission does, what you do, what ICAN does.
22 And there were a couple of things that stayed with me
23 there and -- a lot of things, but in particular this whole
24 definition of prevention that you address, Susan. The
25 primary tertiary, secondary -- secondary tertiary and how

1 they really can't be separated because tertiary --
2 addressing tertiary issues can be prevention.

3 So -- and also a huge emphasis on involving the
4 young and having a voice in what direction we go. And so
5 I'm really looking forward to this new Office of Violence
6 Prevention and all the good things that we'll do in
7 connection with what we all aim to do, and that is to
8 create a healthy, happy, joyful childhood, and family
9 life.

10 Speaking of tertiary, I just wanted to mention
11 that I am so proud of being part of this commission for so
12 long because, just at the get-go, when you're talking
13 about pregnancy to five, you are looking at the most
14 vulnerable children on the planet. And so I participated
15 as we kind of launch different approaches to how we better
16 serve these very young children and families. And then on
17 the other side looking at this outcome area that ICAN has
18 been so involved in for so many years, I'm looking at data
19 that shows children who are killed by their parents. That
20 number's dropping dramatically. And these have always
21 been zero to five. We've gone from 61 a year to eight.
22 And if that isn't something, I mean, I don't think it's
23 going to stay that low probably forever or ongoing. But
24 we can -- that's -- those are those cases you're reading
25 about in the paper every day that get -- that raise so

1 much alarm by the general public and kind of -- frankly,
2 kind of misrepresent where we are because we have made a
3 lot of progress. And I really commend the people sitting
4 here and you and OCP and everything we're trying to do to
5 focus on the very young children.

6 I do want to, as a commissioner and as a message
7 to -- to everyone here, remind people that there are
8 issues we need to address. While homicides of children
9 are going down, suicides are going up. Unsafe sleep
10 deaths are going back up after our great effort to
11 diminish those in our campaign. Those are alarmingly
12 going up. That's a message we really need to get out
13 there. We -- we had an unsafe surrender -- excuse me --
14 an abandonment of a baby for the first time in two years.
15 The whole safe surrender program that we've been wrapping
16 arms around needs to be rekindled.

17 We are looking at social media as an incredible
18 influence on everything that happens to kids and families.
19 And the social media not only is -- is contributing to a
20 lot of issues that we hear about, but also at the core of
21 the child suicide issue that we're looking at.

22 Children's depression at very young ages,
23 children's grief is something that we need to be sure
24 we're addressing. We -- we're seeing little kids
25 trafficked, abducted.

1 And we also see that nexus between domestic
2 violence and harmed children. It's there. It's
3 inseparable. And so even though -- so often we hear,
4 well, the child was in the other room. They -- they know
5 what's happening and they're affected. It's a very clear
6 adverse childhood experience. And we all know what that
7 means in terms of the long range.

8 So, mostly, I just want to say I'm really pleased
9 to hear from you and I'm really happy and I hope we expand
10 our role with you and -- and I hope that our message to
11 the public -- that would be something I think we can
12 expand on together now that we're working with KPCC now.
13 And I think that in every chance we get to put the word
14 out, it's okay to have these problems, it's okay to ask
15 for help, and it's okay to help someone else even if
16 you're not a professional in the system.

17 And, again, asking for youth. We try to do that
18 through our art program. But every chance we get, not
19 just saying, what do you need, come to a meeting and what
20 do you need, but really knowing how to be within the
21 community and listening to what -- what they have to say
22 because it's pretty eye opening. Something that I learned
23 very intensely when MacLaren Hall had 300 kids and I would
24 spend a lot of time just talking to them in a very relaxed
25 setting or a very informal setting, the stories they tell

1 and the lessons you learn are just amazing. So that's
2 my --

3 SUPERVISOR KUEHL: Thank you.

4 Well, I think it's interesting -- here we talk
5 about so much of the upstream -- Romalis, did you have?

6 COMMISSIONER TAYLOR: Yes.

7 SUPERVISOR KUEHL: I didn't see you. Did you go
8 like this?

9 COMMISSIONER TAYLOR: No, not yet.

10 SUPERVISOR KUEHL: Not yet?

11 COMMISSIONER TAYLOR: I thought when she was
12 looking at me with those eyes, I through maybe she was
13 going to give me a chance.

14 SUPERVISOR KUEHL: Sometimes people are very
15 subtle about wanting to be called on and we don't have any
16 of those magic buttons, so I want to be sensitive to
17 people who do want to speak, but you don't have to.

18 COMMISSIONER TAYLOR: Okay. If you say so, I
19 won't.

20 SUPERVISOR KUEHL: I was just thinking about the
21 issue of upstream. The notion of prevention is really
22 much more difficult in a way because we're looking at
23 trying to make certain that things don't happen and to
24 identify the elements that go into making things not
25 happen. So it's -- you know, it's more of a challenge in

1 a way, although it's always a challenge to deal with
2 things that have happened. And I think one of the areas
3 that I was thinking about when you were talking and then
4 again, Deanne, when you were talking about was isolation.
5 Early on in the domestic violence movement, it was very
6 clear that isolation was one of the most effective tools
7 for an abuser, because you would make certain that your
8 victim thought they had no resources, nowhere to go, you
9 know, no one would believe them, try to make sure no one
10 believes them, et cetera. It's definitely the case with
11 children because we imagine that children often are
12 fantasizing, have trouble separating, you know, the truth
13 from fantasizing, et cetera. So children in many ways are
14 even -- it was even more of a problem because not taken
15 seriously in terms of being able to talk or to share, and
16 not really having a community, especially at this very
17 young age, where you're completely captured.

18 And one of the aspects of the domestic violence
19 movement was to create a way that you would not be
20 isolated and, therefore, could perhaps escape or make the
21 decision to do something and there would be something
22 there for you. And I think the -- the issue of our
23 working together on these things is that the county and
24 that is the theme has so many resources and so many
25 responsibilities, probably more responsibilities than

1 resources always. But a person's reach should exceed
2 their grasp many or what's a heaven for, as the poet
3 Browning said.

4 And the other issue I think when we're talking
5 about social media, we see it sometimes as an evil.
6 People are harassed on media. They lose their confidence.
7 They are, you know, chased to death about things. People
8 have fantasies that are terrible together. On the other
9 hand, it also is a way that cuts against isolationism.
10 People are connected.

11 I know a lot of us spend a lot of time on
12 Facebook whether we want to or not, can't help ourselves.
13 Things go streaming by. And yet do we know more about our
14 friends' birthdays than we've ever known, you know,
15 before, including when they are and what they ate. But
16 also it is a way to be connected. And many people I think
17 are more connected. And you can reach out even without
18 identifying yourself.

19 I mean, the "it gets better movement" in the
20 LGBTQ youth community has been very anonymous and yet
21 people can say, I'm having these thoughts, I'm having this
22 trouble, I'm having these things, where can I go.

23 I went to a gathering, the 65th anniversary of
24 the graduation of the first women from the Harvard Law
25 School, and went back for the celebration. And there was

1 a young woman in the class of I guess 2020 who said that
2 she had written to me when she was 11 years old about
3 thinking she was a lesbian and not knowing what to do
4 about it. And I actually wrote her back. And here she
5 was at Harvard Law, which is, you know, I mean it was all
6 her doing. But you just think, it is connection.

7 And much of what you're talking about in terms of
8 the networking of networks and everything, I think is
9 about the connection of providers, the connection of those
10 who care, and how we have contributed really our -- our
11 little piece to that connection.

12 So thank you very much.

13 Any other second, third thoughts?

14 Yes, Wendy. Be sure and talk right in the mic.

15 COMMISSIONER GAREN: I'll try to get it right.

16 SUPERVISOR KUEHL: Sort of sensitive.

17 COMMISSIONER GAREN: On the networking of
18 networks, you developed recommendations. And what I'm
19 wondering about is what sort of backbone -- and you sorted
20 through the networks to figure out which were to ones that
21 should be at the table. And then what resources or
22 structure is there on an ongoing basis, sort of the care
23 and feeding of those networks so that they persist because
24 they don't really, I don't think, generally do it without
25 structure or resources.

1 So that's my first question. I've got one other
2 little one.

3 MS. KAPLAN: So in the surveys and in trying to
4 look at the networks, there are a variety of ways that
5 networks sustain themselves. Some of them -- there are
6 very few that have direct funding to be a network, which
7 might mean the funding could go towards a convener or that
8 sort of thing. So people -- people cobble together the
9 resources to -- to maintain networks.

10 Sometimes they're mandated by a particular
11 funding stream or contractor, that sort of thing. But
12 there are instances of networks in the county that have
13 existed that go all the way back to the Children's
14 Planning Council and the individual SPA planning councils
15 that developed at that point and that hung together
16 through all of these years, sort of through thick and
17 thin. And two of them, one in SPA 8 and one of them in my
18 SPA, SPA 2, now are -- have morphed into the -- what we
19 now call the Council For Child Well-being in SPA 2. And
20 it's a combination of the prevention and aftercare network
21 and the DCFS regional community alliances came together to
22 form one network so that people aren't running around
23 going to a million different meetings.

24 So I think part of what we're trying to get at in
25 the listening sessions that are going on now and getting

1 the feedback is, is the story that is told in those
2 recommendations, does it resonate for the -- the various
3 networks that are being visited, do people feel like they
4 can see themselves there; not so much addressing -- I
5 think there are a couple of recommendations around, could
6 there be resources teased out to formally support the
7 networks that -- that especially can move this work
8 forward. Where that -- those resources are -- that have
9 not yet -- where that is coming from has not yet been
10 identified, but it's part of the conversation and I think
11 in the dialogue between the convening group and the
12 various networks.

13 MS. MILLER: Absolutely what Susan said and just
14 want to add to it. That was the idea of the
15 recommendations in the first place. We're vetting them to
16 see if they actually resonate and are supported by what
17 the networks themselves are saying, but the idea is, can
18 we develop a set of recommendations for gluing those
19 networks together and supporting it and giving them the
20 resource they need to move that forward.

21 So once we finalize those recommendations, our
22 plan is to bring that forward so that we can help support
23 them.

24 COMMISSIONER GAREN: That's great. That will
25 make it actually happen or continue to happen.

1 My other question I guess is for Carrie. It's
2 about the monitoring community well-being. The portrait
3 of Los Angeles is something that was I think an important
4 sort of baseline that was created on well-being measures
5 countywide. And my question is, it really only works as a
6 thermometer if we do it again. And are we going to --
7 have we talked about or as part of this monitoring
8 well-being, are we going to use that vehicle again or -- I
9 -- I hadn't heard any conversation about that.

10 MS. MILLER: So that's a great question. That is
11 the question of the hour. It was a phenomenally good
12 report in terms of giving us a baseline and a thermometer
13 about where we exist today. I think that was very
14 illuminating and yet resonating with many folk most. that
15 was helpful in a lot of ways. What we were most excited
16 about that came out of that report is the various entities
17 and agencies, county departments, as well as other
18 agencies, that took that report and ran with it and said,
19 how can I use this in my planning efforts, how can we use
20 this strategically to figure out how best to support the
21 communities that we're working in. And that was actually
22 what was most exciting about it, is what people are doing
23 with it and how they're moving that work forward.

24 One of the things that we just did that we were
25 excited about is, we took that data that was created by

1 Measure of America. They created some interactive
2 electronic maps that we have posted on the county's open
3 data portal. So it's now accessible in a very transparent
4 way. What we're trying to do in a companion piece with
5 that is those prevention metrics that I talked about
6 earlier, where once those are vetted and solidified, that
7 data will also go on the county's open data portal so that
8 we can start looking at holding ourselves accountable in
9 terms of, how are we moving the ball forward. So it's
10 pairing those metrics and the data we already have with
11 the county with the Measure of America portrait of LA
12 report as a companion piece to that in terms of moving
13 forward. The idea -- I mean, again, we would have to see
14 what that looks like in terms of is there support to do it
15 again. I think it was a very successful report, and I
16 think there is certainly interest among a number of folks
17 to try to do it again.

18 COMMISSIONER GAREN: It was a collaborative fund.
19 I think we contributed to it from Parson's. And I would
20 suspect there would be a willingness to -- if not every
21 year, that you do it just periodically so that you at
22 least are taking a look.

23 Thank you. Those were really fascinating
24 presentation and very meaningful. I'm really proud of
25 you.

1 SUPERVISOR KUEHL: Romalis.

2 COMMISSIONER TAYLOR: I think some of the things
3 that I see that they're not here, but it's important, that
4 this is a learning environment. And learning environments
5 require that the importance of organizational cultural
6 change and flexibility to change and adapted as you learn
7 is very important that we do that, because that's how we
8 improve. So this needs to be continuous and not just one
9 time. So there has to be a reflective process in there
10 somewhere, and that includes a collection of data and
11 information, not just data by itself, but information as
12 it relates to what you're talking about, community,
13 parents, and everyone involved, and that culture of change
14 is important, but also looking at the systemic process.

15 What happened in organizations is they get stuck
16 on, this is the process and this is the procedure, and
17 they lose the opportunity for flexibility to change. And
18 there is why we keep going around in this circle of not
19 changing anything. So it's important that we look at that
20 and open it up for everyone to try to make that change.

21 Believe it or not, organizations have a lot of
22 flexibility, but they refuse to look at it because this is
23 the procedure, this is the policy. And in reality, it's
24 something we self-impose and have the flexibility by law
25 and rule to change.

1 And so we have to create this process that says
2 we're evolving and we're changing so that people stop
3 thinking in this very silo, rudimentary way. If you
4 don't, then we will continue to go circle on that. So at
5 the high level and at the systemic level, we need to think
6 this continuity.

7 Also, we need to identify that everyone has a
8 role to play in prevention and change, and that -- that
9 change -- that role can be as minor as information, as
10 minor as support, and that can be spread out across to the
11 community, the family, within organizations, corporate
12 responsibility to talk about prevention to their clients,
13 to their workers, to everyone. If we don't, then we get
14 stuck in that.

15 And we can't forget about ACEs. You know, this
16 trauma that all of us feel is pervasive in our society,
17 and we don't assess for it, we don't look at it, and we
18 don't treat it. And there's a cultural relevance about
19 how you treat the trauma because, how you use different
20 trauma evidence-based practice don't always work the same
21 for everyone. I'm just going to tell you, because
22 African-Americans don't take it the same way as other
23 people do. And there is a model that has been seen to
24 work for African-Americans. And I'm hoping that we look
25 at cultural relevance of what we do and how we do and how

1 it affects different people.

2 The last thing I want to talk about is our north
3 star. I want to hear more about that because it goes
4 beyond prevention. We want the children to succeed in
5 life. We want them to move forward in the future. I want
6 that to be seen as a part of this dynamic that we all have
7 a north star for the best interest of these children. And
8 I think this nation, especially this state, is going to
9 lead the way in that.

10 So I just want to put that back on the table.

11 SUPERVISOR KUEHL: Thank you.

12 Marlene.

13 COMMISSIONER ZEPEDA: Thank you for that
14 presentation.

15 And my remarks parallel what Commissioner Taylor
16 said. I think, first of all, the definition of
17 prevention, I appreciated, Susan, your definition because
18 often our minds go strictly to maltreatment; that
19 prevention maltreatment connection, and not thinking about
20 it more holistically and how prevention feeds in, in my
21 particular discipline, in early childhood education where
22 those teachers are often the reporters. They're the ones
23 that see the family. One could also talk about religious
24 communities well. So that's really important to see that.

25 But I think our role and I think one of the

1 questions Reid had was, what is the role of First 5. And
2 -- and as you all know, First 5 is moving towards a
3 systems change where we're trying to figure out how we
4 can, as you used to the term, be a connector, be a
5 catalyst, be a facilitator. And we've been kind of trying
6 to figure out what's the verb that we should be using.

7 I guess my question is, how long -- and maybe
8 John can answer this. How long did it take for this all
9 to come to pass because? It's a process. It's not
10 something that -- that happen overnight. What are the
11 ingredients that have to come together to make it -- it
12 work.

13 And I was particularly interested in knowing that
14 the community or the parent voices are really essential to
15 this discussion because often we sit here and we're so far
16 removed from the ground, And we're making decisions about
17 what is affecting people in the real lives, and not
18 necessarily hearing. And maybe that's -- and that's
19 partly what sometimes I hear in the community, well, what
20 is this First 5, what are you guys doing, kind of thing.
21 So I was very pleased to hear that piece.

22 So this has to do with just how do we
23 operationalize this because this is a good example of a
24 systems change that we would like to see happen in other
25 areas as well.

1 MR. WAGNER: And maybe to respond to a few of
2 those points, commissioner. Thanks for raising that.

3 And you're absolutely right. This is a -- this
4 is a process. This isn't something where you -- I don't
5 think any one of us in the beginning when OCP was first
6 set up and we said we want to partner and figure out how
7 to do prevention or how to support this county priority
8 really knew what that meant or really knew how long that
9 would take. And we're far from the finish line.

10 But I think there were a couple observations I'd
11 share that I think might kind of respond to some of the
12 issues you're raising. One is, it started with going into
13 community and listening to community. It was not a
14 preconceived definition of prevention or the root causes,
15 although we brought that in the back of our heads. We
16 listened to community. And it was very interesting
17 because we listened to those communities that had a foot
18 in the Best Start work as well as the prevention and
19 aftercare work. And we purposely wanted to look at, not
20 just one way of doing it, but how -- how are some of these
21 entities trying to do what we're doing in Best Start as
22 well as prevention and aftercare.

23 And, amazingly, out of those discussions came
24 some very consistent themes that were embedded in the
25 county's prevention plan. And you see those themes

1 spelled out, like the social isolationism, the need to
2 connect to services in times of need, how difficult it is
3 to build economic security into these -- into these --
4 some of these communities. So those are just some
5 examples.

6 So I think -- just to summarize, I think it
7 started with a lot of strategic opportunism where -- and
8 we continue to apply that. We go, we dig into something,
9 we learn a little bit more. Going back to your comment,
10 Commissioner Taylor. This is a very iterative learning
11 process. And we're not here as experts in how to solve
12 this. We're here in trying to figure out and showcase a
13 way in which we've engaged with county smarts and First 5
14 LA smarts to really to continue to dig into this.

15 And it does take time. We started back in 2015
16 when OCP first started and, you know, we continue to do
17 this work if it makes sense and if it resonates with you
18 and if it continues to be part of the investment
19 guidelines that you'll be looking at going forward in our
20 strategic plan refinement process.

21 COMMISSIONER ZEPEDA: Thank you, John.

22 SUPERVISOR KUEHL: Thank you very much. Thank
23 you very much to the panel.

24 And we will take a ten-minute break. And then we
25 will come back for the second panel. So please rejoin us

1 at 3:02.

2 (A brief break.)

3 SUPERVISOR KUEHL: Everyone find their seats.
4 Commissioners. Everybody want to sit down. Okay. Good.
5 We are gathered together to -- all right. So I'm certain
6 that we're going to have a panel any minute now. We have
7 two out of four.

8 Kim just touched my shoulder and said something,
9 but I don't know what.

10 Welcome back. Everybody refreshed? Oh, good.
11 So happy.

12 All right. Our second panel really is following
13 along the same thematic lines, but really talking about
14 specifics and our influence in other areas, not just the
15 county but local practices and our state partners.

16 So beginning with Christina.

17 MS. ALTMAYER: Yes. Good afternoon. Thank you.

18 So part B of this panel is to really think about
19 how we can use --

20 MS. BELSHE: Closer.

21 MS. ALTMAYER: So part B of this panel is to talk
22 about how we are looking specifically at two of the
23 prevention efforts that Carrie mentioned in terms of
24 expansion of home visiting and early care and education as
25 two of the components of the OCP prevention plan, and

1 really highlighting both how community learning is
2 informing that work as well as how that work is both
3 informing state policy and how state policy is then
4 informing our local actions. So that two-way connection
5 which speaks to what was referenced on the other panel
6 about the policy and advocacy component and really lifting
7 up the successes within LA county and how those successes
8 are informing and can help drive state policy.

9 So with me this afternoon is Kate Anderson, who
10 is the director of Strategic Public-Private Partnerships.
11 And she'll be speaking also to how we've been leveraging
12 the philanthropic community and the private sector to be
13 part of this conversation and implementation of the OCP
14 prevention plan and really building in this focus on
15 prevention throughout our work.

16 Then we also have Jacquelyn McCroskey, who I know
17 many of you know, who I picked one of her titles, but
18 there probably could have been about four or five other
19 ones, including the director of the Children's Data
20 Network, her work on the BRC and many other places
21 throughout the county and the state where she's been
22 incredibly influential.

23 And we really want to look and dive into two
24 examples. Primarily when we think, as Carrie mentioned,
25 two of the pillars, how we see the connection of home

1 visiting to support our prevention work as a county and
2 also early care and education.

3 So these are really I think excellent examples,
4 building on the work from -- building on the discussion
5 from prior panel of really what it takes to make systems
6 change happen, how we need to make it a countywide
7 collaborative effort. From Kate we're really going to
8 talk about how she's been able to build coalitions of the
9 philanthropic community and how they're an important piece
10 of this puzzle as we think about working across community,
11 working across county systems, working across funders.

12 And then from Jacquelyn you'll hear really the
13 example of how we are doing really important research and
14 data work in terms of the work with the early care and
15 education comprehensive fiscal analysis, which is really
16 digging deep into understanding both from a revenue and a
17 cost side what are the drivers that are really impacting
18 the ability for expansion of ECE. And the, Supervisor, as
19 you mentioned, sort of also introducing some of
20 preliminary recommendations from the blue ribbon
21 commission on ECE.

22 So with that, I want to introduce Kate who will
23 talk a little bit first about the center and then their
24 work.

25 MS. ANDERSON: I figured it would turn on

1 automatically when you did that.

2 Christina, thank you. And chair and
3 commissioners, thank you for having me here. This is my
4 second time before the First 5 commission. I was here I
5 think last year when I was the director for the Center For
6 Strategic Public-Private Partnerships housed within the
7 Office of Child Protection. And now, thanks to Supervisor
8 Kuehl, I am the director for the Center for Strategic
9 Partnerships.

10 So I get the great pleasure of being able to tell
11 you two stories today of success in the home visiting
12 space with First 5 LA being one of -- and any great thing
13 takes multiple people to do. So First 5 LA was one of
14 many actors who was, to Susan's point, acting as a
15 community organizer in this work.

16 And then, Kim, to your point, I love that you
17 said that prevention is a shared responsibility; that it's
18 not just a Department of Children and Family Services.
19 And both of the stories I have to tell are around two
20 other county departments helping to expand our system of
21 home visiting.

22 Before I tell you those stories though, I want
23 to, as Christina alluded, tell you about the center and
24 the newly renamed -- and the new name.

25 So as many of you may remember, we were launched

1 as a three-year pilot originally housed in the Office of
2 Child Protection. I started as the center's first
3 director in April 2016. In the two and a half years that
4 we were then together, we helped 24 private foundations,
5 including the Parson's Foundation, including First 5 LA,
6 obviously, many others, co-invest along side seven county
7 departments plus LASA over five and a half -- over five
8 million. I don't think we got to five and a half -- over
9 \$5 million in joint initiatives that support vulnerable
10 kids and families in Los Angeles.

11 The chief executive office did an analysis of our
12 work and came to the conclusion, after reaching out to
13 many stakeholders of which First 5 and Parson's and many
14 others were a part. We had a room. I called it shark
15 tank actually.

16 March 18th of 2018, the CEO, along with Southern
17 California Grantmakers brought 50 of our stakeholders
18 together in a room to say, all right, what should we do.
19 And that group unanimously said, we should absolutely keep
20 it, and not only should we keep it, we should expand it.
21 We should move it to the chief executive office and we
22 should make it a permanent part of county government.

23 So on September 18, a motion sponsored by
24 Supervisors Kuehl and Solis, the county voted to make this
25 center a permanent part of county government, continuing

1 with its private sector home in Southern California
2 Grantmakers, with the support of many, many foundations.

3 We're going through a strategic planning process
4 which, as John alluded to, First 5 LA has been a partner.
5 We've pulled together a very small but mighty strategic
6 planning committee. And Reid is one of our most active
7 and influential members. And we're grateful to have that
8 participation.

9 So now to my stories. I'm going to tell two
10 stories, both of which are around home visiting. And both
11 of which, frankly, start with Supervisor Kuehl and a
12 motion that you sponsored on December 20 of 2016, which
13 Christina Altmayer often refers to as the rocket fuel
14 behind efforts that had long been underway. There had
15 been. We had a home visiting consortium. You, as a
16 commission, as an institution, had invested tremendously
17 in home visiting. The county was going in a good
18 direction as well, but we didn't have an organizing force
19 and we didn't have a direction.

20 And the board is very powerful. When you say to
21 the county of Los Angeles, pull together a comprehensive
22 set of home visiting programs, people stand up and listen.

23 And Linda Aragon, who I haven't seen. Linda
24 Aragon stood up and listened and said, all right. I'm
25 going to roll up my sleeves. This gets back to the part

1 of being a community organizer. So Linda needed a team to
2 help her pull this together. And I was still with the
3 Office of Child Protection. I said to Carrie, what do you
4 think about being a part of this team. She said, I think
5 that would be terrific. I went to Christina and to Barb
6 and I said, what do you guys think about being a part of
7 this team. They said, we would love to. We brought in LA
8 Best Babies Network, who is the backbone for this
9 consortium. And through many, many meetings -- in fact,
10 we still haven't had that dinner that we talked about
11 because this is -- this is the messy work. Many, many
12 meetings with this core group that called the brain trust
13 came together to help lay the groundwork for a larger
14 county group that then went about in many, many ways
15 building the bike while we flew it. You know, lots of the
16 -- the two stories I will tell you are part of the
17 building the bike, of beginning to implement this system
18 of evidence-based home visit that could -- and I loved
19 Carrie's comment about it -- that could potentially --
20 it's not there yet -- move to a place that would be
21 universal across the county. So the -- the two stories I
22 want to tell you are around what we then called -- I think
23 it's still in some circles called the SPA 6 prevention
24 pilot.

25 Then the second story that I want to tell you is

1 related, although slightly separate. It's around the
2 Department of Mental Health's Mental Health Services Act
3 dollars and specifically their prevention and early
4 intervention dollars.

5 So there's many origins -- origin stories to the
6 SPA 6 prevention pilot. John mentioned that you guys had
7 done a community listening session. I think that was one
8 of the origins stories. Carrie and sitting down with --
9 with folks in SPA 6. Jacquelyn, there was a meeting in
10 particular where I remember sitting with Cheryl Spiller
11 and Jacquelyn and a number of others where were talking
12 about prevention.

13 For me the origin story was me sitting down with
14 Cheryl Spiller as part of a listening tour and her saying
15 to me, Kate, too many of my families become Phillip's
16 Families. This is when she was still the head of
17 Department of Public Social Services and Phillip was the
18 head of Department of Children and Family Services. How
19 can we stop that from happening. There is no silver
20 bullet to preventing children from entering the child
21 welfare system. That's what this whole thing is about.
22 But you know better than anybody in this county
23 evidence-based home visiting is one of the silverest that
24 it gets. And families who are part of our public social
25 service system don't have automatic access to that.

1 And so the story then gets really, really long.
2 So I'm going to shorten it. And I look to Jacquelyn
3 because she's a key part of this story because she was the
4 one who then had the idea that, well, wait a minute, let's
5 see about bringing First 5 and the prevention and
6 aftercare networks. Department of Public Social Services
7 was really interested in south Los Angeles as a place to
8 do a pilot. And so we were able with Office of Child
9 Protection and you guys -- again, so many meetings
10 happening. Like I've been in every single one of those
11 conference rooms multiple, multiple times because that's
12 the dirty and messy work. It's the convening where we
13 came together and ultimately were part of helping launch
14 -- you guys were part of helping launch this pilot where
15 you funded -- thank you -- evidence-based home visiting
16 services through Friends of the Family to clients at
17 region five of Department of Public Social Services. And
18 the deal was for you guys -- Cheryl, Ben, Antonia -- you
19 have to commit that, if this is successful, you will then
20 seek funding to expand it.

21 Well, here's where our private sector partners
22 come on board is, as they begin to come together, Shields
23 For Families and the region 5 of DPSS were speaking very
24 different languages, and they both independently came to
25 us and said, I'm developing a policy guide, I'm developing

1 an implementation guide. We need a common language. We
2 need a common guide. Do you think you could fund a
3 consultant to put together an implementation guide.

4 So we went to the Reese Foundation. \$20,000 to
5 bring in Dr. Will Walker to help bring them together,
6 cross-walk their two systems, put together a common
7 implementation guide that then became a one-pager.

8 So halfway through this pilot, we were actually
9 -- this was Reese's idea. They'd seen the guide and they
10 said, you know, this is really terrific, but do you think
11 you could put together a one-pager. And I remember
12 calling Christina and her saying, you know what, that
13 would be phenomenal because we're beginning to do advocacy
14 up in Sacramento, and a one-pager telling the story of
15 what's happening with this pilot could be really
16 influential up in Sacramento.

17 So we were able to, with a small amount of funds
18 from the center, turn that implementation guide into a
19 one-pager that, as I understand it, people packed in their
20 briefcases on the way up to Sacramento halfway -- before
21 the pilot was even halfway done, we were already lobbying
22 Sacramento to put \$50 million -- I always get the numbers
23 wrong -- to put a bunch of the money into the state
24 budget. 21 million of which or 22 million of which is now
25 coming down to the County of Los Angeles. The rest of

1 which is benefiting the state.

2 You know, so the question around local
3 innovations influencing state policy. There are thousands
4 of kids across this country whose parents are part of our
5 public social services system who are now going to have
6 access to evidence-based home visiting services because of
7 you guys and the coffee you served and the rooms you
8 opened up and the advocacy and the leverage that you
9 provided. So that's my first story.

10 My second story is around Department of Mental
11 Health. As many of you know, if you read the Los Angeles
12 Times and are paying attention -- well, actually, you guys
13 know this. Department of Mental Health turned out to have
14 a lot more money in its prevention and early intervention
15 funds than many folks realized. And the State woke up to
16 that reality and began to make machinations about taking
17 some of those dollars back. And Dr. Sherin, God love him,
18 was bound and determined to keep those dollars here in Los
19 Angeles. He knew full well that there were many good uses
20 we could put to these prevention and early intervention
21 dollars to here in Los Angeles.

22 The difficulty he had was that had he a full-time
23 job and his entire staff had a full-time job, and they
24 didn't have the bandwidth, really truly, to put together a
25 comprehensive plan. So he came to the center and said,

1 could you find private sector funding to bring in a
2 consultant to help me put together a plan that I can show
3 to the State that can help us keep our dollars here.

4 We went first to the Blue Shield Foundation of
5 California, and they were delighted to be able -- in fact,
6 they point to this, as I understand -- though Kim would
7 know far better than me -- they point to this as one of
8 their most promising investments because it was \$75,000
9 that ended up leveraging over \$50 million in funding
10 staying here in Los Angeles. And that funding went to --
11 and I should say that round two then, we came to you and
12 you were very supportive of keeping that because John came
13 to me and said, all right, terrific, I've got the plan,
14 now I need help implementing it, you know, back to the
15 community organizing. So we were able to then keep that
16 consultant on board to help implement this plan that he
17 had put together.

18 And a big component of that plan -- two big
19 components of that plan are what you heard about earlier.
20 We said so DMH and to the consultant, turns out there's
21 this prevention plan that's been vetted by the community.
22 So if you're looking for ways to spend prevention dollars,
23 how about you look to that plan. Two of the components of
24 that plan are these prevention and aftercare networks and
25 home visiting.

1 So, again, I'm not good with numbers in my head.
2 So forgive me. But millions of dollars went to Department
3 of Public Health, and then -- for Department of Public
4 Health and then also to roll out to your providers from
5 those prevention and early intervention dollars and then
6 another tens of millions of dollars out to the prevention
7 and aftercare networks to really bolsters the work that
8 they are doing. All of this possible because of you.
9 Thank you.

10 Before I give up the talking stick, one more
11 thing I just want to say is, we are -- just back to the
12 center. I want you to know that we are going through the
13 strategic planning process. As I said, the board asked us
14 to expand into its six board-directed priority areas. So
15 in addition to child protection, we're also looking at
16 homelessness, health integration, immigration, justice
17 reform, and did I say -- environmental sustainability is
18 the sixth.

19 Though they asked us -- that group of
20 stakeholders and the CEOs report asked to us develop a
21 through line with this recognition that we are too small
22 to truly do all six of those. And I was at that meeting
23 that Kim mentioned last night. And Eileen Adams gave us a
24 shout out. She said, but don't forget about the kids.

25 So one of the things that I want to say to you is

1 that, as we've been going through our strategic planning
2 process, our strategic planning committee has come up with
3 up with a straw man of a through line. And that straw man
4 is focused all six of those areas but with a focus on
5 vulnerable children and families through an equity
6 framework. It's not set in stone. Our plan is not done,
7 but know that that is very much in the heart of the center
8 in the strategic planning that we are doing.

9 Thank you.

10 MS. ALTMAYER: Thank you, Kate. Appreciate it.
11 Those are good examples, I think, that demonstrate both
12 the work at the local and how it can influence the state
13 level.

14 And, Jacquelyn, I know this is very much up your
15 alley to think about those connections.

16 MS. McCROSKEY: I'm having so much fun thinking
17 about those connections, I can't tell you.

18 So I need to start with some of the things that
19 are going on at the local level in terms of early
20 childhood education, some of which you know about because
21 you're directly involved and some of which you're maybe at
22 more of an arm's length to.

23 The first one is that the Office for the
24 Advancement of Early Childhood Education has moved --
25 hooray -- under the umbrella of the Department of Public

1 Health, along with a number of other really important
2 two-generation programs for families. And so we have the
3 opportunity to look with the public health lens and to
4 knit some things together under an umbrella that have been
5 difficult to knit together. So that's a really important
6 thing.

7 A director is being recruited and we're expecting
8 an announcement soon. This is particularly important
9 because we haven't had a director of early childhood
10 education, A/K/A child care for four years. So all the
11 work that's been happening has been happening because you
12 and many of us really care about this.

13 The second thing that's happening which is
14 directly impacted by you is that there's a strategic
15 planning process going on for this office. And we're
16 going to have a single strategic plan for two entities
17 that used to have their own strategic plans. So the child
18 care planning committee and the policy roundtable on child
19 care and development are going to have a single strategic
20 plan, which is very exciting. And First 5 has helped to
21 provide consultation and resources to get that plan done.

22 The -- the third thing, which Christina mentioned
23 and Carrie mentioned, is that we are doing a comprehensive
24 financial landscape analysis of funding for subsidized ECE
25 services that flows into LA county, not into county

1 government only, but into the county and the multiple
2 vendors and the multiple support entities that -- that
3 really provide the -- the platform for early childhood
4 education. We have funding from the county office of --
5 oh, dear. I'm not going to say it right. Help me, Kate.
6 Productivity and efficiency?

7 MS. ANDERSON: Productivity investment fund.

8 MS. McCROSKEY: Thank you.

9 And the Office of Child Protection and First 5
10 LA. We have a fabulous consultant group who comes out of
11 Chicago and they have not only done the same work in San
12 Francisco, but around the country. And so they're able to
13 bring us examples and ideas about how to use our resources
14 here more effectively based on what they know about these
15 other places.

16 The other thing we're trying to do in that is to
17 highlight the incredible innovation that goes on in LA. I
18 always say there's so many wonderful things going on in LA
19 that any place else they would be called the LA model, but
20 we never have one, so we don't know what to call them all.
21 But there's a lot of innovation out there in terms of
22 leveraging money and in terms of leveraging partnerships.

23 And then there's an analysis of county facilities
24 that could be potential sites for child care, which is
25 also really exciting work and sparking some really

1 important conversations that are going on.

2 And the last one I want to highlight is the
3 implementation of the emergency child care bridge, which
4 was originally envisioned to be for young children who
5 were taken into the care of resource families and need --
6 and those resource families wouldn't be able to take those
7 children if they didn't have timely access to child care.

8 So any one of those things and most of the --
9 I've been working directly on early childhood education
10 for 20 years in this county. Any other previous year,
11 even one of those would be have been like, oh, my gosh,
12 this is so fabulous. And we're doing them all at the same
13 time. So there -- it's a fertile bed for ideas and
14 innovation.

15 On the blue ribbon commission -- the Assembly
16 blue ribbon commission early childhood education, a
17 two-year process is coming to its end. On Monday we had
18 the last public hearing input into the draft set of
19 recommendations that this commission has put together. I
20 know you're all going to read them with great interest,
21 all 84 pages of them. The -- the charge we were given was
22 to think about a ten-year vision for California and -- and
23 phasing: Where would we start, what would happen next,
24 what would happen, and how do we build on what's already
25 there.

1 So the -- the draft report is out. The call for
2 public input to give us additional ideas is also out. And
3 the final report will be ready at the end of April. I'm
4 going to talk more about it in just a few minutes as the
5 -- Supervisor Kuehl mentioned before. But I want to weave
6 together what's going on in LA county with some of those
7 specific recommendations just to give you some ideas.

8 So one of the things I'm personally proudest of,
9 is that we really have woven family voices into this
10 analysis. It's an easy thing to say and not an easy thing
11 to do necessarily because you can immediately get into
12 conversation about how programs operate, et cetera. And
13 they're all really important conversations.

14 First 5 LA, bless you, provided a small amount of
15 funds to do focus groups throughout the state. And parent
16 voices, both in the northern California and southern
17 California chapters did focus groups. There's a really
18 wonderful report summarizing those focus groups called,
19 "Waiting to be Seen: Demanding to be Heard" with parents
20 talking about how incredibly difficult it is to negotiate
21 our early care and education system. It does not appear
22 like a system to parents who are negotiating it. And
23 we've had parents at our last few public hearings.
24 They're the most inspiring and heart warming voices, but
25 also the most heart wrenching voices about what it has

1 taken for these parents to be able to negotiate the system
2 and find child care. That -- that -- we wouldn't have had
3 that reality of the parent voices without First 5 LA. So
4 thank you all very much.

5 One of the other recommendations suggested a
6 families in crisis program -- crisis program. So
7 emergency child care bridge was the first time that we had
8 new money that was specifically designated for families,
9 caregivers who are involved with the child welfare system.
10 That involves a voucher, timely access to child care
11 through navigation through all eight of our resource and
12 referral agencies in LA county, and trauma-informed
13 training for childcare providers, primarily family daycare
14 providers who are able to be available to relatives and
15 foster parents when they need it most.

16 This families in crisis program envisions
17 building on that and expanding the availability to all of
18 families who touch the child welfare system, to our
19 transition age youth who are parenting up to age 25, to
20 families experiencing crisis due to homelessness, to
21 families experiencing crisis due to domestic violence. So
22 it's very, very exciting and it absolutely would not have
23 been envisioned if we didn't have some early success in
24 the emergency child care bridge.

25 I -- I neglected to say that we would not -- we

1 absolutely would not have the emergency child care bridge
2 without Supervisor Kuehl who provided the early backbone
3 -- not the backbone organization, but the person to say,
4 hey, this is important and we need to do it. So let's
5 figure out what LA can do. Let's pilot test. We owe
6 enormous gratitude to Wendy Garen and to -- and to other
7 people who stepped up, including First 5, to support a
8 pilot test in LA that demonstrated what you can do even
9 with a relatively small resource, that you could help in
10 particular relatives, in particular relatives with
11 multiple young children trying to figure out what are we
12 going to do for child care. So that very much builds on
13 example in LA.

14 I -- I have to talk about the data example. So
15 there are a number of recommendations about data,
16 transparency, accountability. The early education system
17 is very much compliance driven. It is not outcomes
18 driven. It is -- it is not only compliance driven, it's
19 compliance to particular programs. So your compliance to
20 Head Start does not entail the same thing that your
21 compliance to CalWorks child care contracts. Stage one,
22 stage two, stage three is not the same thing as your
23 compliance to the requirements for the state preschool
24 program for the alternative payments program, et cetera.

25 But, we can move towards outcomes and shared

1 outcomes for children and families and communities and
2 lessen our reliance on compliance accountability isn't
3 just compliance to the rules. It's -- it's accountability
4 to the children and the families and our communities for
5 the outcomes.

6 And so there's a number of recommendations in
7 this report around that. There's also recommendations
8 around data sharing. And that's where the work with the
9 Children's Data Network has -- has shown at least in one
10 area of Los Angeles county, not so small, SPAs 1 and 2;
11 that the number of families who engage with both our child
12 welfare system and our early care and education at the
13 same time is not small. It's much more significant than
14 anybody realized before -- on either side.

15 Those are just two reports that the Children's
16 Data Network has done, but we're also in conversations
17 about a single identifier potentially that could track
18 into school performance for children. And -- and really
19 importantly it's not just the educational throughput;
20 It's the connections between home visiting and other
21 supportive services that are available for families and
22 how could we use the data to tell the kind of story that
23 -- that Kate was just talking about.

24 And just one -- one other thing, and then I'll
25 stop because I'm probably past my eight minutes. And that

1 is the -- the finance work. So there are a number of
2 recommendations about changing the financing of early care
3 and education in the blue ribbon -- the commission report.
4 And a number of those are coming from our work here in LA
5 on the comprehensive financial analysis as well as the
6 work that was done previously in San Francisco. We're not
7 exactly San Francisco. But if two counties as different
8 as San Francisco and LA can find really meaningful
9 information from analysis of how the money flows and
10 enable us to consolidate and to make the reporting easier
11 to have key indicators that are available public websites,
12 so information is transparent and enables us to use the --
13 the flexible money, the stipend money we do have to -- to
14 support children and families that may only qualify for a
15 certain number of hours or a certain number of days
16 currently, then that work is very much worth it.

17 So that -- that's the -- one of the things that
18 -- the other way around is that the blue ribbon commission
19 put together a set of principles which have very much to
20 do with equity and parent voice and a number of the things
21 that you guys have been mentioning. And as the first step
22 in our LA county strategic plan for early childhood
23 education we adopted the principles the blue ribbon
24 commission put together so that we're starting off aligned
25 in terms of the language we use about where the county

1 wants to move and where the state wants to move.

2 SUPERVISOR KUEHL: Thank you. Very good work.

3 Reid, I think rather than your asking questions,
4 just in the interest of time -- because we do have one
5 action item at the end of our agenda that we must get to
6 as well -- if you don't mind, let me go to our
7 commissioners for any comments or questions to our panel.

8 Romalis.

9 COMMISSIONER TAYLOR: I want to -- Jacky, I love
10 what you said. I love what all of you have said. I love
11 stories. One thing I tell people when we do programs is,
12 don't tell me about the process, tell me the story. What
13 is the outcome to the children and families that we serve,
14 like in home visitation and other things. And that says
15 everything and bringing it down to the level of the
16 families and the children we serve and the outcomes.

17 I'm very interested in the outcome driven data
18 and -- and not the compliance stuff because it means
19 nothing when it comes to an outcome for family and
20 children because that's government bureaucracy. What I
21 want to know is, are we making, based on your findings,
22 recommendations, Christina, to the State to change the
23 legislation that make it more impactful for the families?
24 That's where I think shared knowledge and data to our
25 collective collaboration is important. I'm glad that we

1 were able to support you in what you're doing. And this
2 is what we're want to do and this is where we're going.
3 And I hope you will continue to partner with us because I
4 find this exciting, but I want this to be an action Thing
5 when we go and change laws that make it more impactful for
6 our children and families rather than compliance to some
7 rule that means nothing other than you counted widgets.
8 So I want a positive human outcome at the human level.

9 And I want to say one more thing about the other
10 issues that you talked about. Children are homeless in
11 our communities. And so when you talk about strategic
12 planning, put those children at the top of the list, the
13 homeless children that we have in our community. That's a
14 tragedy. And the ACEs experience for those children is
15 off the charts. So I'm hoping that we will prioritize
16 these children, homeless children, in what you're trying
17 to do with your strategic plan as well.

18 MS. ANDERSON: If I might, because that is
19 relevant to something we're working on and something that
20 we're partnering with First 5 on. I couldn't agree more
21 and we are fortunate in Los Angeles to be one of five
22 jurisdictions around the country that a national nonprofit
23 and expert in housing called the Corporation for
24 Supportive Housing has chosen to be part of what they call
25 their one-roof leadership institute, learning from best

1 practices around the nation how to align our child welfare
2 system and our housing system to keep kids from being
3 homeless.

4 Corporations For Supportive -- the center applied
5 on behalf of the county with our partners, Corporations
6 For Supportive Housing brought its own funding in to be
7 able to provide technical assistance, but we pretty
8 quickly realized that we needed some on-the-ground
9 backbone support. And so we came to First 5 Los Angeles
10 and the California Community Foundations said, can you
11 support us with a grant to bring on a consultant and then
12 will you sit at the table. And Reid has been sitting at
13 that table. You supported us with a consultant. And that
14 work is now continuing so that, yes, keeping kids from
15 being homeless is very much at the center of what we do.

16 MS. ALTMAYER: If I could just get one example in
17 regards to your question about the connection between the
18 policy. I think the home visiting provides a really good
19 example. The home visiting provides a good example in
20 that it was from the pilot which Kate mentioned where we
21 had documentation that we were able to take some specific
22 provisions and advocate with the Department of Social
23 Services at the state level that as the CalWorks
24 guidelines were being rolled out for the expansion of home
25 visiting at the state level, we could say, look, we have

1 evidence. Granted, the pilot is small, but we were able
2 to down demonstrate these provisions make it difficult for
3 implementation because we've piloted this with our region
4 here in LA county. And as we look to future advocacy
5 efforts, it's the lessons from this rollout that we're
6 raising.

7 So, for example, one of our key policy provisions
8 that we're focused on at the state level is eliminating
9 the eligibility requirement that only first time moms are
10 eligible to participate in home visiting, and also
11 encouraging the State to look at language that would open
12 up opportunities for promising and evidence-informed
13 practices, as well as evidence-based practices to be
14 eligible.

15 So I just want to assure you those are --
16 completely agree with your comment, commissioner, and
17 really -- that's the hard work that we're trying to do is
18 think through, not just the concept but really, how is it
19 implemented at the local level and how should that drive
20 and inform policy.

21 So thank you.

22 COMMISSIONER TAYLOR: And can I just say
23 something else?

24 Legislators trying to do a good work, but they
25 don't get the feedback from the communities they're

1 servicing and what that legislation says. And bureaucracy
2 tends to misread sometimes what the legislator's trying to
3 say. So feedback to that system is important. And I like
4 what you're doing, so I totally support that. And data is
5 very important as a part of this effort to get -- to let
6 the legislators know how to change the system and what
7 works and what doesn't work.

8 SUPERVISOR KUEHL: Linda Aragon.

9 COMMISSIONER ARGON: I just want to highlight,
10 especially because we have the honor to have ECE, the
11 Office for the Advancement of Early Care and Education
12 home visiting and Help Me Grow in our department that we
13 really -- as we're moving forward, one of the things that
14 has been amazing and I think that we can grow with -- move
15 forward with is the need to really look at this in a
16 comprehensive way because a lot of times we -- excuse me
17 -- we look at home visiting, we look at ECE, and we look
18 at Help Me Grow and we look at homelessness and we look at
19 -- it's all the same. We're -- the families that we're
20 serving have all of these issues.

21 And one of the things that's been amazing for us
22 is working with First 5 is that we're really starting to
23 be very intentional in how we look at this and create this
24 comprehensive system of care. And it's not just a
25 comprehensive system of care for ECE, home visiting, you

1 know, development or screening; it's all of it.

2 And so as we move forward and we're having
3 conversations with policy makers and leaders, sometimes
4 they get very narrowly focused because their issue is ECE
5 or their issues is home visiting. And it's really up to
6 us to bring it together to say, it's a system. We need to
7 support the system.

8 And the other thing is to go back to what John
9 said earlier when Marlene asked, how long does this take.
10 This isn't two years. We're not going to get results in
11 two years. We're not going to get result in three years.
12 We have to create that system that allows us to really
13 come together in that way that gives us the innovation,
14 partnering it with the evidence base, but it gives us that
15 ability to say, this is the system that we need moving
16 forward and we need the support for it to go beyond a
17 two-year project because we're not going to get the
18 results that we're looking for and they're going to say,
19 well, it didn't work. We're saying, we're showing that
20 it's going to work. We're on that path, but give us the
21 support and time to get there.

22 So I just want to say that it's been an amazing
23 partnership with First 5 and the ability for us to move
24 beyond just home visiting and the silos approach. And I
25 encourage us to continue to move that as we move forward.

1 So I'll stop talking before I lose my voice.

2 SUPERVISOR KUEHL: Terry.

3 COMMISSIONER OGAWA: So I have the privilege to
4 be the chair of the policy roundtable for child care and
5 development and your representative on the policy
6 roundtable. And I just have to say, Jacquelyn, as you
7 mentioned all of that I thought to myself, I want to be at
8 that table because I want to also put a plug in and say
9 that it's -- it is going to take a long time, and we need
10 First 5 as a partner and a leader to help us figure out
11 how we take what the blue ribbon commission has
12 recommended and how we implement it here. Because that's
13 going to be the hard part and it's going to take a long
14 time. But the -- the momentum is there and this is a
15 really exciting time and we can't -- we can't lose this
16 opportunity. I think that's what everyone is saying. We
17 can't lose this opportunity. We have to take advantage of
18 it. And I think we do that in partnership with First 5.

19 SUPERVISOR KUEHL: Thank you.

20 Carla.

21 COMMISSIONER PLEITEZ HOWELL: It's completely
22 working off of what Terry just mentioned. I was really
23 struck, Dr. McCroskey, as you went through all the
24 wonderful things the County is doing. And what struck me
25 is we're still operating the same way though. There is

1 all these windows of opportunity, but we're still at these
2 different tables and having the discussions.

3 And I think First 5 LA, Christina and Peter
4 Barth, did a really terrific job of bringing some folks
5 together earlier, but I wonder what advice the two of you
6 would give this commission in terms of, how do we operate
7 different. It is a very different day. And now we're not
8 sort of pleading for some things to happen, but rather
9 they're moving really fast. And if we move too fast, we
10 could get them wrong for kids.

11 So where do you advise this commission in terms
12 of operating differently in this new era of opportunity?

13 MS. McCROSKEY: I'll start. I think that First 5
14 could be incredibly helpful to us in calling attention to
15 the multiple systems that have to be coordinating their
16 efforts. So I can't tell you how grateful I am to public
17 health for taking a lead on this, but I hear from people
18 often, how do we make sure that the other systems know
19 what's going on so we can be building. And, you know,
20 short of renting the convention on a regular basis, that's
21 obviously really challenging to do. But you have amongst
22 your commissioners a very powerful group who can help to
23 pull some of those things together and to keep our -- our
24 department heads who are each taking part of the puzzle
25 away to get kind of much more regular and informed input

1 from communities from parents, from CBO's, et cetera. I
2 know that's very amorphous, but even though we're doing --
3 you're absolutely right, Karla, we're doing a better job
4 incrementally in connecting our conversations. It's still
5 like a serial telephone game as -- as opposed to a real
6 think tank. And this is the time when we desperately need
7 a real think tank. And I think public health will be one
8 of the first to say, yes, please, because there are
9 capacity issues, there are conceptual issues, there are
10 measurements issues, there are all kinds of things that we
11 need to make sure we're together on.

12 MS. ANDERSON: And my answer would be, yes and.
13 And to your question, honestly, of what would I have the
14 commission do differently or First 5 do differently, I
15 actually wouldn't have you do a whole lot differently.
16 Reid's question was going to be around systems change and
17 how can you leverage systems change. And I generally gave
18 it some thought. And, honestly, the answer is, keep doing
19 what you're doing. We need a think tank and we need the
20 organizers. And this team really has been there at all
21 different levels and in lots of different ways, not just
22 through the investments, not just through -- not just
23 through experience. But, honestly, I get e-mails late at
24 night and early in the morning from Christina, from John,
25 from Reid, and I know that I am not alone in that. You

1 guys really are rolling up your sleeves. I mean, systems
2 change at the local level at this moment in time when you
3 have leaders where you want them to be, like Supervisor
4 Kuehl, you -- we -- there's no position that you are
5 taking that we would advocate to be any different from
6 what it is. Barbara Ferrer is the same way. John Sherin
7 is the same way. Bobby Cagle is the same way.

8 So systems change is often about knocking on
9 people's doors and trying to convince them to move in a
10 different direction. We're at a moment in time in this
11 county where our leaders are where not only we want them
12 to be, but where we are. And so it's our job in the
13 systems change and in the leveraging to help them get
14 there. And we've got really deep bureaucracies. For
15 Those of you who've heard me speak, I say this a lot.
16 Largest county in the country. 10 million people. As
17 Supervisor Kuehl says, we are the state of Ohio. It's
18 hard for us to work -- I don't know that anyone's figured
19 this out across the country, but part of how you do it is
20 what Susan said, and I thought that was beautiful. It's
21 the community organizing. You have done that beautifully
22 and I would encourage you to keep doing it.

23 SUPERVISOR KUEHL: Well, thank you to the panel
24 very, very much. We want to ask Jacquelyn to take a few
25 minutes. I need to end this section by couple minutes

1 before 4:00 so we can get to our last action item, but
2 considering you were on the California Assembly blue
3 ribbon commission and there's a draft report that came
4 out, oh, this month, perhaps you would tell us a few
5 things that you would like us to know about the commission
6 report.

7 MS. McCROSKEY: I have to start with Speaker
8 Rendon's message to us on Monday, which is that he's, as
9 many of you know, spent over 20 years in the early care
10 and education field, particularly here in LA county. He
11 ran for office because he was so convinced that more
12 needed to be done. He said, now I've been in the
13 legislature four years I think or a certain amount of
14 time. He said, I can tell you there are certain days that
15 make me very happy here and there are other days that make
16 me not so happy here. This is the only day when I felt
17 giddy.

18 So those of us who have this pent up desire to --
19 to bring the forces together around early education feel
20 giddy. It's -- it's an opportunity with the Governor and
21 the legislature and the superintendent and the public
22 instruction talking to each other about early childhood
23 education. So we were very, very -- it was very prescient
24 of the Speaker to pull together this group which is, as I
25 mentioned, been in place for two years, to look forward;

1 not to resolve a media problems, but to look forward.

2 So you'll see -- you can see even in the summary,
3 there's a lot of visioning there. There's not a lot of
4 detail there. There's more detail in the plan itself and
5 where we'll have more detail when the final report comes
6 out, including financial projections and including some
7 specificity as to sequencing.

8 I want to highlight a couple of the other things
9 that I didn't mention before. I promise you I won't
10 highlight as many as I would like to because of your time.
11 But a few of them I think are really relevant to us here
12 in LA county. One is that we haven't had a governance
13 infrastructure either at the state level or county levels
14 which allows for the kind of conversations that we need to
15 have cross-departmentally and cross-organizationally
16 and with communities about early childhood education.

17 So the recommendation is to establish an early
18 childhood policy council which would advise the Governor,
19 and the legislature, and the superintendent of public
20 instruction.

21 There would be two subcommittees with that group.
22 One is a parent advisory council so that we would provide
23 support for transportation, child care, food, whatever
24 else they need for our parents from around the state to
25 meet regularly and to talk about what's most important for

1 them and what the challenges really are for them, and that
2 some of those representatives would officially appointed
3 to this overall policy council.

4 We would have a similar provider advisory council
5 so that we're being serious about it's the parents and
6 providers who really understand where -- where the missing
7 links are, and let's make sure those voices are front and
8 center.

9 On the administrative side it -- we recommend
10 establishment of an office for early childhood education,
11 which -- and in the challenge there is, you've got to make
12 sure that the CDE and HHS are both represented in that
13 office, as well as some of the other state departments who
14 contribute to two-generation support for families. But
15 there has to be an entity, a coordinating entity in this
16 office that works through the logistics of how a lot of
17 this gets done. And most important to that is an
18 interagency work group because CDE has work to do in terms
19 of early childhood education, DSS has work to do in terms
20 of early childhood education. But if they aren't
21 coordinating it -- it's not going to be as effective as it
22 needs to be.

23 One of the other things that's very much in this
24 is the idea that early childhood education should be for
25 all families and that we should be using a concept called

1 targeted universalism. So we're moving to all, but we're
2 starting strategically with those most in need. And those
3 most in need are the poorest families and the families
4 facing crisis, and that's where we should be starting. And
5 we should be making every effort not to limit their access
6 based on ours -- the kinds of things that we limit their
7 access based on now, which is hours of employment and
8 hours of being in school, but it should really be about
9 the child's need for early education and continuity of
10 care so that children are not enrolled and then
11 disenrolled when their parents' income goes up or they
12 have to move or when they no longer qualify for the --
13 under the particular kind of voucher program they had
14 before, et cetera; that this idea of need has got to be
15 translated into something that makes more sense for
16 children and families.

17 We are suggesting as a universal goal that
18 California families at or below the state median income
19 would never pay more than seven percent of their family
20 income for child care. We figure now that there are many
21 people who pay 30 percent of their income for child care.
22 And it's an unreasonable demand on families and it's an
23 unreasonable expectation for our state when we know our
24 birthrate is heading down and each of our children are
25 even more important in so many ways to all of us,

1 particularly those of us who are older than we used to be;
2 although we're always really really important obviously.

3 I also I want to highlight the fact that we call
4 for mapping and identification of child care deserts.
5 This is something that advancement project has done
6 fabulous, fabulous work on, both here in southern
7 California and their recently released report that looks
8 statewide. We have certain parts of the state where there
9 is no child care, and the -- it's not because there aren't
10 families who need it. The rationale for establishing the
11 programs is not the same as the need of the children and
12 the families. So I think that's something that's very
13 important.

14 One of my personal favorite recommendations here
15 -- I've got a lot, maybe not all of them, but probably
16 most of the them. One of them is, incentivizing onsite
17 child care in transitional housing for incarcerated and
18 recently released parents and connecting those parents to
19 child care subsidies and to subsidy information and
20 navigation, which would be fabulous.

21 In terms of workforce we -- there's been so much
22 attention to workforce, and every single bit of it is
23 desperately needed because we -- we have built the
24 existing services largely on people being underpaid for
25 their work, on poor women color mostly who step up to care

1 for children because they care for them deeply, but who
2 are not compensated for that work at an appropriate level.
3 Far too high of a percentage of our early childhood
4 workforce qualifies for food stamps and other kind of
5 benefits.

6 So one of the things we say is that we -- while
7 we want to increase standards for the workforce, we should
8 not be increasing standards until compensation has been
9 raised. And we should be looking long term for parity
10 with K-3 salaries and benefit structures. That is a big
11 stretch from where we are now, but that's the ten-year
12 part of this vision and where do we start with that.

13 We definitely believe that credentials are an
14 important way for people to gain footholds in the
15 workforce, but we also believe that we should have a
16 competency-based system, and not a degree based system.
17 Degrees are wonderful. Certification is wonderful. But
18 we've got to be looking at competency and skills. And in
19 particular, we have to be looking at that with our current
20 workforce, so we're not expecting something of people that
21 -- and not counting the skills they bring to the table.

22 Were you making a purposeful move to your
23 microphone?

24 SUPERVISOR KUEHL: That's what chairs do.

25 MS. McCROSKEY: That's why I pay attention.

1 SUPERVISOR KUEHL: I want to make sure that my
2 commissioners had an opportunity if any of them wanted to
3 ask you any questions about it. We have the draft summary
4 of the recommendations, and I think it's probable that we
5 will talk about it again.

6 But Marlene.

7 COMMISSIONER ZEPEDA: Yes. Thank you, Jacquelyn,
8 for that report. I have looked at the summary. I haven't
9 read all 84 pages. And I have to tell you, this is the
10 most progressive document I've seen relative to early
11 childhood education in my professional career. And
12 there's so much in it.

13 So I was glad to hear about the sequencing
14 because I get -- you know, how many guidance documents and
15 stuff have we experienced that sit on shelves? And so the
16 issue then is, how do you operationalize it, in what order
17 do you operationalize it.

18 And I was also heartened to see that the notion
19 that equality doesn't mean equity, and that there is an
20 equity lens that's operating within this -- this set of
21 recommendations. And as you know, that's part of the deal
22 for me.

23 So I just want to -- I think it is a very
24 important document. And the question's going to be, how
25 do we -- how do we make it come to fruition? Which are

1 the pieces that need to come to fruition? First, the kind
2 of midterm goals and then the more long-term goals
3 because, you know, the Governor just started, but the
4 years will pass by very quickly. And who knows what's
5 going to happen after that. So we do have this moment in
6 time, and I'm hopeful that -- that we will capitalize on
7 it.

8 Thank you.

9 SUPERVISOR KUEHL: Romalis.

10 COMMISSIONER TAYLOR: I know that the
11 recommendation says to start with the lowest group. I
12 totally agree with that. However, I think all of
13 Californians need some help with this. It's driving some
14 of our families -- it doesn't matter what economic status
15 you have -- into the -- into the weeds of trying to figure
16 out, do I pay for child care or education or all this
17 other stuff, or do I feed someone. And it's not just the
18 lower end.

19 So there has to be a gradient that all can
20 participate. And I think we'll get greater support up and
21 down this state around that. So I think discussing it and
22 finding the best strategy for that, and I think we will
23 get better support from the State legislators on that
24 based on that kind of strategy. And so the other thing,
25 because based on the ability of people to pay, we should

1 help them somewhat in order so that they can feed their
2 children as well.

3 The other thing is, is that I would like to see
4 us look at the outcomes that have you for this and talk
5 about that as a part of what it is. And the outcome I'm
6 looking for is, what is the future for Californian
7 children if we don't help them now. And so I think that
8 needs to be put more to the forefront to sell the idea
9 because it's our children that's going to support this
10 state in the future. And if we don't invest in them now,
11 what's going to happen later?

12 SUPERVISOR KUEHL: Yeah. I think two things:
13 One, First 5 -- one of the things that's been mentioned by
14 everyone, but I think we collectively want to bring it
15 together, is very specially kind of placed to focus a lens
16 on this age group and on the importance of the experiences
17 of this age group from, you know, the first month and the
18 difference that it makes. What Romalis referred to in
19 terms of, you know, the future that you talk about, which
20 really starts so early and why it makes so much sense.

21 But we've all been saying that for a long time.
22 And I think when everyone -- this is I think the tenth
23 time we've heard a moment in time just today of, you know,
24 from all the tables. And I think that it is important to
25 take advantage. I'm reading Doris Kearns Goodwin's latest

1 book, Leadership: In Turbulent Times. And, you know,
2 Lincoln and the Emancipation Proclamation; Teddy Roosevelt
3 and the coal strike, helping -- how they went through to
4 settle it; FDR and how to recover from the Depression. It
5 was a moment in time and they took it, but they never
6 thought it would be complete at the time they took it. I
7 think that's also an important aspect for us, is that we
8 need to move. One of my friends would always say, do
9 something even if it's wrong because, you know, we kind of
10 like, don't be frozen because you don't know what to do
11 first; just do the first indicated thing and then the
12 second and then the third.

13 But I think our specialty role really is to
14 continue to shine a light on the importance of the
15 experiences of children from the very, very first month,
16 very first week.

17 So thank you so much to both of panels.
18 Thank you to Reid and Christina and John as well.

19 And we'll move, if we may, to the last item. Was
20 there anyone signed up for public comment.

21 SECRETARY: No public comment.

22 SUPERVISOR KUEHL: Okay. So on Item 6, the
23 strategic plan refinement. I took the opportunity to tell
24 our leadership that I thought that the board of
25 commissioners was sufficiently educated by the other

1 presentations that we've had on strategic plan refinement,
2 and that the really important part for us really related
3 to the last -- essentially the last slide, which I'm sure
4 you'll skip to because -- so it is about new and -- our
5 investment guidelines, which in many ways are not new.
6 We've looked at most of them, but there was feedback from
7 stakeholders and from this board on some refinements that
8 we thought would be good.

9 So these are the final recommendations for our
10 guidelines, which we are being asked to consider and if we
11 wish -- if we agree, to approve today.

12 So over to you. Thank you.

13 MS. ALTMAYER: There we go.

14 MR. LaFRANCE: Good afternoon, commissioners.
15 I'm Steven LaFrance, founder and CEO of Learning For
16 Action. It's a pleasure to be speaking with you today.
17 And as the supervisor indicated, we'll keep our
18 presentation short and sweet and are excited to engage in
19 conversation with you all about the revised investment
20 guidelines. I will just briefly review each of them.

21 You'll recall that, as we reviewed and reflected
22 on the input that commissioners have given us on the
23 investment guidelines, we have been on a parallel track
24 reflecting on, what does this mean for the work of First 5
25 LA staff as they operationalize them. So we're sharing

1 with you each investment guideline as -- along with a set
2 of statements about what this means for the work of First
3 5 LA.

4 The first guideline is a new one and it is a
5 reflecting the commission's priority on equity moving
6 forward. And this guideline reads, to prioritize
7 children, families, and communities in our target
8 population that our work has the greatest potential to
9 impact and advance our north star. By implication, this
10 means that First 5 LA will use data to elevate disparities
11 and to achieve equitable outcomes through the use of data.
12 It is intentional to strengthen existing public systems so
13 that they're more family focused and child centric --
14 child centered, and that the voices of families and
15 communities will be incorporated and lifted up in policy
16 and systems change.

17 The second guideline regards sustainability, and
18 that is to embed sustainability strategies within all of
19 our work. So First 5 LA will plan and operate within our
20 first fiscal reality. We'll create new revenue and fund
21 leveraging strategies and co-invest with partners.

22 The third investment guideline regards
23 prevention, which I've -- while I was preparing for this
24 discussion, I've come up with a word or catchphrase for
25 each of our investment guidelines, and I'd like to offer

1 up after equity and sustainability, we have our upstream
2 guideline, which is a focus on prevention to invest in
3 prevention and early intervention as the primary focus of
4 our work, And to link to downstream investments in to
5 prevention.

6 The next is our systems and policy change
7 guideline. And is that to focus on systems and policy
8 change and implementation to impact the most children and
9 families through which we'll focus on strengthening
10 existing systems rather than creating new ones, and will
11 consider direct services when there's significant
12 potential to demonstrate models for scalability and
13 sustainability.

14 Our fifth guideline is our evidence and
15 innovation guideline. Prioritize scaling up
16 evidence-based practices balanced with investments and
17 innovative and promising approaches to address community
18 needs. As a consequence of which we will pursue and test
19 innovative and promising approaches as necessary to
20 respond to community needs and achieve scale.

21 And finally, we have our partnership guideline.
22 To engage partners throughout programming planning,
23 development, and execution of our work. And by
24 implication, First 5 LA will demonstrate how committed
25 partnerships are engaged and fundamental to our work.

1 With that, I welcome any question, comment that
2 commissioners may have. We very much hope you feel this
3 reflects your input and feedback along the way. It has
4 been very enriching to hear all of your thoughts and
5 guidance as we move into a new strategic plan with new
6 guidance.

7 SUPERVISOR KUEHL: Thank you.

8 Karla.

9 COMMISSIONER PLEITEZ HOWELL: Thank you very,
10 very much. This is really reflective of a lot of the
11 conversations we've had.

12 I'm reminded of -- Kim Belshe', you started our
13 conversation with leadership matters, the idea that we
14 have equity as a guideline at the very beginning of this
15 is because of the leadership we have here. And it is
16 really, really exciting. Thrilled that it's included.

17 I will offer up three quick things on this
18 particular investment guideline. The first is looking at
19 an equity lens. And this is related to the blue ribbon
20 commission and talking about what an equity lens looks
21 like, what the definition looks like. So some language
22 around that would be really helpful.

23 The second thing I was looking through notes of
24 what commissioners have lifted up in the past in terms of
25 disparities. So what the blue ribbon commission does, it

1 talks about equality is not equity. And then it lists 12
2 different things in terms of where disparities really
3 exist throughout the state. And I looked at what our
4 commissioners have lifted up in the past. So some ideas,
5 yes, we will be tracking or measuring disparities, but
6 this commission actually hasn't landed on which ones will
7 we really focus cuss on.

8 Commissioner Abdo has lift up homelessness. We
9 still remember the story she shared in terms of what
10 families in her community were facing. Dr. Zepeda has
11 lifted up dual language learners as making sure that we
12 put an equity lens on it. Commission Cagle, the welfare
13 system and the children that are going through that
14 system. Dr. Ferrer lifted up racial disparities, in
15 particularly what our black families face in Los Angeles
16 county and really lifting up racial equity amongst that.
17 Commissioner Taylor has lifted up community voice for
18 families. And I'll get to that a little bit later.
19 Our board chair and a lot of us have lifted up social
20 economic poverty, single parents. So it is worth having
21 crispness on the disparities we will be measuring so that
22 we really get a sense of those outcomes.

23 The second thing that is missing under the what
24 this means for our work is geographic analysis. LA county
25 is a large. And the discussions that have been had in

1 several space as round equity is really getting to the
2 granular level of community and figuring out where those
3 highest need communities are. And we have those really
4 good examples in First 5 LA as we look at Best Start
5 communities. But geographic questions are within that.

6 The other point on what this works means for us
7 is, this is a soul searching question for First 5 LA. We
8 are good as a society and in helping low-income families
9 that are already making it -- that get closer to making
10 it. It is really, really tough to look at issues like
11 deep poverty, the folks that are struggling the most in
12 our society. So figuring out where First 5 LA is looking
13 to make a change in equity, and it will likely be a
14 balance, but is it -- are we looking to make the greatest
15 change with the greatest number of kids and/or are we
16 going to look really, really closely at the kids that
17 struggling the most in our county and where will we
18 measure our outcomes and disparities. And that is a
19 question we haven't had posed here, but it is a question
20 that, as we look at equity, we're going to have to try to
21 address.

22 The last point is on -- and this is bringing
23 Commissioner Taylor's points around community voice and
24 input. And actually bringing Dr. McCroskey's voice back
25 on parent voice, being clearer about will parent voice be

1 community-based organizations or will parent voice
2 actually be talking to the parents. And First 5 LA did a
3 really great job in helping the blue ribbon commission
4 address this. And as we look at that third bullet point
5 of what this work means for us, incorporating the voice of
6 families, I hope we will really incorporate the voice of
7 families on the ground and not necessarily have sort of
8 middle community based organizations within that.

9 I share all that because it is the most exciting
10 new investment that's included in here, and you all have
11 really taken the voice of the commission in putting some
12 of that in there. So thank you for that.

13 MR. LaFRANCE: Thank you. If I may just very
14 quickly. I want to appreciate the detail with which you
15 drew our attention to the implication of having an equity
16 based investment guideline. And just as an example of how
17 we see this playing out, because it's either lip service
18 or it's action when you take it to the rubber hitting the
19 road in the actual work of this organization. And we have
20 articulated a commitment to bringing equity related
21 considerations into all of the strategy refinement work
22 that will happen from this point moving forward. And,
23 again, I mention that just as an example of how the
24 feedback that you just provided will be incorporated into
25 the -- you know, we're almost at transition point from our

1 initial review phase to our reflect and refine phases. So
2 I'm just making this comment as a point of reassurance
3 about how deeply committed we are to ensuring this is not
4 just, okay, we've articulated the equity guideline, check.
5 It will be driving all of the rest of the strategy
6 refinement work through the development of the plan.

7 SUPERVISOR KUEHL: Romalis.

8 COMMISSIONER TAYLOR: I want to second what
9 Commissioner Howell said, but I want to -- you were
10 sitting here while were you hearing all those people we
11 were working with before talk about what this commission
12 and our wonderful staff has done in bringing the voice of
13 people to the table around everything they were trying to
14 do and they kept giving kudos to us for that voice. That
15 is priority. It needs to be stated. It doesn't need to
16 be lost. So you need to put it in here so it's highly
17 visible that we honor that: The parents, the community,
18 the children, everyone.

19 The other thing would I like to see so I'm not
20 going to repeat all of the things she said because I
21 totally agree.

22 The other thing I want to do is identify that the
23 staff needs to be very clear about looking at identifying
24 potential resources to continue our efforts to support
25 what we're trying to do. One thing I was very excited and

1 -- and joyous to hear is how we helped others connect and
2 fund ideas to create that connection for systems change,
3 learning, and things of that nature. So we have to look
4 at what kind of resources we can leverage or get or to
5 sustain some of our practices and not look always in our
6 pocket to say, this is how we do it. Because I've heard
7 how others have kind of gone different ways to do the same
8 thing, but we facilitated it by making the connection. So
9 it shouldn't always being looked at how we're going to pay
10 for it. We should be looking at how we can bring others
11 in to collaborate with what we're doing to facilitate a
12 process of change.

13 The last thing I want to hear is about -- and I
14 heard it a very clearly and I want it down here, is our
15 advocacy is off the charts about change and what we're
16 trying to do of going where we have to go, whether it's
17 the County, the State, the fed, a city, or whoever for
18 change. So that application strategy that we're using,
19 we're beginning to develop strategies how to advocate and
20 how to facilitate change. And I don't know how to map
21 that out, but I heard people talking about it. They
22 couldn't qualify it, but we need to map that strategy
23 we're using to help that change. And so that -- I call it
24 advocacy, but it's really a strategy that this
25 organization is using to facilitate change, and we need to

1 kind of own it and identify and codify that this is the
2 way to make change happen.

3 MR. LaFRANCE: Thank you.

4 SUPERVISOR KUEHL: I also want to praise the
5 staff and leadership at First 5 in terms of their own
6 listening process. You know, we -- we don't spend our
7 lives every day working at First 5. But I think many of
8 us spend a good deal of time thinking about the population
9 and the work and actually connecting with staff and
10 participating for sure. And I think the -- we focused a
11 little bit on the new guidelines in our talk today
12 because, in my opinion, it encompasses a lot of the other
13 guidelines that we have been already utilizing and
14 developing and reaffirming.

15 The notion of equity, you know, you've heard me
16 say before the favorite illustration of it are the three
17 people who want to watch the baseball game: The fully
18 grown person, the ten-year old, and the five year old, and
19 there's three boxes. Do we give each of them a box to
20 stand on? No, because then only one of them would still
21 be able to see over the fence. We give the ten-year old a
22 box and the five-year old two boxes, and then everybody
23 can see over the fence.

24 I think the notion of equity as being different
25 from equality is fairly new. We used to have this

1 argument in the '70s in the women's movement about whether
2 you treated women the same as men and that would be, you
3 know, a step up, and it was; or whether you took into
4 account that women got pregnant, for instance, and maybe
5 needed some other considerations at work. And at first we
6 just said, Oh, never mind, just treat us the same as all
7 the men, we'll be fine. Then as soon as got in, we said,
8 we lied. We'd like pregnancy leave, we'd like child care,
9 we'd like all this stuff that relates to us. And it -- it
10 was because we didn't even understand that equality would
11 not do it. It would not do it. It's the same easily seen
12 for our populations.

13 However, I want to say that in many cases the
14 notion of equity is going to be dynamic. That is the
15 notion of need or what we have, what we may need to
16 develop. I'll give you one example we're facing in the
17 county. We've patted ourselves on the back enormously for
18 raising the minimum wage. Unfortunately, raising the
19 minimum wage takes thousands of our recipients out of the
20 benefits level. So suddenly they don't get child care
21 paid for and they're worse off than they were before their
22 wage was raised because we're not in charge of some of the
23 levels at which you can collect state benefits, for
24 instance. So we need to advocate to change. And that I
25 think there's some interest in it. And I'm not saying

1 it's an unintended consequence. We kind of understood in
2 a way but we thought, no, we don't want to just say, okay,
3 we won't pay anybody anymore. We'll try to make it
4 better. But that's one instance in which I think the
5 notion of equity is dynamic.

6 It's also dynamic in terms of this family who
7 lives, you know, next door to me and a month later were
8 living in their car. Their situation changed and now
9 their needs are different.

10 The other thing is recognizing needs that we
11 didn't even think about before, like Jacquelyn referred to
12 in terms of emergency child care for people who said,
13 sure, call me in the middle of the night, I'll take a
14 child that's just been removed. And you get the call in
15 the middle of the night and it's kind of like, I'm
16 supposed to go to work tomorrow, what do I do for child
17 care. So recognizing that there are different answers too
18 and maybe different ways of using it.

19 The -- everybody talked voices and whose voices
20 might be heard. It's interesting to me that we did a very
21 deep assessment of the need for parks across the county
22 before we put a measure on the ballot. And in many cases,
23 the same communities that are park poor are also poor in
24 other services. And I wonder it wouldn't be a perfect
25 fit, but to some extent, it does show you because there

1 are maps that show so many different things. It's not
2 just about our communities.

3 Secondly, and I know that was six things, but
4 that was all equity. Sustainability as a notion I think
5 is commensurate with things that we talked about in the
6 other investment guidelines. For instance, engaging
7 partners. Sustainability means we're not going to pay for
8 these programs for the rest their lives. We want to start
9 things. We want them to be adopted and adapted and to
10 find those partners. And the notion of advocacy in my
11 opinion is another kind of partnership.

12 Now I speak as I person who brought a lot of
13 bills and got 171 of them signed into law by three
14 different governors. But, you know, it's a kind of
15 partnership, sometimes quick and dirty. I'll bring a
16 bill, get it signed in a year, and, boom, somebody's going
17 to have something they didn't have before.

18 They do not understand the county, for the most
19 part, or their own counties. Whether it's Butte or Alpine
20 or LA or San Diego, many of the legislators don't. And
21 our own legislators have had some problems with the
22 county. They don't always think the county does the right
23 thing or does a good thing. So building our relationships
24 with them, that's a kind of partnership and also helps I
25 think with sustainability because sometimes you'll get

1 something in the budget and it will stay there for a
2 decade because no one will change it. And that's a good
3 way to sustain the program.

4 So I -- just want to close by thanking everyone,
5 again, for the spirited and informed and really
6 intelligent participation of this board, of the staff and
7 leadership, and all the people in the community who wanted
8 us to continue our strategic plan but to find more ways to
9 express exactly what we were doing. And I think, in my
10 own opinion, this is a very, very good outcome. Perhaps
11 some of the what this means for our work piece, especially
12 in equity and sustainability since they're new, might be a
13 little more dynamically developed as we go along, but I
14 would recommend that we adopt these investment guidelines
15 today, which I think is what has been asked of us, unless
16 anyone wishes to say anymore.

17 Might I have a motion to adopt the investment
18 guidelines?

19 COMMISSIONER ZEPEDA: So moved.

20 SUPERVISOR KUEHL: Moved and --

21 COMMISSIONER TAYLOR: Second.

22 SUPERVISOR KUEHL: -- and seconded.

23 Is there any objection to a unanimous vote to
24 adopt the investment guidelines?

25 Hearing none, that will be the action.

1 Thank you very, very, very much. This is really
2 good work.

3 So do we have any general public comment?

4 SECRETARY: No general public comment.

5 SUPERVISOR KUEHL: No. All right. Do we have
6 any general last thoughts from the board? You know, we
7 don't generally do that. But in the old days, we used to
8 have good and welfare. I don't know if any of you used to
9 serve on those old board, but we had good and welfare and
10 people would just say something.

11 But I see you all smiling, and that's a very good
12 way to the end the meeting. So I would say thank you to
13 those of you who were here. Thank you to the board. See
14 you next months. And this meeting is adjourned.

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

16
17
18
19
20
21
22
23
24
25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

C E R T I F I C A T E

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

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

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

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

Attested to on this 21st day of March, 2019.

DocuSigned by:

Heatherlynn Gonzalez

AE10E8980664405...
CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the month ending February 28, 2019.

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

DISCUSSION:
First 5 LA began the month of February 2019 with a cash balance of \$383.6 million. We received \$13.4 million in revenues. There were \$7.8 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 \$387.4 million.

This report includes detailed financial information for the months ending February 28, 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 February 28, 2019.
- Detailed operating and program expenditures: Shows expenses against the FY 2018-19 Budget approved on June 14, 2018, concluding with a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
February 28, 2019, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of January 31, 2019	\$ 383,641,073	
Revenue		
Monthly State Allotments	\$ 12,597,290	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	21,146	
Interest Income - Unreserved	733,381	
Investment Income - Other	-	
Rental Revenue - La Petite	-	
ECE-LA County IMPACT	-	
Total Revenue	\$ 13,351,817	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 7,422,389	
Legacy Investments	409,670	
Total Initiative/Program Expenses	\$ 7,832,059	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ -	
Total Pass-Through Expenses	\$ -	
Operation and Administration (Attachment C)		
Personnel	\$ 1,348,083	
General Operating	101,436	
Consultant Services	128,334	
Professional Services	99,128	
Travel Expenses	27,085	
Professional Development	22,843	
Capital Improvements	2,478	
Total Operation and Administration	\$ 1,729,387	
Total Expenses	\$ 9,561,446	
Variance (Revenue - Expenses)	\$ 3,790,371	
Cash Balance as of February 28, 2019	\$ 387,431,444	(2)

NOTE:

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

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2018-19 BUDGET
FEBRUARY 28, 2019, UNAUDITED**

INITIATIVE/PROGRAM	FY 2018-19 BUDGET	FEBRUARY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	40,857,000	2,523,590	19,088,314	21,768,686
Communities	20,976,000	1,356,701	5,495,767	15,480,233
Early Care & Education Systems	23,261,000	2,137,431	11,701,482	11,559,518
Health-Related Systems	3,687,000	400,762	1,131,107	2,555,893
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	3,015,000	85,547	921,829	2,093,171
Communications & Marketing	6,121,000	321,320	2,784,447	3,336,553
Communications - Conference Funding	250,000	12,500	191,775	58,225
Strategic Partnership-Cross-Cutting Funder Partnership	745,000	36,360	112,685	632,315
Strategic Partnership-Grantmaking Memberships	41,000	1,955	26,425	14,575
Strategic Partnership-Partnership Development	160,000	-	-	160,000
Community Engagement and Advocacy	256,000	-	-	256,000
Policy & Strategy - Emerging Opportunities	75,000	-	17,500	57,500
County Partnerships	50,000	-	-	50,000
Integration & Learning				
Communities of Practice	35,000	-	-	35,000
Data Development and Integration	975,000	90,675	289,258	685,742
Data Partnership with Funders	850,000	425,000	425,000	425,000
Grantee Assessment	75,000	-	-	75,000
Impact Framework	112,000	11,977	52,109	59,891
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	200,000	11,625	52,809	147,191
Organizational-Wide Investment	96,000	-	-	96,000
Program Evaluation	3,320,000	6,946	162,333	3,157,667
Integration & Learning - Emerging Opportunities	100,000	-	-	100,000
Subtotal 2015-2020 Strategic Plan	105,435,000	7,422,389	42,452,840	62,982,160
LEGACY INVESTMENTS				
At-Risk Fathers Investment	295,000	26,878	120,750	174,250
Baby Friendly Hospitals	150,000	18,274	82,911	67,089
Black Infant Health	1,863,000	94,393	265,900	1,597,100
Children's Dental Care	372,000	-	63,334	308,666
Information Resource and Referral	620,000	87,133	586,938	33,062
Little by Little/One Step Ahead	3,925,000	130,445	1,478,466	2,446,534
Parent Child Interaction Therapy	4,428,000	52,547	531,767	3,896,233
Policy Advocacy Fund	55,000	-	-	55,000
Subtotal Legacy Investments	11,708,000	409,670	3,130,066	8,577,934
TOTAL	117,143,000	7,832,059	45,582,906	71,560,094

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

NOTES -PROGRAM EXPENDITURES BY FY 2018-19 BUDGET:

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

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
 EXPENDITURES - PASS-THROUGH
 FEBRUARY 28, 2019, UNAUDITED

Attachment B

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

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
FEBRUARY 28, 2019, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	FEBRUARY ACTUAL	FISCAL YTD ACTUAL	FY 2018-19 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,044,801	8,552,178	14,062,486	5,510,308
Fringe Benefits	303,282	2,378,093	3,961,920	1,583,827
Total Personnel Services	1,348,083	10,930,271	18,024,406	7,094,135
General Operating Expenses				
ADP Payroll Charges	2,743	23,833	38,000	14,167
Workers Compensation Insurance	-	63,139	85,000	21,861
Utilities	15,344	104,582	165,000	60,418
Corporate Insurance	-	30,927	75,000	44,073
Mileage, Parking and Other Transportation	2,341	27,642	71,250	43,608
Telephones	3,948	40,444	67,000	26,556
Cell Phones & Mobile Devices	1,800	16,497	55,800	39,303
Outside Printing & Publishing	21,462	22,554	23,000	446
Other Supplies	410	5,169	20,250	15,081
Postage & Delivery	1,100	8,699	13,200	4,501
Educational Supplies	74	950	7,100	6,150
Office Supplies	4,189	40,266	88,000	47,734
Subscriptions & Publication	9,876	15,506	21,500	5,994
Equipment-Rents & Leases	9,284	30,026	119,000	88,974
Building Repair & Maintenance	20,243	149,509	192,000	42,491
Equipment Repair & Maintenance	500	4,023	24,000	19,977
Offsite Storage	657	16,070	34,400	18,330
Hardware & Software Maintenance	1,125	106,183	255,300	149,117
Miscellaneous/Contingency	-	-	75,000	75,000
Internal Meeting	6,340	55,011	133,100	78,089
Divisional Capacity Building	-	-	100,000	100,000
Total General Operating Expenses	101,436	761,030	1,662,900	901,870
Consultant Services				
Consultant Fees	100,967	318,698	1,214,800	896,102
Other Professional Fees	27,367	233,624	315,000	81,376
External Reviewers	-	450	2,500	2,050
Total Consultant Services	128,334	552,772	1,532,300	979,528
Professional Services				
Audit	-	51,595	80,000	28,405
Legal Fees	-	44,482	175,000	130,518
Professional Dues	73,989	93,191	123,552	30,361
Staff Recruitment	21,324	24,046	25,000	954
Commission Stipends	2,250	9,300	30,000	20,700
Web-Based Services	1,565	19,086	75,000	55,914
Bank & Other Service Charges	-	20,797	12,000	(8,797)
Total Professional Services	99,128	262,497	520,552	258,055
Travel Expenses				
Airfare	15,138	76,361	161,380	85,019
Lodging	5,485	67,189	162,200	95,011
Per Diem	4,193	34,857	76,200	41,343
Other Travel Expense	2,269	14,435	22,850	8,415
Total Travel Expenses	27,085	192,842	422,630	229,788
Professional Development				
Training Material & Supplies	122	2,582	12,500	9,918
Internal Training	4,950	4,950	94,400	89,450
Leadership Programs	7,110	17,530	102,000	84,470
Conference Registrations	7,285	66,591	210,000	143,409
External Education/Training	3,376	29,739	142,000	112,261
Total Professional Development	22,843	121,392	560,900	439,508
Capital Improvements				
Capital Outlay (Equipment Purchases)	2,478	100,926	126,000	25,074
Total Capital Improvements	2,478	100,926	126,000	25,074
TOTAL OPERATING EXPENSES	1,729,387	12,921,730	22,849,688	9,927,958

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

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

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
February 28, 2019 Unaudited**

Current Assets:	
Cash	\$ 2,822,049
Cash- Morlin Mgmt Corp	27,100
Investment:	
Operating and Allocated funds	371,400,750
Advance - LAUP	3,002,187
Advance - Regional Network (RN)	1,159,153
Other Receivables	637,776
Total Current Assets	<u>\$ 379,049,014</u>
Fixed Assets:	
Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	1,855,305
Office Equipment	331,033
Accumulated Depreciation	(5,883,227)
Total Fixed Assets	<u>\$ 11,046,294</u>
Total Assets	<u><u>\$ 390,095,308</u></u>
Liabilities and Net Assets	
Current liabilities:	
Other Liabilities	\$ 238,676 (1)
Total Current Liabilities	<u>\$ 238,676</u>
Net Assets:	
Investment in capital assets	\$ 11,046,294
Restricted	378,810,338
Total Net Assets	<u>\$ 389,856,632</u>
Total Liabilities and Net Assets	<u><u>\$ 390,095,308</u></u>

NOTES:

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

First 5 LA

SUBJECT:
Contracts for approval

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

BACKGROUND:
First 5 LA's approved programmatic budget for FY 2018-19 totals \$119,390,000 and the approved operating budget totals \$22,849,688. Funding for the amendment was included in the budget which was approved by the board on June 14, 2018 and the mid-year budget adjustment which was approved on March 14, 2019. The funds for the amendment will be drawn from the Families Strategy 1- Home Visiting, Targeted Case Management Implementation Support program and the Families Emerging Opportunities program.

There is **one amendment** for approval with Optimas Services, Inc. to continue identifying and implementing sustainability strategies for the home visiting system in Los Angeles County. The requested amendment adds activities, including training and providing technical assistance to Los Angeles County Department of Public Health home visiting staff on the Targeted Case Management program and reviewing Los Angeles County Department of Mental Health's financial, time survey and other relevant data to assess opportunities to maximize federal reimbursement through the Mental Health Medi-Cal Administrative Activities program. The request is to add \$96,000 to the contract.

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

FIRST 5 LA

SUBJECT:

Request to Amend the Current Strategic Partnership with Third Sector New England, Fiscal Agent for Opportunities Exchange, in the Amount of \$100,000 to Provide Shared Services Technical Assistance through June 30, 2020. (Fund Balance Category: Assigned for FY 2019-20)

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo was provided as information for the Board's consideration at the March 28, 2019 Special Meeting of the Board of Commissioners and Program Planning Meeting Committee. At today's April 11, 2019 Commission Meeting, First 5 LA staff recommends that the Board approve the amendment of a Strategic Partnership with Third Sector New England (fiscal agent for Opportunities Exchange) for an increase of \$100,00 for a total project cost not to exceed \$1,050,000. Staff anticipates returning to the Board to seek authority to execute a contract via Contract Consent at the Commission Meeting on June 13, 2019. These additional funds will be used to support Fiscal Year 2019-20 partnership costs. Resources will be drawn from the assigned fund balance which will be brought to the Board of Commissioners for approval through the adoption of the 2019-2020 Fiscal Year Budget in June 2019. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

A child's early learning is critical to their success in school and beyond. By participating in high quality Early Care and Education (ECE) programs, children are more likely to have higher social-emotional skills, be school ready and achieve key academics benchmarks such as third grade reading proficiency. However, there are significant gaps in the quality of ECE programs. An approach that can increase the effectiveness of administrating ECE programs and influence the quality of ECE providers is a model called Shared Services.

The First 5 LA Commission approved the establishment of the Strategic Partnership with Third Sector New England (fiscal agent for Opportunities Exchange) in November 2014 in the amount of \$150,000 for six months from January 1, 2015 to June 30, 2015. The Commission then approved a request to extend the Strategic Partnership in June 2015 in the amount of \$200,000 for FY 2015-2016 for a total project cost of \$350,000. In June of 2016, the First 5 LA Commission approved the extension of the Strategic Partnership with Third Sector New England for Shared Services Technical Assistance for an amount of \$600,000 over a four-year period (FY 2016-2020) for a total project cost of \$950,000. The original intent was to provide \$200,000 in the last two years of the Strategic Partnership (FY 2018-2020), as shared services alliances became more independent and took over the technical assistance functions. However as shared services took root in Los Angeles County, staff gained a better understanding of the uniqueness of each of the alliances and the time required to incubate, build capacity and create new alliances.

Overview of Shared Services Model

Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure, and improve the quality of services by sharing resources and administrative functions. Shared service strategies represent a range of approaches from information sharing via a website to intensive collaboration and integration of back-office administrative services, such as payroll. By applying the shared services model, ECE providers are able to improve their long-term financial strength and management, as well as overall capacity to provide affordable, high-quality early care and education to children. A shared service alliance is a membership organization through which shared services are provided.

Impact of Shared Services

As a result of First 5 LA's investment in shared services, three shared services alliances have launched including the Early Learning Alliance (South Central Los Angeles), Foothill ECE Shared Services (Pasadena/Foothill) and LA Family Child Care Providers United (Los Angeles County). Additionally, there is an emerging alliance called Mid-East Early Education Consortium (MEEC), which serves Mid-Wilshire, Mid-City, Jefferson Park and West Adams areas. In total, these 41 alliance member agencies impact 5,399 children annually through 70 early education centers and family child care sites across Los Angeles County. In FY 17-18, the (4) four shared services alliances together had \$402,805 over a one-year period in total combined cost savings and increased revenue. Some key cost savings metrics include sharing staff among alliance member organizations and leveraging in-kind resources. Alliance members increased revenue by strengthening partnerships and enrollment strategies through the following:

- **Shared staff generated \$233,500 in savings:** Over the last year, the (4) four alliances saved \$233,500 by sharing staff, an average savings of \$5,695 per shared service member agency. Shared staff performs a wide range of functions including implementing shared professional development, preparing shared proposals for funding, providing social media marketing advice, and hosting a Facebook page highlighting free and low-cost resources.
- **In kind resources saved ECE providers \$85,605:** Alliance member agencies experienced a total of \$85,605 over the last 12 months by sharing resources, especially through staff professional development. Each member agency saved an average of \$2,088. Shared In-kind resources ranged from donated training space to waived/discounted training fees to donated meeting materials and refreshments.
- **Increased enrollment revenue of \$41,715:** An unexpected outcome of the shared services strategy is its impact on revenue through the increased enrollment of children. Los Angeles Family Child Care United experienced additional income totaling to \$41,715 over the past year due to increased enrollment, which averages to \$2,195 per family child care. All of the LA County Family Childcare Providers United (LAFCPU) members have participated in various marketing and social media training aimed to increase enrollment. Also, the participating family child care providers have created a referral system among alliance members which has influenced their access to new children to enroll.

In order for the current alliances to become fully independent, self-governing and sustained, First 5 LA staff requests an additional \$100,000 for FY 2019-2020 for the Strategic Partnership's final year for a total project cost of \$1,050,000. The additional funds will be used to complete the incubation of two family child care alliances by establishing their governance structure and membership fee process. The final year of the Strategic Partnership with Third Sector New England (fiscal agent for Opportunities Exchange) will be fiscal year 2019-2020. In their final year of work, Opportunities Exchange will continue to incubate and plan for sustainability with LA Family Child Care Providers United (Los Angeles County) and an emerging alliance of Spanish-speaking family child care providers identified this year (FY 2018-2019) within the catchment area of East and Southeast Los Angeles County while monitoring the established alliances. The incubation and sustainability of the shared services alliances of family child care providers, is especially crucial since the 2017 Los Angeles County Child Care needs assessment documents a 17% decrease in family child care programs. Family child care providers offer working parents an early care and education option for their infants and toddlers with often more flexible hours of operation and smaller provider-child ratios.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to amend the Strategic Partnership by \$100,000 for a total amount not to exceed \$1,050,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff anticipates returning to the Board to seek authority to execute a contract via Contract Consent in June 2019.

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

The following outlines how First 5 LA and Opportunities Exchange (OppEx) will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines.

- **Sustainability** – The vision of shared services is to create a subsystem of sustainable alliances of ECE providers that continue to work together and share services past the life of First 5 LA's investment. At the end of the Strategic Partnership, the expectation is that (4) four shared services alliances will be able to sustain themselves through a no-cost/low-cost structure. Through First 5 LA's funding, shared services alliances are developed and nurtured so they can continue to operate after the initial incubation period at a minimal cost to member organizations. By 2020, the expectation is to have membership fees from partner ECE providers support each of the (4) four alliances. Another element of sustainability is in a marketing tool kit being developed in partnership with LA Family Child Care Providers United (LAFCCPU). OppEx plans to share the toolkit with Resource and Referral agencies so it can be used to increase enrollment among family child cares across the county.
- **Leveraged Resources** – One of the goals of shared services is to leverage resources in various ways. For example, the Early Learning Alliance is piloting a substitute pool in partnership with Southwest College focused on working with students in the child development program. These students need classroom experience and are available to work as substitutes at alliance centers. Additionally, the Early Learning Alliance is in its second year of a \$50,000 grant from the California Community Foundation to support a shared professional development program with member agencies. Another leveraging example can be witnessed in Foothill ECE Shared Services which recently received funding from the Dedicated to Learning Foundation for \$10,000, and fifty scholarships from the Museum of Tolerance for Foothill alliance members to attend a full-day training on anti-bias.

When the extension for the Strategic Partnership was approved in June of 2016 by the First 5 LA Commission, the Strategic Partnership met the criteria of implementing the shared services model more expeditiously than resources provided through a competitive solicitation and of demonstrating a level of ability and expertise only available in the early care and education community through Third Sector New England. **Given that this is a request to add more funding to an existing project for completion, the criteria for the Strategic Partnership still applies.**

Additionally, the shared services technical assistance aligns with the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. One of the (4) four outcome areas outlined in First 5 LA's 2015-2020 Strategic Plan is to increase access to quality early care and education.

FIRST 5 LA

SUBJECT:

Establish a Strategic Partnership with Community Partners, fiscal agent for Los Angeles Food Policy Council through June 30, 2020 for an amount not to exceed \$150,000 to coordinate and execute community engagement across the five Best Start regions and assist with the planning and development of recommendations that address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity.

RECOMMENDATION (PROVIDED AS ACTION):

This memo was provided as information for the Board's consideration at the March 28, 2019 Special Meeting of the Board of Commissioners and Program and Planning Committee. At today's April 11, 2019 Commission Meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Community Partners, fiscal agent for Los Angeles Food Policy Council (LAFPC) through June 30, 2020 for an amount not to exceed \$150,000. Staff anticipates returning to the Board to seek authority to execute a contract via Contract Consent in May 2019. The purpose of this partnership is to coordinate and execute community engagement across the five Best Start regions that will assist with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity.

Resources in the amount of \$25,000 to establish a Strategic Partnership for FY 2018-19 will be drawn from the Built Environment Policy Advocacy Fund First 5 LA Programmatic Budget, which was approved by the Board of Commissioners in June 2018. Funds to support this Strategic Partnership in FY 2019-20 in the amount of \$125,000 will be included in the FY 2019-20 First 5 LA Programmatic Budget as a standalone program, Food Security, under Communities Strategy 3 – Built Environment Policy & Advocacy which will be brought to the Board of Commissioners for approval in June 2019. At the time of budget approval, requested resources will shift from the Assigned Resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

The 2015-2020 Strategic Plan represents an important evolution in First 5 LA's approach to improve the lives of young children and their families. With its commitment to achieving outcomes at a community level, First 5 LA acknowledges the important role of place and the critical role that the built environment plays in supporting a child's growth and development. With the Board's endorsement, staff developed a built environment strategy, prioritizing parks/open space, transportation/mobility and food security. This strategy continues to be shaped by a commitment to promote parents and communities as critical voices in policy and systems change, one of the focus points for First 5 LA's Policy Agenda.

Since the development of the 2015-2020 Strategic Plan, the financial and political context in Los Angeles County has sparked increasing momentum as it relates to the built environment. Unprecedented public will and investments emerged due to the 2016 passage of Measures A (parks/open space) and M (transportation/mobility) as well as a Los Angeles County Board of Supervisors 2017 motion to address food insecurity. The result is a transformational moment in Los Angeles County to leverage public investments aligned with First 5 LA and community priorities and provide more opportunities for cross-sector partnerships to collectively address longstanding inequities in the built environment. One example is an emerging partnership with the Department of Public Social Services (DPSS) and the Los Angeles Food Policy Council to address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity.

In May 2017, the Board of Supervisors issued a motion that instructed the DPSS to reduce the prevalence of food insecurity and poverty by increasing CalFresh participation by 20% by June 2019. The Board motion is consistent with growing momentum within Best Start communities to address limited access to quality food for children and families. It also aligns with First 5 LA's focus on food

security per the First 5 LA Board of Commissioners' endorsement in July 2017. The convergence of county and community interests presents an opportunity for First 5 LA to more formally collaborate with DPSS through the establishment of a strategic partnership with Community Partners, fiscal agent for Los Angeles Food Policy Council (LAFPC) to coordinate and execute community engagement across the five Best Start regions. Key learnings will assist DPSS, in partnership with First 5 LA, with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion.

Strategic Partnership with Los Angeles Food Policy Council

As the largest food policy council in the country, and the only one in Los Angeles County, the Los Angeles Food Policy Council (LAFPC) serves as a backbone organization for a network of over 400 organizations and agencies across LA County working for healthy, sustainable and fair food for all. Most recently, in 2016, LAFPC's Farmers Markets For All Working Group won a historic policy to require all farmers' markets to accept CalFresh/EBT, moving the needle from 30% to 100% of farmers' markets now accessible to low-income families. Through the Healthy Neighborhood Market Network program, LAFPC successfully piloted "veggie vouchers" at healthy corner stores, offering coupons to purchase fresh produce at participating stores. As a result of these efforts, more than 100 low-income families across LA County collectively redeemed more than \$38,000 worth of veggie vouchers in 2017. A large number of these farmers' markets and corner stores are located in the Best Start regions. Since 2010, LAFPC has been coordinating and connecting people across Los Angeles County, including government, business and community groups to advocate for stronger food policy and systems change.

In the fall of 2017, First 5 LA and the Los Angeles Food Policy Council convened 20 representatives from across the Best Start communities to discuss nutrition, food access, and the larger food system. Community members shared personal experiences about the challenges they face accessing healthier foods and the resulting health disparities in their communities. They emphasized that healthy foods are simply out of reach; finding quality fresh food means traveling significant distances or settling for what is available in their communities. These conversations elevated the critical need to listen to and partner with communities to address inequities in the food system that perpetuate food insecurity, particularly for families with children prenatal to age five.

Key Activities and Deliverables

Given their demonstrated ability to connect diverse stakeholders, including families, and create cross-sector partnerships, the LAFPC is uniquely positioned to partner with First 5 LA and DPSS to address food insecurity in Los Angeles County. Through this strategic partnership, LAFPC will:

1. Develop a strategy and approach for engaging community members and documenting family concerns and pilot this approach in DPSS Region 4 – Long Beach and Wilmington.
2. Conduct up to 10 listening tours in collaboration with First 5 LA and DPSS (at least one per Best Start region, beginning in Region 4 – Long Beach and Wilmington) to understand the barriers families experience when trying to enroll and participate in nutrition programs and access quality food in their communities.
3. Summarize key learnings from the listening tours to inform policy and strategy recommendations that can be utilized by First 5 LA, DPSS and other agencies concerned about this issue.
4. Providing technical assistance as needed to Best Start local and regional networks that have identified food security as a priority issue to support their community change agenda.
5. Host up to three community roundtables with diverse stakeholders (in collaboration with the cross-regional workgroup) to vet policy and strategy recommendations to address food insecurity in Los Angeles County.
6. Create a policy brief summarizing the key learnings, strategies and policy recommendations to address food insecurity in Los Angeles County now and in the future.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$150,000 to comply with this policy. Section IV.5 of the Procurement Policy

also states that contracts of \$75,000 or more require Board approval prior to execution. Staff anticipates returning to the Board to seek authority to execute a contract via Contract Consent in May 2019.

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

This proposed Strategic Partnership will leverage the existing policy work and community engagement expertise of The Los Angeles Food Policy Council (LAFPC) as it aligns with the evolving priorities and learnings of First 5 LA. LAFPC has a long history of coordinating and connecting people across sectors within Los Angeles County, including government, business and community groups, to advocate for stronger food policy and systems change. Due to their expertise and experience in convening stakeholders to improve upon the food system, LAFPC has a unique role within Los Angeles County, which will be leveraged to support DPSS's efforts to improve access to and enrollment in CalFresh. The proposed Strategic Partnership also facilitates relationship-building between DPSS, LAFPC and its partners, as well as Best Start Regional Network Grantees, who will be involved in the planning and implementation of this project. These relationships are essential and anticipated to be sustained beyond the contract terms given shared goals to reduce the prevalence of food insecurity in Los Angeles County. By weaving together the efforts of DPSS, First 5 LA, LAFPC and its partners, and Best Start Regional Networks, this project will facilitate ongoing collective efforts to reach and surpass the Los Angeles County Board of Supervisors' goal to increase participation in CalFresh by 20%. It is estimated that Los Angeles County would receive \$1.8 billion in additional federal funding if participation of eligible individuals and families in the County reached 100%.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership.

Given Los Angeles Food Policy Council's unparalleled knowledge and leadership in food advocacy, unique access to a cross-sector network, and extensive experience in civic engagement activities, the LAFPC is uniquely positioned to coordinate and facilitate community engagement across the five Best Start regions to develop key recommendations from community members to address the LA County Board of Supervisors' motion to reduce the prevalence of food insecurity.

- a) **Content Expertise and Leadership:** The Los Angeles Food Policy Council (LAFPC) is dedicated to helping ensure food is healthy, affordable, fair and sustainable for all. LAFPC is the largest Food Policy Council in the country and the only Food Policy Council in Los Angeles. As the only Food Policy Council, LAFPC serves as a backbone organization for a network of over 400 food policy organizations and agencies across Los

Angeles County. A "backbone" organization is a term used in the collective impact model; a backbone organization coordinates the efforts of diverse organizations toward a shared agenda so that a broader systemic impact can be achieved. In this case, the shared agenda is seen in the Good Food for All Agenda that guides LAFPCs work. In addition, LAFPC serves as a representative of Los Angeles County at the state and federal levels demonstrating LAFPC's influence as a trusted leader which is critical to engaging and obtaining support from key stakeholders. For example, LAFPC serves on the Steering Committee of the California Food and Farming Network and is a member of the California Food Policy Council, both of which track food-related legislation at a state level. In terms of federal policy, LAFPC worked with the California Department of Food and Agriculture to host a listening session on the federal Farm Bill, and also engaged local city officials on developing a response to the Farm Bill.

- b) **Unique Access to Network:** Since 2010, the Los Angeles Food Policy Council has been coordinating and connecting people across Los Angeles County, including government, business, and community groups to advocate for stronger food policy and systems change. LAFPC has demonstrated their ability to connect diverse stakeholders, including families, and create a cross-sector network, to address food insecurity in Los Angeles County.
- c) **Experience of Engagement:** Over the last 10 years, the LAFPC has provided intensive community engagement through their "collective impact model" to seek improvement by bringing diverse stakeholders in a structured way. Moreover, LAFPC has experience working directly with the Best Start Community Partnership, which is critical for the proposed project. The LAFPC's cross-sector relationships can be leveraged and activated to support the completion of activities and deliverables expeditiously upon approval of the contract.

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

The FY2015-2020 Strategic Plan Communities Outcome prioritizes building community capacity to support and promote the safety, healthy development, and well-being of children, prenatal to age five, and their families. A specific focus on the built environment, including food security, was endorsed by the Board in July 2017. The proposed strategic partnership with LAFPC is aligned with First 5 LA's efforts to address food insecurity in partnership with DPSS.

The proposed Strategic Partnership is also aligned with First 5 LA investment guidelines in that it supports the formalization of First 5 LA's partnership with DPSS and acts as a catalyst promoting policy and systems changes to address food insecurity in Los Angeles County.

FIRST 5 LA

SUBJECT:

Approve Strategic Partnership with the Advancement Project through June 2021 for an Amount up to \$250,000 to Develop and Strengthen the Data Infrastructure Needed to Support the First 5 LA's ongoing Policy and Systems Change Work of Best Start Regional and Local Networks and First 5 LA Staff within the 14 Best Start Geographic Areas.

RECOMMENDATION (PROVIDED AS ACTION):

This memo was provided as information for the Board's consideration at the March 28, 2019 Special Meeting of the Board of Commissioners and Program and Planning Committee. At today's April 11, 2019 Commission Meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with The Advancement Project through June 2021 for an amount up to \$250,000. Staff anticipates returning to the Board to seek authority to execute a contract via Contract Consent in May 2019. Funds for FY 2018-2019 of approximately \$50,000 are available in the current First 5 LA Programmatic Budget under Program Evaluation – Best Start Learning Agenda, which was approved by the Board of Commissioners in June 2018.

Funds to support this Strategic Partnership in FY 2019-20 in the amount of \$200,000 will be included in the FY 2019-20 First 5 LA Programmatic Budget under Program Evaluation – Best Start Learning Agenda, which will be brought to the Board of Commissioners for approval in June 2019. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the committed category, amounts dedicated for a more specified purpose via resolution.

BACKGROUND:

First 5 LA selected Best Start communities based on research methodology developed by The Advancement Project. The methodology included a mix of quantitative and qualitative data related to need, strengths and capacities, and racial/ethnic and geographical diversity across the portfolio of communities. Based on this analysis, the current 14 Best Start geographic areas were designated and First 5 LA has been doing hands-on work in these geographies since 2010. Nearly 10 years later, First 5 LA is interested in understanding changes in community context since the inception of Best Start. Four concurrent First 5 LA activities – i.e., new Best Start structure, the Best Start Learning Agenda, Impact Framework and Strategic Plan Refinement Process (SPR4) – have created an opportune time for a retrospective analysis of Best Start communities to better understand how the landscape has evolved since 2010 and what First 5 LA and the Best Start local and regional networks can do to have the greatest impact within these 14 geographic areas.

Analyzing data for ongoing reflection, learning and decision-making is essential as First 5 LA strengthens its capabilities as a learning organization. The Communities Department has been working collaboratively with the Measurement, Learning and Evaluation Department to determine the critical data and learning structures that will help focus the Communities Department efforts and shape a story about the changes in conditions in which Best Start families live. The work of The Advancement Project in 2009 and 2010 was determined to be foundational to the Best Start Learning Agenda and the Communities Department's ongoing reflection, learning, strategy development and assessment efforts. This includes guiding staff as they fulfill the roles of connector, convener, and catalyzer to advance First 5 LA's policy and systems change goals within the 14 Best Start geographic areas.

However, this work does not serve the Communities Department alone. First 5 LA, as a whole, seeks to achieve equitable outcomes for all children and families within Best Start communities and across Los Angeles County. Therefore, re-engaging The Advancement Project to conduct a retrospective analysis and upgrade the original methodology with aspects of the FY2015-2020 Strategic Plan such as trauma,

resiliency, family engagement, and the built environment) will provide a crucial data source for the Impact Framework and SPR4.

Likewise, the availability and accessibility of the data for communities maximizes its utility. The Communities Department is committed to providing the data generated through this project as an important resource to communities as they develop and actualize policy and systems change efforts (i.e., community change agendas) through the Best Start regional and local network structure.

Strategic Partnership with The Advancement Project

The Advancement Project is a next generation, multiracial civil rights organization working on systems change. Their staff works to expand opportunities in our educational systems, create healthy built environments and communities, develop the connective tissue of an inclusive democracy, and shift public investments towards equity.

In 2009, The Advancement Project was integral in providing their technical data and community engagement expertise in selecting and outlining the boundaries for the original 14 Best Start Communities. The community selection process included the development of a unique methodology that included the combining of their multi-racial and equity values with First 5 LA's values and the perspective of key community members and stakeholders through authentic community engagement. Additionally, The Advancement Project was one of the original leaders in housing and visualizing data for policy systems change through their innovative statewide healthycity.org platform. This innovative platform allowed more access to community members and community-based organizations to access and utilize both primary and secondary data (at a state, regional, and local level) in making decisions and advocating for change in their communities. Finally, The Advancement Project led in the development of a groundbreaking policy report and web-based tool with First 5 LA that examined the early care and education landscape in Los Angeles County through three key foci of Access, Workforce, and Quality.

Given its experience, expertise, methodology that combines rigorous quantitative analysis with authentic community engagement, and role in the selection of Best Start communities, The Advancement Project is well positioned to support First 5 LA in its efforts to provide a data infrastructure that supports the evolving policy and systems change work within the 14 Best Start communities and across Los Angeles County through an equity and racial justice lens.

Scope of work:

This project will guide staff and community reflection and discussion about the state of Best Start communities and the focus of our collective policy and systems change efforts. This information will also be an important input for First 5 LA's Impact Framework, particularly as it relates to the Communities Outcome, and Strategic Plan refinement process. Specifically, through this Strategic Partnership, The Advancement Project will:

- 1) Conduct a retrospective analysis of Best Start geographic areas using the original methodology
- 2) Apply and upgrade the original methodology to today's context and incorporate key learnings from First 5 LA's evolved understanding of key factors such as trauma, resiliency, family engagement, and the built environment that impact the lives of children prenatal-5 and their families
- 3) Provide data and technical assistance to staff, Best Start Regional Network grantees and communities that help prioritize policy and systems change efforts
- 4) Leverage the Best Start data infrastructure to provide additional data analysis and technical assistance to support First 5 LA's implementation of SPR4, Impact Framework, and its newly adopted equity investment guideline
- 5) Update data periodically as new data is available to ensure that First 5 LA and Best Start regional and local networks have real-time and updated data to support planning, implementation and learning from strategies to improve results for children, families and communities

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$250,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff anticipates returning to the Board to seek authority to execute a contract via Contract Consent in May 2019.

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

The Advancement Project has a 20-year history of data-driven policy, racial justice and equity, community engagement, and mobilization efforts to build partnerships between community advocates and decision-makers and transform public systems in Los Angeles County and throughout the state. This proposed Strategic Partnership will leverage the existing data and community engagement expertise of The Advancement Project as it aligns with the evolving priorities and learnings of First 5 LA's Impact Framework, SPR4 process and Best Start regional and local networks. The resulting data infrastructure will support the actions, evolution and sustainability of policy and systems change work within Best Start communities and across the county. It also will also provide critical information that will help to focus and guide the engagement and mobilization of additional partners including the philanthropic, government, and private sectors. Ultimately, this project supports efforts to strengthen, increase and/or sustain resources and relationships across sectors that will maximize strategic opportunities within Best Start communities and across the county that contribute to First 5 LA's North Star.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

AND

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

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

The Advancement Project has a proven data warehouse (i.e. healthycity.org or RaceCounts) that will be utilized to streamline the purchasing, housing, analysis of identified data indicators which contributes to their ability to implement this project in a more cost-effective manner than resources provided through a competitive solicitation.

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership.

The Advancement Project was integral in providing their technical data and community engagement expertise in selecting and outlining the geographies for the original 14 Best Start Communities. In the community selection process, The Advancement Project developed a matrix of high to low need geographies with high to low resourced geographies which was a unique methodology that included combining of their multi-racial and equity values with First 5 LA's values and the perspective of key community members and stakeholders. We anticipate that it would be very difficult, if not impossible, to perfectly recreate the methodology as the methodology included The Advancement Project's unique approach to advancing policy and systems change through a racial equity lens that values and incorporates community stakeholder feedback. Additionally, The Advancement Project led the development of a groundbreaking policy report and web tool with First 5 LA that examined the early care and education landscape in Los Angeles County through three key foci of Access, Workforce, and Quality. This demonstrated level of ability or expertise in identifying key prenatal-5 health indicators to support First 5 LA's forward-thinking approach of identifying policy opportunities for the five (5) Best Start Regions and 14 partnerships.

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

Key learnings from this retrospective analysis will support First 5 LA's evolved understanding of key factors such as trauma, resiliency, family engagement and the built environment that impact the lives of children prenatal-5 and their families. The work of The Advancement Project will provide a crucial data source for the Best Start Learning Agenda, Impact Framework, and SPR4.

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: April 11, 2019

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

The focus of this month's Board meeting is to share with Commissioners learning from the initial "review phase" of the Strategic Plan Review, Reflect, Refine, Results (SPR4) process. The Review Phase is intended to: assess shifts in the landscape that might affect First 5 LA's strategy; take stock of progress on implementation of the Strategic Plan and highlight important lessons learned about policy and systems change work; and consider First 5 LA's capacity to do work of this nature.

I'm hopeful that Commissioners, First 5 LA staff, and our diverse partners will find the Review Phase Data Report, written by our SPR4 consultant Learning for Action (LFA), timely and relevant to our work today and to our strategy refinement efforts going forward. A number of LFA findings are particularly notable from my vantage point. As an example, the report's findings regarding LA County's demographics and extensive disparities in all four of First 5 LA's outcome areas lift up the importance of the new equity investment guideline recently approved by the Board. Such data can inform a deeper analysis of the root causes of inequities that can help First 5 LA focus and refine strategies to address the causes of differential outcomes. Equity is a journey, personally and organizationally. I'm proud that with the Board's support, First 5 LA is on a path to proactively and intentionally use an equity lens in our programs and policies and, in so doing, elevate disparities and contribute to equitable outcomes for kids and families.

A second finding of note reflects the value that First 5 LA's many partners place on our agency's shift to policy and systems change and the evolution in our role beyond funder to one of convener, collaborator and connector of policy and practice. It's clear First 5 LA has room for continued growth as a policy and systems change leader and collaborator. And, it's clear that there is both the opportunity – in Sacramento and in LA County – and a demand from our partners for First 5 LA to continue to "up our game" as a leader, partner and funder of policy and systems change work that strengthens families and improves child outcomes. How First 5 LA can most effectively partner and lead in this "once in a generation" moment of opportunity is a significant issue for our collective consideration as a part of the SPR4 process.

A final learning I'd call out is LFA's insights related to the internal staff and organizational capacities that help and hinder our effectiveness as policy and systems change leaders and funders. The Review Report

COMMISSIONERS

Los Angeles County Supervisor
Sheila Kuehl
Chair
Judy Abdo
Vice Chair

Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin,
M.D., Ph.D.

Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton
138

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

properly calls out the quality and caliber of First 5 LA's staff and their collaborative work with diverse partners to inform and help drive long-term change across state, county and local systems and policies. I'm proud of how the First 5 LA team - staff and Board alike - is leaning into our evolving policy and systems change role. And here too, we've got some work to do. While we've strengthened our policy and systems change profile and capabilities, LFA lifts up some areas that require our attention, such as managing the tensions that can arise as we both partner and lead, updating our internal systems and policies to align with opportunities that require nimbleness, and simplifying our language and messaging to engage, inspire and influence diverse stakeholders and decision-makers.

At the Board meeting, we will begin by providing Commissioners a high-level summary of the LFA Review Phase Data Report findings; then, Commissioners will spend time in small groups discussing three critical issues called out focused on the landscape review and findings:

- Equity: How can First 5 LA leverage data to identify inequities and track progress in achieving equitable outcomes? What do Commissioners want to learn more about during and beyond the SPR4 process about children, families and communities experiencing inequities?
- System strengthening: How can First 5 LA deepen its current work with partners to support systems to be family-focused and child-centered?
- Policy: In what areas of early childhood should First 5 LA expand its leadership role to inform and influence California's early childhood investments?

I encourage Commissioners to both review the Review Phase Data Report in your materials as well as to consider the questions above. Staff is eager to gain the benefit of Board members' insights to help guide and inform the next phase of the SPR4 process, which will focus more deeply on refinement of our strategies to contribute to more child-centered and family-focused systems.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. FAMILY SUPPORTS

Abriendo Puertas/Opening Doors Implementation Study

Our strategic partnership with Abriendo Puertas/Opening Doors (AP-OD) promotes the scaling and expansion of an evidence-based family engagement model that increases family protective factors in diverse settings in L.A. County. This strategic partnership complements current and emerging organizational capacity efforts of AP-OD, leverages other funders' scopes of work, and draws on the expertise of AP-OD program implementation in other regions and states. Under this project, AP-OD has trained 160 Facilitators to date. Emerging lessons from this project include the valuable relationship between family engagement facilitators and their organizational leadership as well as the critical role engaged families play in shaping learning agendas and opportunities. This quarter, the University of California, Berkeley commenced a two-year evaluation to examine the implementation characteristics of AP-OD in diverse settings.

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

Firs 5 LA Support of County Efforts to Reduce African American Infant and Maternal Mortality

F5LA informs and supports a number of County-wide strategies to reduce African American infant and

maternal mortality ("AAIMM") rates in collaboration with the Department of Public Health. Vice President of Programs Christina Altmayer, Family Supports Director Barbara DuBransky, Program Officer Brandi Sims and Pritzker Fellow Melissa Franklin serve on the AAIMM management team alongside DPH leadership to guide the implementation of the County's 5-year action plan and inform the activities to be funded by the State of California Perinatal Equity Initiative. Senior Strategic Advisor Lindsey Angelats provides targeted support around aligned efforts involving Medi-Cal and the engagement of health plans.

A County-wide steering committee including community-based organizations, health providers, educators and funders was recently launched to provide additional input and feedback on the County's plan and identify innovative, community-driven strategies. This is the first formal, on-going collaborative convening of such a group around birth disparities in the County and is hosted at F5LA offices. Community Action Teams have been convened in SPAs 6 and 8, and an additional team is being formed in SPA 1, which are the areas experiencing the highest rates of black infant mortality. F5LA has also presented at and participated in other convening's, such as elected official-hosted engagements, including one to inform Senator Kamala Harris' bill around reducing maternal mortality, and those of health plans exploring best practices.

Data from focus groups previously commissioned by F5LA on this issue is now available on the F5LA website, and F5LA is leading additional focus groups to identify ways to improve the engagement of African American families in home visitation, which is a strategy identified by the County's 5-year plan. F5LA has also informed research questions for March of Dimes focus groups of African American families, clinicians and community-based organizations. A new website to serve as a hub for County-wide efforts is in development, and F5LA is sponsoring a woman's expo with the projected attendance of over 5,000 African American women, which will be complimented by radio advertising and a F5LA hosted panel during the event.

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

II. COMMUNITIES

Funding for Parks - Measure A Funding Guidelines Approved

On March 5th the Los Angeles County Board of Supervisors (BOS) approved the funding guidelines for Measure A, a parcel tax approved by voters in 2016 that will permanently generate over \$80 million a year for parks and open space in the county. The funding will be distributed in two ways: "formula funds," will be small sums that will be divided proportionately and dispersed every year and "competitive funds" that will be larger sums distributed based on a competitive grant process which can be used for larger projects such as building new parks, renovating existing parks, and programming. In the spring of 2016, the LA County Parks Needs Assessment was created which divided the county into 188 study areas and ranked them based on park need, from very low to very high. Many of the Best Start communities are in high and very high need study areas, and Measure A is an important source of revenue for these communities to expand access to programming and parks. During the March 5th meeting, the BOS strengthened the equity component of the guidelines to give additional formula funds and designate 30% of competitive funds to high and very high need study areas. The BOS also voted to include anti-displacement language into the guidelines. Measure A funding will be administered by the Los Angeles County Regional Parks and Open Space District (RPOSD) which is also developing a Technical Assistance Program (TAP) to help applicants apply for funding. First 5 LA staff has been in conversation with RPOSD on the development of this program.

Staff Contact: Max Podempski (mpodempski@first5la.org)

III. EARLY CARE & EDUCATION

The Financial Impact of Shared Services

Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure and improve program quality by sharing resources. A shared service alliance is a membership organization through which services are shared and First 5 LA has supported the launch of (4) four early care and education alliances in Los Angeles County. As a result of First 5 LA's investment, 41 alliance member agencies have impacted 5,399 children annually through 70 early education centers and family child care sites. Over a one-year period, the (4) four shared services alliances together had \$402,805 in total combined cost savings and increased revenue. Some key cost savings metrics include sharing staff among alliance member organizations (\$233,500 in savings), leveraging in-kind resources (\$85,605 in savings) and generating revenue by increasing family child care enrollment (\$41,715 in revenue).

Staff Contact: Gina Rodriguez (grodriguez@first5la.org)

Strengthening the Early Care and Education Professional Development System

The Early Childhood Educator Competencies Initiative launched their first Peer Learning Exchange on March 6, 2019 at the Child Care Resource Center. The initiative's purpose is to strengthen the early learning professional development system by integrating the Early Childhood Educator Competencies into Los Angeles County training programs. There are seven (7) participating organizations including Girls Club of Los Angeles, Institute for the Redesign of Learning, Baldwin Park Unified School District, and Los Angeles County office of Education, Pacific Asian Consortium in Employment, Crystal Stairs and the Child Care Resource Center. At the peer learning exchange, organizations were able to share their competencies-based training design with one another and receive feedback from their peers. Additionally, participants agreed on common evaluation questions and determined next steps in the evaluation process. The training organizations continue to demonstrate great enthusiasm for this systems change work and have become strong advocates of embedding the Early Childhood Educator Competencies in the professional development system.

Staff Contact: Gina Rodriguez (grodriguez@first5la.org)

IV. HEALTH-RELATED SYSTEMS

Partnership with Help Me Grow (HMG) National Center Executive Director

Since November 2018, the First 5 LA Health Systems Department and the Los Angeles County Department of Public Health (LACDPH) have been working closely with the Help Me Grow (HMG) National Center (the overseeing resource supporting nationwide implementation of the HMG model) to support the implementation planning for Help Me Grow-Los Angeles (HMG-LA), and specifically the Centralized Access Point (CAP) core component. This component typically includes a website and phone line platform and serves as the "virtually-centralized," go-to place for families and service providers seeking information, support and referrals related to early identification and intervention services.

Through a series of monthly technical assistance calls and two site visits to Los Angeles, HMG National Center Executive Director, Kimberly Martini-Carvell has supported the HMG-LA team on critical design and implementation decisions about the HMG-LA Centralized Access Point. She has provided the team with helpful insights from the nationwide implementation of HMG and has guided the team on garnering stakeholder input, leveraging existing resources and measuring long-term progress. This partnership has also strengthened the relationship between First 5 LA and HMG National Center leadership and allowed the team to elevate the unique opportunities and complexity of implementing the HMG model in L.A. County. Beyond the technical assistance, First 5 LA and LACDPH's engagement with the HMG National Center will continue throughout the summer via participation in their Community of Practice

focused on strengthening HMG system messaging and communications. HMG-LA applied and was accepted and will join 13 other HMG affiliates/sites from across the country. Led by the FrameWorks Institute, this important opportunity is focused on strengthening and tailoring messages to amplify our collective voice in promoting children's optimal healthy development.

Staff Contact: Alexandra Parma (aparma@first5la.org)

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Foundations on the Hill (FOTH) 2019

Alba Bautista, Manager, Strategic Partnerships Department joined Philanthropy CA—an alliance of Northern California, Southern California, and San Diego Grantmakers—for their annual two-day advocacy event on Capitol Hill. While there, she met with our policymakers to build relationships with the potential to profoundly impact grantmaking and issues we care about. The event, Foundations on the Hill (FOTH), aims to inform and educate Congress about philanthropy; create visibility for philanthropy on Capitol Hill; advocate issues affecting foundations and communities; and encourage Congress to view foundations as a resource and partner on key public policy issues.

FOTH brings foundation leaders to Washington, D.C. for meetings with Congress on key issues for foundations and philanthropy. First 5 LA represented the prenatal to age five policy voice. Items discussed during the visits with L.A. County representatives included: increased funding for the Child Care and Development Block Grant (CCDBG); increased funding for Head Start/Early Head Start; support to expand the capability for states and communities to ensure all children with disabilities, ages three through five, have access to preschool; and support for the 2020 Census, particularly ensuring kids prenatal to age five are counted.

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

Policy Events

On March 27, 2019, the Policy and Communications departments attended the California Budget and Policy Center's "Insights" 2019 conference in Sacramento. First 5 LA sponsored the annual event, which brings together researchers, advocates, policymakers, funders, and other leaders focused on expanding economic opportunity for all Californians. During the conference Vice President of Policy and Strategy Kim Pattillo Brownson participated on two panels: a plenary discussion focused on Governor Newsom's priorities, and a workshop focused on policy opportunities related to child development and addressing deep child poverty.

On April 5, 2019, Senior Government Affairs Strategist Jamie Zamora attended the California Immigrant Policy Center's Protecting Immigrant Families (PIF) Conference. The convening provided an opportunity for the PIF coalition to meet and discuss next steps for advocacy efforts related to the U.S. Department of Homeland Security's potential decision to expand the definition of public charge. First 5 LA opposes the proposal, which would create more barriers to children receiving essential public benefits like healthcare and early learning services.

Staff Contact: Jamie Zamora (jzamora@first5la.org)

Policy Maker Engagement

On March 15, 2018, Senior Government Affairs Strategist Jamie Zamora, and Government Affairs Strategist Anais Duran attended Congressman Jimmy Gomez's town hall featuring guest speaker California Attorney General Xavier Becerra at California State University, Los Angeles (CSULA). The event focused on several policy issues, including the importance of a complete and accurate census count. First 5 LA is actively engaged in supporting complete count efforts, which impact how much funding California and LA County receive for important early childhood programs like the Child Care

Development Block Grant.

Policy staff continue to engage and build relationships with members of the Los Angeles, state and congressional delegation, including the following offices:

- Assemblymember Miguel Santiago, 53rd District
- Senator Bob Archuleta, 32nd District
- Congresswoman Judy Chu, 27th District
- Assemblymember Kevin McCarty, 7th District

Staff Contact: Jamie Zamora (jzamora@first5la.org)

State and Federal Advocacy Agenda

As discussed in the March Special Program and Planning Commission meeting, the Policy team has expanded what has traditionally been referred to as First 5 LA's state and federal legislative agenda to an advocacy agenda. The advocacy agenda will reflect all of First 5 LA's state and federal advocacy priorities, including budget and regulatory proposals, advocacy to the new gubernatorial administration, in addition to legislation, aligned with the Board-approved policy agenda. Since last month, First 5 LA has taken formal positions on the legislation listed below. The early care and education (ECE) bills listed align with the ECE Coalition's legislative priorities. The Coalition is co-funded and co-convened by First 5 LA and First 5 California.

- SB 174 (Leyva) and AB 125 (McCarty): require the California Department of Education (CDE) to create a plan for establishing a single, regionalized reimbursement rate system for early care and education programs. See attachments A (SB 174 Support Letter) & B (AB 125 Support Letter).
- AB 194 (Gomez-Reyes): direct \$1 billion to expand access to general child care and alternative payment programs. See attachment C (AB 194 Support Letter).
- AB 324 (Aguilar-Curry): require CDE to develop guidelines for the use of existing quality improvement (AB 212) funds, including standardizing local flexibility. See attachment D (AB 324 Support Letter).
- AB 1004 (McCarty): reintroduction of AB 11, sponsored by First 5 LA in 2018, to codify recommended developmental screening practices and related data collection by the state Department of Health Care Services. See attachment E (AB 1004 Support Letter).

For the complete list of First 5 LA's current State and Federal Advocacy legislative items, please see attachment F (State and Federal Advocacy Agenda 3.28.19).

Staff Contact: Jamie Zamora (jzamora@first5la.org)

LA City Council and Press Event with Councilmember Paul Krekorian

Vice President of Policy and Strategy Kim Pattillo Brownson, Community Relations Officer Alejandra Marroquin, and Community Relations Director Rafael Gonzalez have been in communication with LA City Councilmember Paul Krekorian to explore possible avenues for the LA City Council to address early childhood development. During these conversations, Councilmember Krekorian expressed an interest in reexamining a licensed care program previously operated by the City's Department of Recreation and Parks. The program was eliminated due to the 2008-2009 recession, with the exception of two facilities.

On February 27th, Vice President of Policy and Strategy Kim Pattillo Brownson, Community Relations Officer Alejandra Marroquin, and ECE Workforce Senior Program Officer Debra Coleman attended an LA City Council meeting followed by a Press Event hosted by Councilmember Paul Krekorian. There, the councilmember introduced a motion inquiring about the current status of the City's child care and early education programs. The motion asks for the City's departments to study the City's current state-

licensed child care program, report back on what the options are to scale them up to past levels, and scale them to every Council District. In addition, the motion asks for an analysis of existing ballot measures carried by cities nationwide to establish children's funds, as well as a future report back on other potential funding sources for quality child care. Kim Pattillo Brownson was a speaker at the Press Event, along with Saira Soto of the Children's Defense Fund. Crystal Stairs, Advancement Project, and Inner City Struggle also attended.

The Community Relations Department will continue to monitor the motion as it makes its way through committee and back to the full LA City Council.

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

Thought Leadership

The Communications team supported the development of an op-ed authored by Vice President of Policy and Strategy Kim Pattillo Brownson, that was featured in the online outlet Ed100.org. The op-ed, "A New Day for Early Education in California," provided commentary and support for Governor Newsom's state budget proposal for early childhood programs and services. The full article can be viewed here: <https://ed100.org/blog/a-new-day-for-early-education-in-california>.

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

VI. MONITORING, LEARNING & EVALUATION

Society for Research in Child Development Biennial Conference

As part of an ongoing effort by the Integration and Learning Division to share learnings and contribute to the field of evaluation and research methods, First 5 LA Measurement, Learning and Evaluation staff participated in a panel presentation at the Society for Research in Child Development (SRCD) Biennial Conference in Baltimore Maryland on March 22nd.

The biennial conference brings together researchers, practitioners, and advocates to learn about relevant topics in early childhood and human development. The theme driving the sessions was "Advancing the Field Through Interdisciplinary Work."

First 5 LA staff partnered with our evaluation contractor Abt and Associates to present the approach, methods and findings from an evaluation of a collection of investments made by First 5 LA to reduce early childhood obesity in Los Angeles County, which is referred to as RECO. The investments were made over a period of approximately five years, starting in 2012 and ending in 2017. The panel session described the RECO evaluation as three distinct but complementary studies.

The first presentation described an approach that used geospatial analysis and mixed methods to describe the reach of RECO and lessons learned regarding reach and implementation. RECO successfully reached 32% of the census tracts across LA County with one or more activities. However, when looking specifically at high-need communities (defined by prevalence of young children, poverty, and child obesity), geospatial analyses revealed that a majority of these communities were not reached (e.g., 59% of census tracts in which more than 20% of WIC-participating 2-5-year-olds were obese did not have RECO activities).

Results from qualitative data collection highlighted the importance of awareness and relationship building for the successful reach and implementation of RECO activities. When families were aware of the RECO activities, they were more likely to engage with the activities. However, they often were unaware of RECO activities or didn't recognize its projects by name. Families reported wanting to know more about RECO activities to support their children's healthy development. In addition, grantees built important relationships with families, policy-makers, and other key stakeholders, which facilitated their

RECO work. Engaging the community was necessary for the reach and implementation of RECO activities, but at times collaboration was challenging.

The implications of the Implementation and Reach study suggest that intentional targeting at the community level as well as engaging communities with a coordinated communications campaign are important factors in maximizing programmatic efforts.

The second presentation highlighted the approach for the LA County Impact Study which focused on the use of innovative synthetic comparison group methods to examine county-wide impacts of RECO on child obesity and health behaviors.

For the LA County Impact study, two outcome data sources were used – overweight/obesity data for children aged 2-5 from Southern California Kaiser Permanente and data on other child health behaviors from the California Health Interview Survey (CHIS). The use of synthetic comparison groups was included in the study to address the challenge of finding regions that are demographically similar to Los Angeles County.

The third presentation outlined an approach to examine community-level impacts on overweight/obesity as well as impacts on intermediate child outcomes such as healthy eating, physical activity, and screen time resulting from exposure to different activity types implemented by the RECO investments. First 5 LA program and WIC administrative data were used for this analysis.

The final two presentations explored the use of advanced analytical approaches to understand County-level and Community-level impacts of large scale program interventions. First 5 LA has gained valuable experience using these approaches and learning how they may be applied for future work.

Preliminary findings from the County- and Community-level studies show that child obesity trends in LA County have declined since the implementation of RECO activities, but more analysis is needed to determine the relationships to RECO investments. The final results of both studies will be completed in June 2019, and will be shared broadly.

The use of these methodological approaches can be applied to our emerging work with Best Start in understand community-level impacts as well as upcoming Impact Framework studies that aim to understand our contribution to long-term systems outcomes and results for children and families.

Staff Contact: Armando Jimenez (AJimenez@first5la.org)

18th Annual Lean Six Sigma World Conference

On March 13-14, 2019, I & L Department staff participated in the 18th Annual Lean Six Sigma World Conference in San Antonio, Texas. Lean Six Sigma is a process improvement method that relies on a collaborative team effort and provides a framework for overall organizational culture change. The conference brought together practitioners, leaders and consultants from across the globe to learn from the best and brightest speakers for two days. This gathering included world-renowned keynote speakers, presentations, networking opportunities, and idea sharing. This continuous improvement conference allowed staff to gain insights and information to help them be more effective at cutting wasteful processes, reducing inefficiencies and effecting change at First 5 LA. These learnings can be applied to existing processes, for example, how we communicate internally and how often we do so for organization-wide priorities, such as the Impact Framework. Communicating via the appropriate methods and frequency in a coordinated manner would ensure that we are sharing the appropriate information at the optimal time, increasing effectiveness and efficiency and eliminating redundancy. This is just one example of an application of the Lean Six Sigma method, which will support the I & L

Department's goal of increasing operational efficiency and effectiveness to better achieve our results for children and families.

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

PEAK Grantmaking's 2019 Annual Conference

On March 11-13, 2019, I & L Department staff attended PEAK's 2019 Annual Conference in Denver, Colorado. PEAK Grantmaking is a member-led national association of professionals who specialize in grants management for funding organizations. The event featured more than 50 plenary presentations, breakout sessions, roundtable discussions, and peer-to-peer workshops and provided access to more than 200 philanthropy partners. Part of the I & L Department's charge is to gather best and promising practices from philanthropy for possible application at First 5 LA. The PEAK 2019 Annual Conference allowed staff to engage with colleagues from the philanthropic sector and increase their expertise in process improvement, diversity, equity and inclusion. Especially of note were some dashboard examples that were presented that have exciting potential uses for the reporting phase of the Impact Framework project.

Staff Contact: Elizabeth McGee (emcgee@first5la.org)

VII. LEGACY INVESTMENTS

Nothing to highlight this month.

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to highlight this month.

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

Organization-Wide Sponsorships and Events

During late March and early April 2019, First 5 LA co-sponsored several events aimed at relationship building and expanding brand awareness in Los Angeles County to include:

- On March 23, the Golden State Medical Association, Charles R. Drew University of Medicine and Science, and Alpha Kappa Alpha Sorority Incorporated hosted the "Race & Reproduction: What Every Black Woman Should Know" workshop. The event took place at the Westin Bonaventure Hotel & Suites in downtown Los Angeles. It focused on health education for black women and included topics ranging from black infant mortality rates in California and lack of access to quality reproductive care, to implicit bias and consumer health advocacy.
- On April 4-5, Healing Communities hosted their 2019 annual conference at the Center for Healthy Communities entitled, "Building the Vision." The event profiled traditional and innovative tribal programs to support the effective and transformative healing of communities. The two-day conference built on the momentum from the first conference held in 2018, which focused on finding viable forms of healing for the issues that impact communities most. Workshop presenters highlighted children prenatal to age five, and shared their work on native language revitalization starting at birth with young fathers, families, and expectant mothers.
- On April 8, the California Coverage & Health Initiatives (CCHI) hosted the 2019 Champions for Coverage Awards at the Citizen Hotel in Sacramento. CCHI's Champions for Coverage Awards Reception is an annual event to honor the leaders in health who make a real impact on the lives of Californians to ensure children and families have access to quality, affordable health coverage

and care. The 2019 honorees included Richard Figueroa, Deputy Cabinet Secretary for the Governor's Office, as well as Norma Forbes, former Executive Director of Fresno Healthy Communities Access Partners.

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

X. UPCOMING EVENTS

AltaMed Public Charge and Immigration Status Community Town Hall

On April 18, 2019, AltaMed Health Services will be hosting a Public Charge and Immigration Status Community Town Hall at East Los Angeles College. First 5 LA staff will be attending and participating in the resource fair. For more information on the event, please see attachment (G. AltaMed Public Charge Town Hall). As a key strategic partner, Alta Med is an Independent Practice Association with multiple FQHCs, serving over 300,000 patients at 43 sites in Southern California, including over 85,000 Medi-Cal recipients. In 2017, Altamed's clinics served over 41,000 children ages 0-19 in Los Angeles County.

Staff Contact: Jamie Zamora (jzamora@first5la.org)

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

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

The following contracts were executed through March 20, 2019. Copies of the executed contracts can be found here: https://www.first5la.org/uploads/files/april2019-contracts_399.pdf

#10157 BENJAMIN JACOB GIBBS – Contract Amount: \$74,999

Contract Period: 2/25/2019 – 3/31/2020

The Consultant will provide guidance and design services for the development of communication tools to support the Strategic Plan Refinement process. In collaboration with First 5 LA's Strategic Plan leads and consultant, Learning for Action, the Consultant will support the communication strategies for the process, including developing a visually appealing and easy to understand refined Strategic Plan for internal and external use.

#10141 THE REGENTS OF THE UNIVERSITY OF CALIFORNIA – Contract Amount: \$70,000

Contract Period: 3/12/2019 – 3/11/2020

This project supports the Luskin Center for Innovation at the University of California, Los Angeles to advance research and convene early childcare providers, parents, public agencies, and nonprofit partners to develop policy recommendations to inform implementation and creation of a lead testing program in LA County as a result of Assembly Bill 2370, which mandates the testing for lead in drinking water in early care and education sites across California. This project supports First 5 LA's system change approach to support the health and wellbeing of children in early child care environments.

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

March 20, 2019

The Honorable Connie M. Leyva
Senate Committee on Education, Chair
1020 N Street, Room 4061
Sacramento, CA 95814

RE: Support - SB 174 (Leyva): Early Childhood Education: Reimbursement Rates

Dear Senator Leyva,

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

First 5 LA is proud to support SB 174 (Leyva), as proposed to be amended, to establish a single regionalized reimbursement rate for early learning services in California.

Currently, California has a complex, bifurcated reimbursement system that inadequately compensates early learning providers for the true cost of care. Moreover, some programs that are required to meet higher quality standards are reimbursed at lower rates than programs held to less stringent requirements. This has led to a system in which quality improvement efforts are dis-incentivized and providers are not compensated in a manner that reflects the true cost of care—both of which negatively impact program quality for children.

Creating a single regionalized reimbursement rate would ensure that all providers are properly compensated for the true cost of providing care that reflects the regional cost of living and would incentivize quality improvement efforts. In addition to properly compensating educators, SB 174 would incentivize quality improvement efforts by providing early learning programs with financial incentives to engage in activities such as continuing education, professional development, and implementing higher quality standards as a means of improving child outcomes. Finally, creating a unified reimbursement rate would strengthen the ability of the state's mixed delivery system to provide quality early learning options by eliminating the discrepancies that currently exist across programs.

We believe that SB 174 will help to ensure that the state's early learning workforce is properly compensated and supported for the invaluable role it plays in the growth and development of our youngest Californians. By creating a single reimbursement rate, the bill will expand access to care for children across the state while simultaneously incentivizing quality improvement efforts. For these reasons, First 5 LA strongly urges you to support SB 174.

If we can be of further assistance, please contact Becca Patton, Director of Early Care and Education, at RPatton@First5LA.org.

COMMISSIONERS

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

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Karla Pleitez Howell
Wendy Smith, Ph.D., LCSW
Deanne Tilton
148

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

Sincerely,

A handwritten signature in black ink, appearing to read "Kim Belshé". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kim Belshé
Executive Director, First 5 LA

CC: Members and Staff of the Senate Committee on Education

March 20, 2019

The Honorable Eloise Gómez Reyes
 Assembly Committee on Human Services, Chair
 1020 N Street, Room 124
 Sacramento, CA 95814

RE: Support - AB 125 (McCarty): Early Childhood Education: Reimbursement Rates

Dear Assemblymember Gómez Reyes,

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

First 5 LA is proud to support AB 125 (McCarty), as proposed to be amended, which would establish a single regionalized reimbursement rate for early learning services in California.

Currently, California has a complex, bifurcated reimbursement system that inadequately compensates early learning providers for the true cost of care. Moreover, some programs that are required to meet higher quality standards are reimbursed at lower rates than programs held to less stringent requirements. This has led to a system in which quality improvement efforts are dis-incentivized and providers are not compensated in a manner that reflects the true cost of care—both of which negatively impact program quality for children.

Creating a single regionalized reimbursement rate would ensure that all providers are properly compensated for the true cost of providing care that reflects the regional cost of living and would incentivize quality improvement efforts. In addition to properly compensating educators, AB 125 would encourage quality improvement efforts by providing early learning programs with financial incentives to engage in activities such as continuing education, professional development, and implementing higher quality standards as a means of improving child outcomes. Finally, creating a unified reimbursement rate would strengthen the ability of the state's mixed delivery system to provide quality early learning options by eliminating the discrepancies that currently exist across programs.

We believe that AB 125 will help to ensure that the state's early learning workforce is properly compensated and supported for the invaluable role it plays in the growth and development of our youngest Californians. By creating a single reimbursement rate, the bill will expand access to care for children across the state while simultaneously incentivizing quality improvement efforts. For these reasons, First 5 LA strongly urges you to support AB 125.

If we can be of further assistance, please contact Becca Patton, Director of Early Care and Education, at RPatton@First5LA.org.

COMMISSIONERS

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

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
 M.P.H., M.Ed.
 Karla Pleitéz Howell
 Wendy Smith, Ph.D., LCSW
 Deanne Tilton
 150

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

Sincerely,

A handwritten signature in black ink, appearing to read "Kim Belshé". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kim Belshé
Executive Director, First 5 LA

CC: Members and Staff of the Assembly Committee on Human Services

March 20, 2019

The Honorable Patrick O'Donnell
 Assembly Committee on Education, Chair
 1020 N Street, Room 159
 Sacramento, CA 95814

RE: Support - AB 194 (Gómez-Reyes): Child Care and Development Services

Dear Assemblymember O'Donnell,

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

First 5 LA is proud to support AB 194 (Gómez-Reyes), as proposed to be amended, which would appropriate \$1,000,000,000 to immediately expand access to Alternative Payment Programs and General Child Care and Development services for infants and toddlers birth to age three to meet the diverse child care needs to California's families.

Every interaction in a child's life, whether with a parent or caregiver in the home or with a teacher in the classroom, helps to build and develop the brain and impacts his or her ability to enter school ready to learn. Given that 90 percent of the brain is developed by age 5, these early experiences have been shown to dramatically impact the formation of a child's brain architecture. Quality early learning programs offer children a strong start that provides them with meaningful advances in school readiness and long-term academic benefits. Nonetheless, there is a severe shortage of early learning options that meet the diverse child care needs of California's families. Specifically, recent data from the California Budget & Policy Center indicates that there are roughly 1.8 million children eligible for state subsidized child care who do not receive it due to a lack of access in the state. Moreover, the need is most acute for California's youngest children with less than 14 percent of infants and toddlers who qualify for subsidized care actually receiving services.

Decades of research demonstrate that quality early learning programs have a positive effect on children's development, including the language, cognitive, and social-emotional competencies that are crucial to not only achieving kindergarten readiness but to success later in life as well. In addition to providing direct benefits to children, access to dependable child care also serves as a tool for stimulating the economy, increasing employment, and boosting productivity by providing working parents with reliable support so they can either enter into or remain in the workforce. Therefore, in order to expand access to child care across the state and provide families with the support they need, AB 194 would appropriate \$1 billion to ensure that all families eligible for subsidized care are served.

We believe that a \$1 billion investment targeted towards subsidizing seats for low-income families will reach the infants and toddlers that stand to benefit most, and for these reasons, First 5 LA strongly urges you to support AB 194.

COMMISSIONERS

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

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Karla Pleitéz Howell
Wendy Smith, Ph.D., LCSW
Deanne Tilton
152

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

ATTACHMENT C

If we can be of further assistance, please contact Becca Patton, Director of Early Care and Education, at RPatton@First5LA.org.

Sincerely,

A handwritten signature in black ink, appearing to read "Kim Belshé". The signature is fluid and cursive, with a horizontal line extending from the end.

Kim Belshé
Executive Director, First 5 LA

CC: Members and Staff of the Assembly Committee on Education

March 20, 2019

The Honorable Eloise Gómez Reyes
 Assembly Committee on Human Services, Chair
 1020 N Street, Room 124
 Sacramento, CA 95814

RE: Support - AB 324 (Aguiar-Curry): Child care Services: State Subsidized Childcare: Employee Retention Fund

Dear Assemblymember Gómez Reyes,

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

First 5 LA is proud to support AB 324 (Aguiar-Curry), as proposed to be amended, which would further develop efforts established in AB 212 (2000) to improve the retention of qualified child development employees who work with children in state-subsidized early learning programs. Funds would be used to provide increased staff wages, and benefits, tutoring, mentorship, financial aid assurance, career counseling and professional development.

The relationship between the quality of an early learning program and its workforce is inseparable, as educators create the learning environment in which children begin to develop. However, low wages within the field, along with the high costs of tuition and stressful working conditions, make it incredibly difficult to recruit and retain quality teachers and provide little incentive for early learning professionals to pursue or return to higher education, leading to high rates of staff turnover. This, in turn, creates instability within the workforce and leads to an absence of stable relationships within the classroom, which negatively impacts program quality and, more importantly, the learning and development of participating children.

With over 100,000 professionals providing licensed child care and development to millions of children across the state, it is imperative to ensure that the early learning workforce is properly prepared, supported, and compensated for the invaluable role it plays in laying a solid foundation upon which the successes of our state and its future are built. AB 324 would expand access to crucial resources and financial supports for providers, and would help to retain qualified for early learning professionals. For these reasons, First 5 LA strongly urges you to support AB 324.

If we can be of further assistance, please contact Becca Patton, Director of Early Care and Education, at RPatton@First5LA.org.

Sincerely,



COMMISSIONERS

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

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Karla Pleitéz Howell
Wendy Smith, Ph.D., LCSW
Deanne Tilton
154

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

ATTACHMENT D

Kim Belshé
Executive Director, First 5 LA

CC: Members and Staff of the Assembly Committee on Human Services

March 20, 2019

The Honorable Jim Wood
Chair, Assembly Health Committee
State Capitol, Room 6005
Sacramento, CA 95814

RE: Support - AB 1004 (McCarty): Early and Periodic Screening, Diagnosis, and Treatment Program: Screening Services

Dear Assemblymember Wood,

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

First 5 LA is proud to co-sponsor AB 1004 (McCarty), which clarifies that providers must use a validated screening tool and adhere to the American Academy of Pediatrics (AAP) periodicity schedule for developmental screening services made available under the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) benefit. By establishing clear guidelines and oversight for developmental screenings for children ages 0-3 years old, delays will be identified earlier and California's children will be more likely to achieve their greatest potential. Currently, California ranks just 43rd in the nation for parents completing timely developmental screenings.

The American Academy of Pediatrics (AAP) established the Bright Futures guidelines for developmental screenings nearly 20 years ago, and the historic passage of the Affordable Care Act mandated developmental screens as part of pediatric practices. However, pediatricians still often rely on surveillance alone, rather than a validated screening tool, to identify children at risk for developmental delays. Overall, just 37 percent of California pediatricians indicate that they use a validated or evidence-based screening tool to identify the majority of developmental concerns. This lack of consistency in practice has kept California as one of the lowest-performing states for developmental screening. In fact, 70 percent of children with delays go undetected until kindergarten, which creates additional demands for California's special education system and puts our children at a serious disadvantage.

AB 1004 would further require the Department of Health Care Services (DHCS) to use its External Quality Review Organization (EQRO) to annually review, survey and report on managed care plan reporting and compliance with the use of validated developmental screening tools and the periodicity schedule recommended by AAP. In doing so, AB 1004 will help close crucial oversight and data gaps, and inform efforts to address the shortcomings in the state's developmental screening practices going forward. This will better allow California's children, especially those who are low income and the most at risk for delay, to receive the timely developmental screenings that are so critical to ensuring their optimal growth and development.

We believe AB 1004 is necessary to clarify that developmental screenings are in fact mandatory, and that to be most effective, must be conducted on a specific periodicity schedule using validated tools. The EQRO review of health plan compliance will also increase oversight and help address persistent gaps in data that contribute to the dismal rate at which California is screening its

COMMISSIONERS

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

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D.,
M.P.H., M.Ed.
Karla Pleitéz Howell
Wendy Smith, Ph.D., LCSW
Deanne Tilton
156

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

ATTACHMENT E

children. Overall, AB 1004 is a critical step to ensuring that every California child, especially those who are low-income, has the opportunity to achieve their greatest potential. We respectfully ask for your support.

Furthermore, Governor Newsom's January budget proposes to spend \$60 million to increase developmental screenings for children on Medi-Cal. The governor's powerful commitment to ensuring that more children receive vital developmental screens is aligned with the intent of AB 1004 for providers to utilize validated screening tools following the AAP Bright Futures periodicity schedule, as well as to close important data and oversight gaps. Overall, First 5 LA looks forward to working with the Newsom Administration and the Legislature to ensure children receive the services they need.

If we can be of further assistance, please contact Charna Martin, Senior Policy Strategist, at CMartin@First5LA.org.

Sincerely,



Kim Belshé
Executive Director

CC: Members and Staff of the Assembly Health Committee
Assemblymember Kevin McCarty

ATTACHMENT F

First 5 LA - State and Federal Advocacy Agenda
 Updated: March 28, 2019



Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Early Care & Education					
Assembly Bill (AB) 125	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Early childhood education: reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Waiting for committee referral Companion bill to SB 174 (Leyva)		Support
AB 194	Reyes (D-San Bernardino)	Child care and development services: This bill would make legislative findings and declarations relating to early care and education programs and would state the intent of the Legislature to enact legislation to appropriate \$1,000,000,000 to immediately improve access to alternative payment programs and general childcare and development programs.	Waiting for committee referral		Support
AB 324	Aguiar-Curry (D-Napa)	ECE Workforce: In 2000, AB 212 (Aroner) authorized funds from the California Department of Education (CDE) for childcare development staff retention. These funds aim to retain quality staff who have experience working directly with children in state-subsidized, Title 5 child development programs. AB 324 requires CDE to develop guidelines for the use of AB 212 funds. The new guidelines will still allow for local flexibility, but will create a standardized, effective, and measurable funding program. These guidelines will prioritize stipends that recruit, strengthen, and retain a quality, diverse ECE workforce.	Assembly Human Services Committee Companion bill to Governor Newsom's budget proposal of \$500 million for infrastructure. Half (\$250 million) would go to workforce development.		Support
AB 174	Leyva (D-Ontario)	Reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Senate Education Committee Companion bill to AB 175 (McCarty)		Support
Gov. Budget Proposal: Full School Day/Year Kindergarten	\$750,000,000	One-time funding directed toward local education agencies to remove barriers to full school-day, full school-year kindergarten.	Education Omnibus TB		Priority Engagement
Gov. Budget Proposal: Infrastructure	\$500,000,000	One-time funding to improve child care infrastructure, including support for professional development and facilities.	Child Care and Early Learning TB		Priority Engagement

ATTACHMENT F

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: CSU Child Care Infrastructure	\$247,000,000	California State University system would receive \$247 million in one-time funding which could be used to expand child care facilities for students with young children.			Priority Engagement
Gov. Budget Proposal: California State Pre-School	\$125,000,000	\$125 million would provide an additional 180,000 full-day, full-year pre-school spaces in 2019-20, increasing to 200,000 students by 2022.			Priority Engagement
Gov. Budget Proposal: Roadmap for Universal Pre-School and Child Care	\$10,000,000	\$10 million to develop, in partnership with the State Board of Education, Department of Finance, and Department of Social Services, a roadmap toward universal pre-school and quality, affordable subsidized child care in California.	Child Care and Early Learning TB		Priority Engagement
Health					
Assembly Bill (AB) 1004	McCarty (D-Sacramento)	Developmental screening services: This bill would require, consistent with federal law, that screening services provided as an EPSDT benefit include developmental screening services for individuals zero to 3 years of age, inclusive. The bill would require the department to ensure a Medi-Cal managed care plan's ability and readiness to perform these developmental screening services, and would require the department to adjust a Medi-Cal managed care plan's capitation rate, as specified. Until July 1, 2023, the bill would require an external quality review organization entity to annually review, survey, and report on managed care plan reporting and compliance with specified developmental screening tools and schedules.	Waiting for committee referral		Co-Sponsor
Gov. Budget Proposal: Health Provider Rates	\$1,000,000,000	Continued funding for health provider rate increases, including more than \$1 billion in Proposition 56 funding (tobacco tax increase approved by voters in 2016). At least \$50 million in additional funding will be made available for Medi-Cal family planning services, and additional funds will be available for mental health provider training, whole person care pilots, and additional health systems incentives which could be modified to include early childhood priorities.			Priority Engagement
Gov. Budget Proposal: Developmental Screenings	\$60,000,000	\$60 million in state and federal funding to increase developmental screening rates for young children.			Priority Engagement
Gov. Budget Proposal: Black Infant Health	\$7,500,000	The budget provides an additional \$7.5 million to further address disparities in infant and maternal mortality for African American women.			Priority Engagement
Families					

ATTACHMENT F

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Assembly Concurrent Resolution (ACR) 1	Bonta (D-Oakland), Aguiar-Curry, Bealle, Bradford, Calderon, Carrillo, Chiu, Chu, Gabriel, Cristina Garcia, Gloria, Gonzalez, Holden, Hueso, Jones-Sawyer, Kalra, Levine, Limón, Low, McCarty, Rendon, Reyes, Rivas, Rodriguez, Santiago, Ting, and Weber	Public Charge: This measure would condemn regulations proposed by the Department of Homeland Security to prescribe how a determination of an alien's inadmissibility is made based on the likelihood that the alien will become a public charge. This measure would also urge the federal government to reconsider and roll back the proposed regulations.	Assembly Floor		Support
Gov. Budget Proposal: Working Families Tax Credit	1,000,000,000	\$1 billion to expand eligibility to an additional 400,000 families, and converting the credit to a monthly benefit to better meet the needs of working families.			Priority Engagement
Gov. Budget Proposal: CalWORKs Grants	\$347,600,000	\$347.6 million to further increase the size of the state's California Work Opportunity and Responsibility to Kids (CalWORKs) cash grants, eventually increasing to \$455.5M annually. These increases will begin October 1, 2019 and ensure no child in a family receiving cash aid from the state lives in deep poverty.			Priority Engagement
Gov. Budget Proposal: CalWORKs Home Visiting Initiative	\$78,900,000	\$78.9 million to expand and make permanent the CalWORKs Home Visiting Initiative (HVI) created in the 2018-19 budget.			Priority Engagement
Gov. Budget Proposal: Adverse Childhood Experiences	\$45,000,000	\$45 million in state and federal funding to ensure all families on Medi-Cal receive Adverse Childhood Experiences (ACEs) screens.			Priority Engagement
Gov. Budget Proposal: Maternal Infant Early Childhood Home Visiting (MIECHV)	\$23,000,000	\$23 million to double the federally-funded Maternal Infant Early Childhood Home Visiting (MIECHV) program operated by the California Department of Public Health.			Priority Engagement
Federal Policy					
Federal Regulation -USCIS-2010-0012	U.S. Department of Homeland Security	Proposed Federal Regulation: Expansion of the public charge definition for immigrants seeking to legally adjust their status.	First 5 LA Submitted Public Comments to the Federal Register on 12/7/2018.		Oppose

AltaMed

Your community health network



Fact vs. Fiction

Public Charge and Immigration Status Community Town Hall

Do you understand the difference between fact and fiction when it comes to public charge? “Public charge” is a rule used in certain immigration cases to determine who may depend on public benefits as their main source of support.

Bottom line – the current public charge rule has not changed but there is a proposal to make the rule stricter.

Join us for an interactive discussion with local leaders who are familiar with the health and legal concerns of the immigrant community. You will understand your rights, know which resources are available, and relieve any fears around accessing services for you and your family.

Overview:

ATTACHMENT G

- Free and open to all ages
- Light refreshments provided
- Spanish interpretation and accessibility for the hard of hearing
- Explore legal and health services information booths after the panel discussion
- Basic health screenings available

DATE:
Thursday, April 18, 2019

TIME:
6:00 p.m. – 8:00 p.m.

LOCATION:
East Los Angeles College
Recital Hall–S2
1301 Avenida Cesar Chavez
Monterey Park, CA 91754

*(Metro bus lines 31, 68, 260,
762 and 770)*



RSVP

For more information, please contact:
Sheila Salinas Navarro
SSNavarro@AltaMed.org | (323) 201-9773

Presented in collaboration with:

The image shows a purple-bordered box containing logos for various community organizations and a 'Follow Us' section. The logos are arranged in two rows. The first row includes: The Children's Partnership, COMMUNITY CLINIC ASSOCIATION OF LOS ANGELES COUNTY, elac (East Los Angeles College), first 5 la (Giving kids the best start), ilrc (Immigrant Legal Resource Center), NLSLA (Neighborhood Legal Services of Los Angeles County), and CHIRLA (Coalition for Humane Immigrant Rights). The second row includes: CASTILLO IMMIGRATION LAW P.C., LA LIGA DEFENSORA ABOGADOS (The Mexican Firm A.P.C.), elac (East Los Angeles College), elac (East Los Angeles College), PHFE WIC (Piedmont Hills Family & Community Center), CALIFORNIA WIC (Women, Infants & Children), and COFEM (Council of Mexican Federations). Below the logos is a horizontal line, followed by the text 'Follow Us' and three social media icons: Facebook, Twitter, and Instagram.

Measure EE Analysis and Recommendations

Kim Pattillo Brownson

April 11, 2019



Discussion Overview

- Strategic plan approach to advocacy
- Context for advocacy in 2019 and development of an integrated advocacy agenda
- Overview and analysis of LAUSD's Measure EE
- First 5 LA's advocacy engagement guidelines
- Recommendation to endorse LAUSD's Measure EE
- Next steps

165

Results for Children and Families Contributing to First 5 LA's North Star

North Star Aspiration



Results for Children and Families

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

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

Children are safe from abuse, neglect, and other trauma

Children have high-quality ECE experiences prior to kindergarten entry

Our Strategic Plan focuses on “systems change, collaboration and public policy. This shift reflects both the Commission’s strategic imperative to maximize impact for young children through the systems and policies that can affect the greatest number of children prenatal to 5....”

167



Policy

Systems

Scale

First 5 LA Leaning into Advocacy

2015

- New Strategic Plan anchors First 5 LA's work in policy and systems change, partnership with others, and advocacy

2016

- Articulated criteria for legislative and budget advocacy engagement
- Articulated criteria and parameters for ballot measure endorsement
- Endorsed Proposition 55 and 56

168

2017

- Developed organization-wide policy agenda based on strategic-plan
- Developed new approach to legislative advocacy

2018

- For the first time, engaged in legislative advocacy at the earliest moments possible, sponsored legislation, and supported legislation championed by Best Start community leaders
- Considering endorsement of local revenue measure

First 5 LA Policy and Systems Change Agenda

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life. To achieve this mission, First 5 LA advances community-informed policies that coordinate and strengthen systems supporting families with children birth to five, and promotes the strength and stability of First 5 LA as a critical voice for Los Angeles County's youngest residents.



The following goals guide First 5 LA's policy and systems change efforts:

Strengthen systems and services that promote the well-being of families.

- Expand access to high-quality family strengthening services, prioritizing voluntary home visiting, which optimize child development and connect families with appropriate supports.
- Promote and protect family services and supports intended to ensure families with young children are self-sufficient and can meet their needs.
- Improve systems that enable service delivery to be coordinated and family responsive.



Promote parents and communities as critical voices in policy and systems change.

- Strengthen community leadership to effectively drive and contribute to improvements in the policies, practices, relationships and norms that directly impact families and neighborhoods.
- Increase opportunities for parents and residents to be meaningfully involved in decision-making on issues related to young children and their families.
- Ensure community systems and policies are accountable for the inclusion of family voice in policymaking.



Expand access to affordable, quality early care and education for all children in LA County.

- Increase public investment in quality early care and education for children birth to five.
- Embed quality standards and support ongoing quality improvement in all publicly funded early care and education settings.
- Strengthen the early care and education workforce through increased compensation, competencies, and professional development.

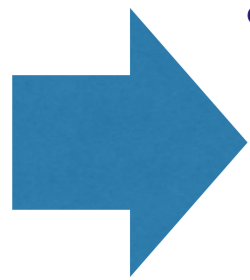


Improve systems to support the optimal development of all children through the earliest screenings, interventions, and connections to family-centered services.

- Ensure all children receive early and periodic validated developmental and behavioral screenings and appropriate interventions.
- Enhance capacity and coordination across systems providing early identification and intervention services.
- Strengthen child and family serving systems to prevent, anticipate, and respond appropriately to adverse experiences, trauma, and toxic stress.



Connecting Local Advocacy



- **Organization-wide:** identifying emerging opportunities to promote early childhood priorities and sustainability strategies, state legislation and budget, administrative advocacy, including ballot measures
- **Community Relations:** advancing opportunities for cities to pursue an early childhood development agenda
- **Programs:** Ongoing work with County partners on home visiting, Black infant mortality; aligning Best Start Community Partnership advocacy priorities and First 5 LA's advocacy agenda

170

First 5 LA may take a position on ballot measures that impact our Strategic Plan Outcome areas

171

Permissible Informational Activities

A public agency may engage in informational activities, such as:

- Reviewing and preparing an objective analysis of a measure.
- Taking a position on a ballot measure in an open and public meeting, stating the position in the minutes, and posting those minutes on the agency's website.
- Posting the agency's position on the agency's website or in a regularly published electronic newsletter.
- Making the agency's position available to the public upon request.
- Accepting invitations to present the agency's views before organizations interested in the ballot measure's effects.

First 5 LA will not engage in campaign activities related to ballot measures

Impermissible Campaign Activities

172

Campaign activities expressly advocate for or against a ballot measure. Campaign activities may include:

- Gathering signatures on a measure.
- Promoting a measure or urging a particular vote.
- Producing “typical campaign” materials.
- Providing a link on the agency’s website to a campaign.
- Preparing materials to use in support of the agency’s position.

Measure EE: LAUSD Parcel Tax Includes Preschool

Measure EE Text

To retain/attract quality teachers; reduce class sizes; provide counseling/nursing/library services, arts, music, science, math, preschool, vocational/career education, safe/well-maintained schools, adequate instructional materials/supplies; support disadvantaged/homeless students; shall Los Angeles Unified School District levy \$0.16 per square foot of building improvements annually, exempting seniors/certain disability recipients, providing \$500,000,000 annually for 12 years, requiring annual audits, oversight, and funding local schools?

173

Measure EE: LAUSD June 4 Parcel Tax

Measure EE Revenue Overview

- 12-year parcel tax at 16 cents/square foot.
- Projected to raise \$400-500 M/yr, starting FY19-20.
- Median tax would be \$235 for an owner of ¹⁷⁴ 1,450 sq-ft home. Most homeowners would pay between \$100-\$450 annually.
- Industrial, commercial, and multi-unit residential properties would generate a little less than two-thirds of revenue, single-family and rented properties generating about a third, and institutional properties making up the difference.
- Builds on parcel tax model from other districts: 1 in 8 school districts in CA have passed parcel taxes, mostly in the Bay Area.

Criteria for Analyzing Ballot Measures

Measures

Impact on Young Children

Alignment with Strategic Priorities

Sustainability

Likelihood of Success

Reputational Risk

Partnership Implications

Measure EE: LAUSD Parcel Tax

Measure EE Polling, Supporters & Opposition

- Rising tide of public opinion: A record 62% of voters indicated “great need” for more funds, and an additional 20% saw some need (Feb.); 85% strongly backed the LAUSD strike.
- ~75% of voters polled supported parcel tax, including 6% of undecideds leaning yes. 176
- Ballot signers for parcel tax: Mayor Eric Garcetti; Susan Domingo (LAUSD Nurse); Kirsten Farrell (2018 CA Teacher of the Year); Andre Spicer (Council of Black Administrators and Director of LAUSD Division of Instruction); Dianne F. Harrison (President, CSUN).
- Endorsers as of 3/18/2019 certification: Community Coalition; InnerCity Struggle; United Teachers Los Angeles (UTLA); SEIU 99; Families In Schools; Alliance for a Better Community; MALDEF; CA Charter School Association; Million Voters Project
- Opposition: LA Chamber of Commerce; Valley Industry Chamber of Commerce; BizFed; Howard Jarvis Associates

Measure EE: LAUSD Parcel Tax

Measure EE Support Arguments

- CA has moved from the top in the nation in education funding and student achievement to near the bottom, now ranking 44th in per-student funding.
- Current state funding does not cover needed instructional programs and support
- Without additional funding, deficits would begin in FY 2021-2022 and require cuts to programs, schools and employees, including early education centers and staff
- Parcel tax funding to be used “for the benefit of all L.A. Unified public schools, including but not limited to K-12 schools, adult/vocational/career schools, early education centers, and Local Charter Schools”
- Fiscal oversight and accountability measures included

Measure EE: LAUSD Parcel Tax

Measure EE Opposition Arguments

- Onerous tax burden for business community
- Apartment owners may pass on taxes to renters, causing rising rents¹⁷⁸
- Funding may not improve classroom education, but could fund pensions and employee benefits
- Education should be funded and managed within existing means without new or higher taxes; eliminate waste and institute reforms before additional funding

First 5 LA Analysis of Measure EE

Measure EE Analysis

- High alignment with Strategic Plan: ECE access and quality: funds ECE programs with more highly educated teaching workforce and almost all ECE programs at 4+ quality ratings 179
- High Impact on Young Children: LAUSD is LA County and CA's largest school district and provider of ECE access for over 20K young children from birth to five
- 12-year sustainability: other districts have renewed parcel taxes after expiration; parcel taxes unaffected by volatility of state revenues driven by stock market income; diversifies funds beyond First 5 LA, state or feds

First 5 LA Analysis of Measure EE

Measure EE Analysis

- Solid Likelihood of Success: highest polling support in a decade and continues to poll above 2/3 threshold; however, success is not a foregone conclusion
- Reputational Risk/Reward Calculation Trends Positive: positions First 5 LA as leading ECE partner and advocate with LAUSD and other K-12 partners; sets precedent that local K-12 revenue measures include ECE
- Net Positive Partnership Implications: strengthens partnership with LAUSD and K-12; business partners likely to oppose but friction can be minimized

180

First 5 LA Recommendation: Endorse Measure EE



Measure EE

Analysis Supporting
Recommendation

- ✓ High Alignment with Strategic Plan
- ✓ High Impact on Young Children
- ✓ 12-year sustainability
- ✓ Solid Likelihood of Success
- ✓ Reputational Risk/Reward Calculation Trends Positive
- ✓ Net Positive Partnership Implications

181

First 5 LA Recommendation: Endorse Measure EE

What would endorsement mean in practice?

If the Board takes a position on a ballot measure, we may

- **State position in minutes and on agency's website** ¹⁸²
- **Post position in a regularly published electronic newsletter**
- **Make position available to the public upon request**
- **Accept invitations to present position and ballot measure's effects.**

Next Steps in 2019

- Local
 - June 4, 2019 LAUSD Special Election on Measure EE
- Other opportunities for state and local advocacy engagement
 - Access Sacramento (LA Chamber – May 14-15, 2019)
 - Access City of Los Angeles (LA Chamber – TBD)
 - Early Care and Education Coalition Advocacy Day (TBD)

183

FIRST 5 LA

SUBJECT:

Strategic Plan Refinement Process (SPR4) Update: Review Phase Findings and Small Group Discussions

DISCUSSION:

Background

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

The Strategic Plan refinement process encompasses four major phases - Review, Reflect, Refine, and Results. Building on the North Star and the four results, the Review phase of the SPR4 process involved a series of activities to understand how our strategies have been and are being implemented to achieve our targeted outcomes and the resulting learnings. Key questions that were answered during this first phase of the SPR4 include:

- What has changed in the landscape in the last three years that impacts how we achieve our targeted outcomes?
- What progress have we made in the first three years and what have we learned from the first three years of implementation about *how* we do our work and the outcomes (*what*) we are working to achieve?
- What have we learned about First 5 LA's capacity to do this work?

The key findings from the phase one review activities are summarized in the Review Phase Data Report, prepared by Learning for Action (LFA).

Review Phase Data Report

The Review phase was launched in January 2019 and completed in March to address the three key questions outlined above and included the following activities:

- Interviews with over 20 stakeholders, including First 5 LA Commissioners, Executive Team members and other stakeholders
- Review of assessments and reports produced by First 5 LA and key partners as well as external reports on the early childhood field in California.

A copy of Review Phase Data Report is provided as Attachment A to this memo and is structured in three sections:

- Landscape Review – What has changed in the landscape in the last three years that might impact how First 5 LA achieves its targeted results?
- Programmatic Review – What progress has First 5 LA made in the first three years of its 2015-2020 Strategic Plan implementation? What has First 5 LA learned about how it does the work to best achieve outcomes?
- Organizational Review – What have we learned about First 5 LA's capacity to do systems and policy change work?

The Review Phase Data Report will be an important resource as First 5 LA continues into the subsequent strategic planning refinement phases.

Next Steps

An overview of the report with a focus on the Landscape Review will be presented at the April Board meeting followed by small group discussions of Commissioners on the implications of the findings. The April PPC meeting will focus on the Programmatic Review and will include a discussion of the implications for strategy refinements. Building from the programmatic strategy refinement, First 5 LA will consider how the Organizational Review will inform operational strategy development.

First 5 Los Angeles Strategic Plan Refinement Process (SPR4): Review Phase Data Report

Revised April 1, 2019



186

Prepared by:



CONTENTS

page

4

**Introduction +
Context**

page

6

**Landscape
Review**

page

13

**Programmatic
Review**

page

21

Organizational Review

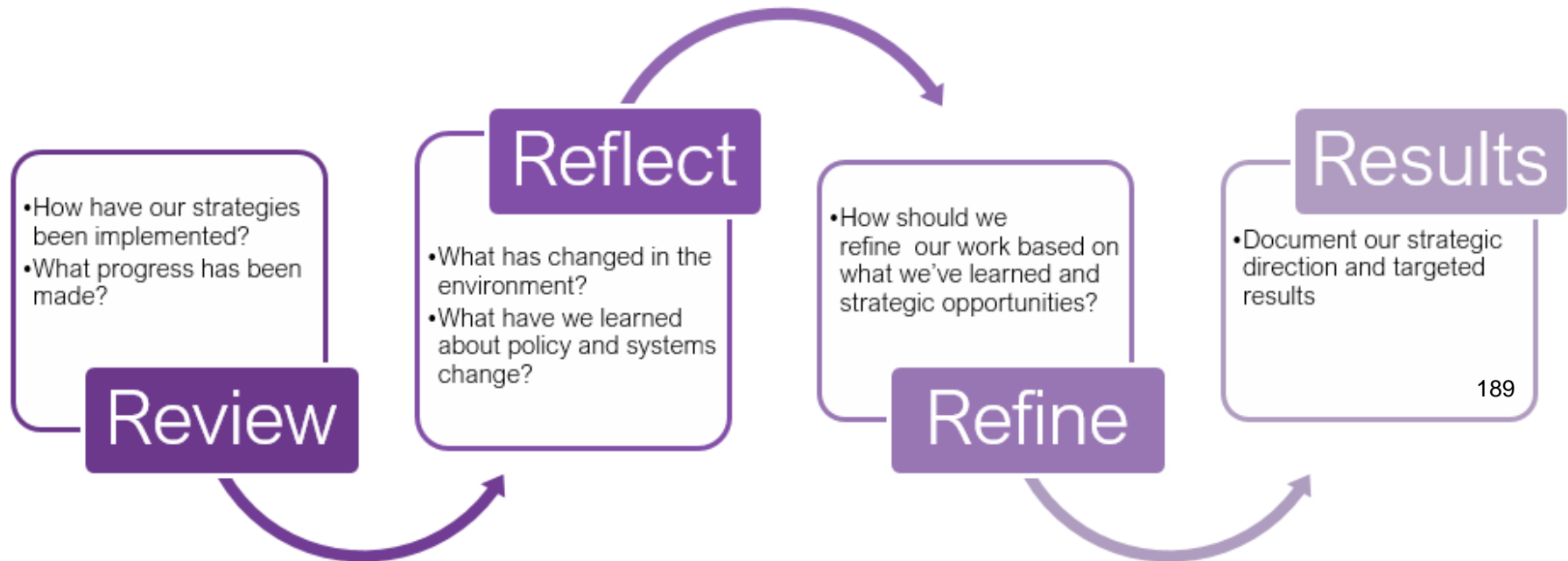
187



Introduction + Context

Overview of the SPR4 Process

First 5 Los Angeles (F5LA) is currently engaged in a process to **review, reflect** upon, and **refine** its 2015-20 Strategic Plan, with a focus on **results**.



The Review Phase, and this data report, take stock of:

- **Progress** on Strategic Plan implementation
- **Lessons learned** on effectively implementing systems and policy change
- **Shifts in the landscape** that might affect F5LA's strategy

About this Report

Learning for Action (LFA) conducted **20+ interviews** and reviewed **20+ documents** (see Appendix) to identify themes organized into three sections.

- 1. Landscape Review** – examining changes in the landscape that might impact how F5LA achieves its targeted results.
- 2. Organizational Review** – examining F5LA’s strengths and areas for growth.
- 3. Programmatic Review** – examining progress and lessons learned regarding implementation of F5LA’s strategies.



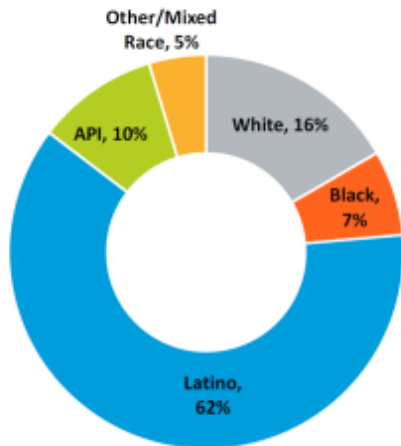


Landscape Review

What has changed in the landscape in the last three years that might impact how First 5 LA achieves its targeted results?

The majority of children from birth to age 5 in Los Angeles County are children of color. Los Angeles County is the ninth most diverse among the largest 150 metro regions in the nation. Communities of color constitute a considerable majority of the county's population.

Children 5 and under by Race/Ethnicity, 2012-2016



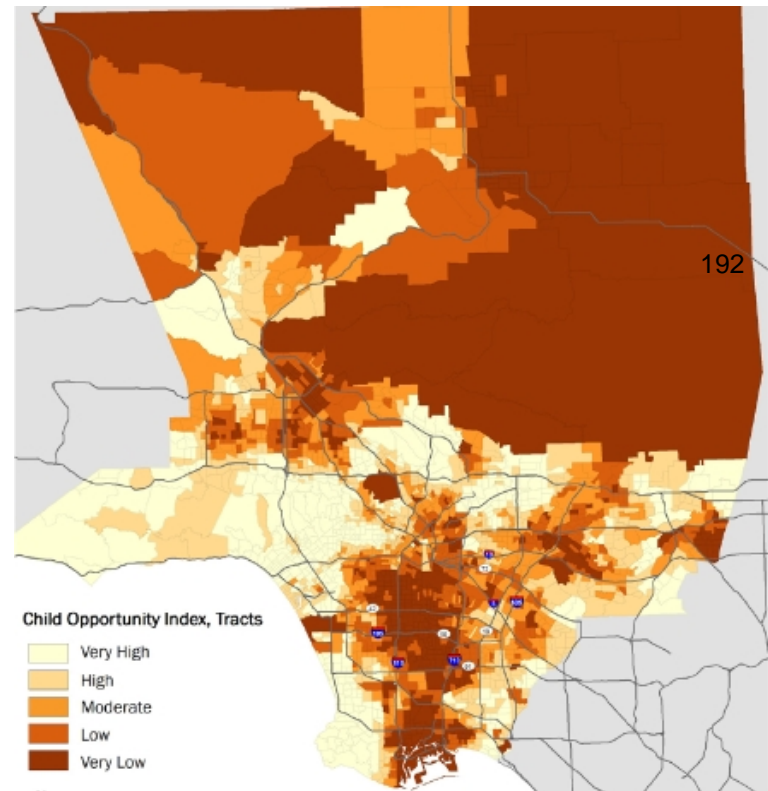
79%
of parents with children under five in LA County are people of Color

Since 2000, the county's Latinx population has grown by 13 percentage points, and the Asian/Pacific Islander (API) population has grown by 22 percentage points.²⁰ Immigration has been a driver of growth in the API population, while growth in the Latinx population has been the result of increases in US-born Latinx, accompanied by a net decrease in foreign-born Latinx, due to those leaving LA County.²⁰

Nearly half (49%) of LA County parents of children five and under are foreign born, and of these, 67% are not citizens.²¹

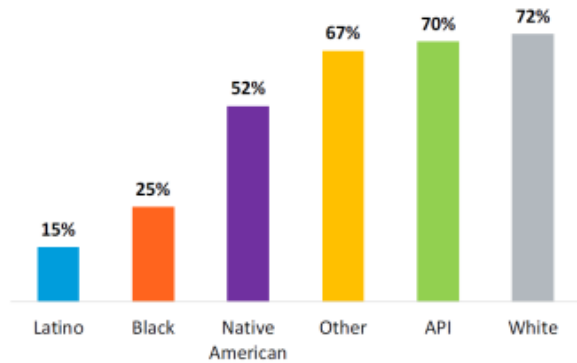
Regions within the county have disparate levels of opportunity, clustering along racial and economic lines.

The Child Opportunity Index, a measure of educational, health, environmental, and social/economic opportunity across a region, indicates large disparities in child opportunity across Los Angeles County. This measure coincides geographically with concentrated areas of poverty. In LA County, 72% of Black children and 69% of Latinx children under five live in "Low" or "Very Low" opportunity neighborhoods.²¹



Los Angeles County Ranks Seventh in Income Inequality out of the 150 Largest Metro Regions

Percent of parents with children under five with a Bachelor's Degree or Higher by Race/Ethnicity 2012-2016



Education and Employment

Racial disparities in employment are profound. While 10% of White children under five have at least one parent who is unemployed, the rate is considerably higher for LA County Black (16%), Latinx (17%), and Native American (23%) children. Even though unemployment declines and wages increase with higher levels of educational attainment, racial gaps persist at all education levels. Among college graduates with a BA or higher, African Americans and Asian Americans earn \$6/hour less than their White counterparts, while Latinx workers in LA County earn \$9/hour less.²⁰

Educational gaps are present among key segments of the workforce. Los Angeles will face a skills gap unless education levels increase. By 2020, 44% of the state's jobs will require an associate's degree or higher. Only 10% of Latinx immigrants, 20% of native-born Latinx residents, and 34% of Black and Native American residents have reached that level of education.²⁰ The chart to the left shows the percentage of parents with children under five with a Bachelor's degree, revealing a tremendous gap in educational attainment by race/ethnicity.²⁰

Wages, Poverty, and Housing

193

Inequality in LA County is driven in part by a widening wage gap. Since 1979, the highest paid workers have seen a 13% increase in their wages, while the wages for the lowest paid workers have declined by 25%.²⁰

People of color are far more likely to be in poverty or working poor than Whites. Over 60% of Black and Latinx children under five are living below 200% of the Federal Poverty Level. In contrast, the non-Hispanic White median household income, \$110,000, is more than two times that of Blacks and Latinx (\$42,651 and \$43,905 per year respectively).²¹

Housing is a stabilizing force for children, and homeownership is a key pathway to wealth accumulation for families. Fifty-six percent of White parents are homeowners, compared with 25% of Black parents, and 30% of Latinx parents. County-wide, 38% of children live in rent-burdened households that spend more than 30% of their income on rent.²¹

There is more conversation about what parents need in the context of growing income inequality. There is growing concern about how inequalities are playing out in terms of outcomes for children and families.

- F5LA Stakeholder

Families

Access to resources plays a major role in **shaping child development**. Family and household characteristics such as parents' level of education, income, and financial assets influence the course of children's development and future opportunities. One study showed that a child raised in a household in the bottom fifth of the income distribution has a 7% chance of rising to the top fifth. For a Black child, the chance of the same upward mobility is only 2.5%.²¹

Early Learning

In LA County, 71% of four year-olds and 26% of three year-olds attend a licensed center-based preschool or transitional kindergarten, and 11% of infants and toddlers (0-2) are cared for in licensed early care centers or home daycares. Availability of ECE slots in licensed, high-quality settings is limited, presenting challenges for parents balancing work and family demands.²³ **Preschool enrollment** is lower among Black and Latinx children in LA County than among their White and Asian/Pacific Islander peers. **Disparities in early vocabulary growth** between children from low socioeconomic status (SES) and high SES families **can manifest in children as early as 16 months of age**. Black and Latinx children and dual language learners are less likely to have attended preschool than White children, and children from low-income families are more likely to have child care that is license-exempt, not having to meet any quality standards.

Communities and Neighborhoods

Children living in areas of concentrated poverty and racial segregation face multiple barriers to achievement. In Los Angeles County, 58% of Black and Latinx children live in **high poverty areas** or census tracts where over 20% of their community members are living below the federal poverty level.²¹ Because of rising rents and high cost of living, many people of color have been pushed into or kept in neighborhoods that lack park access or are near unsafe industrial hazards.²²

Health

African-American newborns are **three times** as likely to die in their first year of life than their White counterparts.²¹ Black, Latinx, and Asian and Pacific Islander children are screened for developmental delays at lower rates, meaning that identification often does not happen until symptoms are more severe.²¹ **African-American and Latinx** children also are **less likely to be diagnosed with an autism spectrum disorder (ASD)** and are more likely to be diagnosed at older ages and with more severe symptoms. In addition, validated screening tools are not available in all languages and have not undergone validity testing for all racial/ethnic and language groups. At 24 months of age, 12% of children eligible for early intervention (EI) received services, and differences between Black and White children emerged, with **Black children being almost five times less likely to receive services**.

The early childhood field is so complex and fractured, not to mention the lack of coordination among various systems that serve young children. Only now, with the Governor's commitment to early childhood – which is great but inadequate – a strategy is starting to crystalize for us (in the field). Now we must ensure that the budget priorities are enacted and followed through with greater attempt to raise revenue.

- F5LA Stakeholder

Despite threats on the federal level, at the state level the election of Gavin Newsom as California's new governor presents an important opportunity given his unprecedented commitment to early childhood. Broadly, First 5 LA's investments have contributed to Governor Newsom's focus on early childhood, and have helped to prime the pump for other policymakers in Sacramento regarding the value of investments in early childhood. The Governor has allocated \$1.8 billion to early childhood development, making the time ripe for First 5's to **double down on advocacy** to ensure that children prenatal to five are a priority in the state agenda. Furthermore, the appointment of staff with expertise in early childhood offers great promise that California's youngest residents will be a priority in the governor's agenda.

Critical Stakeholder Reflections for First 5 LA

First 5 LA brings credibility and focus to the policy table, and in conjunction with other First 5's (including First 5 CA) is positioned to engage in powerful advocacy to guide wise investment of new resources.

Funders in LA County working on systems change view First 5 LA as an important agent for leading the charge to craft a united vision and approach.

While the statewide funding and policy outlook is positive, there will likely be jockeying for the new resources for early childhood; thus, it will be important for First 5 LA to partner with others in working behind the scenes to coordinate approaches and ensure resources are invested wisely and strategically to optimally benefit children and families.

There is more awareness of early childhood as a policy issue at the national and state levels. New state leadership has made major budget allocations and other signals [exist] that early childhood is a real priority.

- F5LA Stakeholder

First 5 LA's shift to a systems change approach converges with openness to collaboration on the part of county agencies. There is an increasing awareness of the ways in which county systems can better serve children and families, as evidenced by several key examples across First 5 LA's areas of focus for partnership and impact.

In 2015, LA County established the Office of Child Protection (OCP), implementing a recommendation of the Blue Ribbon Commission on Child Safety. First 5 LA was named an early participant, providing input on process including bringing together a convening of the OCP and the Prevention After Care Network, a network of community-based organizations contracted with the LA County Department of Children and Family Services. In addition, First 5 LA has facilitated meetings between parents and the OCP to bring the voices of parents and providers working with parents into the conversation as well as a series of six meetings with community-based provider members of the Prevention After Care Network and a Best Start Community provider to inform a countywide prevention strategy.

Numerous local entities in LA County are increasingly vocal and transparent about their commitment to addressing needs of children and families through an equity lens. First 5 LA was one of the agencies that participated in a community forum hosted by Los Angeles County Health Agency to provide input on a county-wide action plan with priorities including: 1) reduce disparities in health outcomes; 2) provide useful and inclusive data ... to address disparities in health outcomes and [associated] root factors; and 3) support policy and systems change efforts that will increase resources for those experiencing the highest burden of inequities.

Critical Stakeholder Reflections for First 5 LA and County Agencies

First 5 LA is a thought leader and strong partner to county departments. These partnerships are key to sustainable efforts to serve children and families.

Funding mechanisms, fee for service reimbursement models, and complex requirements create huge siloes. First 5 LA, as a policy influencer, could facilitate more effective cross-sector collaboration.

In recent years First 5 LA has strengthened partnerships with research institutions such as RAND, USC, and UCLA, which have yielded data on program outcomes. These partnerships could be further leveraged to invest in data focused on disparities, and data related to long-term outcomes, both of which are under-represented in the current data landscape.

196

The issues we have are systemic, and require systemic solutions from a variety of players.

- F5LA Stakeholder

The following implications for First 5 LA's strategy emerge from the **landscape review**:

1. Effectively targeting and refining strategies to address inequities will require **reflection on data disaggregated** by race/ethnicity, socioeconomic status, home language, geography, etc.
2. The impact of early childhood investments will be limited without dedicated attention to **removing barriers** and **actively supporting connective pathways** to needed services, particularly among LA's most vulnerable and disconnected communities.
3. Stakeholders increasingly look to **First 5 LA to be a statewide and county policy leader** that will inform and influence LA County's *and* California's early childhood investments, in the context of a once-in-a-generation window of opportunity in California.

197



Programmatic Review

What progress has First 5 LA made in the first three years of its 2015-2020 Strategic Plan implementation?

What has First 5 LA learned about how it does the work to best achieve outcomes?

Commissioners, staff, and external stakeholders alike note significant progress towards outcomes as First 5 LA has implemented the current systems and policy change strategy. Staff observe positive development in all of First 5 LA's outcome areas, including supporting the sustainability of home visitation, expansion of the Kindergarten Readiness Assessment (KRA), establishment of Help Me Grow, and the transition to Regional Network Grantees.⁵ A shift towards systems change has also inspired culture change towards First 5 LA becoming a stronger learning organization, impacting the way staff collaborate internally and with external partners.⁵

*The key thing the organization has successfully done is shifted away from being viewed primarily as a funder to a partner in policy. For years, First 5 LA was a funder of direct service. **To make this shift is extraordinary.** There was a lot of resistance; yet, they have strategically built a strong internal team, successfully reorganized to respond to the needs of the Strategic Plan, and their engagement in local community through Best Start is extraordinary given the size of LA County.*

- First 5 LA Stakeholder

First 5 LA stakeholders observe notable progress and believe the First 5 LA team is primed to be a leader in driving early childhood efforts at the local and state levels. Furthermore, stakeholders note that First 5 LA's move to systems change has expanded impact locally; and, at the state level, they see the role that First 5 LA has played in policy development and as a policy influencer.

First 5 LA also brings expertise to various planning groups and other funders to inform how they implement a systems change approach to supporting children 0-5 and their families. Stakeholders shared that First 5 LA is more sophisticated today in their approach to policy and that staff have the capacity to deepen this work. To improve their policy and systems work, staff and stakeholders suggest that First 5 LA:

- **Use research and data strategically, clarifying intended long-term outcomes.** First 5 LA has made deep investments in data and evaluation, yet some stakeholders are unsure about the extent to which analysis of root causes is included in their analysis and whether there is clarity on intended long-term outcomes (beyond age 5). The focus of First 5 LA's work is of course children and families 0-5 and stakeholders are curious as to what outcomes look like at age 15 or 25. Data that address how First 5 LA's interventions can have an impact on education or criminal justice systems can help speak to the longer term systems change they are driving toward.
- **Clarify systems change approaches and communications about them.** More clearly define and communicate the shared approaches to systems change across First 5 LA and each department's contributions.
- **Clarify its approach to equity.** Clearly define equity and ensure that First 5 LA's focus on addressing disparities sufficiently incorporates an equity lens.

Partnerships have been effective and are key to ongoing success; and there is a need to more clearly identify who First 5 LA partners with and why

A variety of stakeholders and staff noted First 5 LA's expanded and more thoughtful approach to partnerships. While partnerships are generally working well, stakeholders also shared suggestions for how First 5 LA can continue to approach partnerships and decisions about with whom to consider partnership.

- **Continue deeper partnership with community-based organizations and parent leaders.** In addition to systems-level partnerships, stakeholders hope First 5 LA will continue to deepen partnerships with community-based organizations and elevate the voices of parent leaders to include their perspectives in policy and systems change. Stakeholders suggest First 5 LA mobilize parent and community voices to advocate for needed funding to scale up the services and resources they need. Now is the time to unite research and data with political power, political voice, and community voice to convey the benefits children and families experience when systems are child-centered and family-focused.
- **Build even stronger connection with philanthropy, government agencies, and the corporate sector.** New county system leadership in LA creates the opportunity for First 5 LA to engage more broadly and deeply with county systems, particularly of those represented on the F5LA board. Additionally, the Department of Public and Social Services (DPSS) has significant impact on families; stakeholders suggest First 5 LA could be better connected to DPSS. There also are ongoing opportunities for First 5 LA to continue building strong connections to philanthropy – together with county systems. First 5 LA's ability to toggle between philanthropy and government partners is unique and key to optimal achievement of its targeted results. Furthermore, partnership with the private sector can benefit First 5 LA's goals through funding as well as through promotion of family-strengthening policies such as family leave. Specifically, stakeholders suggest building and strengthening partnerships with the Office for the Advancement of Early Care and Education (OAECE), the Health Department, Probation, the Children and Families Commission, and organizations like VICA (Valley Industry Commerce Association), LA Federation of Labor, and the Business Federation.
- **Consider a deeper focus at the local municipality level.** First 5 LA can explore potential partnerships with mayors, city councils, and other leaders that have demonstrated leadership in early childhood or at the issue level – i.e., addressing homelessness or parks and green space – to ensure that family and children's needs are front and center in localities.

We have so much evidence about the importance of investment in early childhood that I think First 5 LA (can and) should focus on community organizations and things closer to families.

-First 5 LA Stakeholder

Best Start Communities

Stakeholders commonly reflected on First 5 LA’s approach to community engagement and community capacity building. Lessons and suggestions include:

- **Clarify what is unique about First 5 LA’s approach in, intended outcomes for, and long-term sustainability plan for efforts in Best Start Communities.** With concurrent First 5 LA investments in Best Start Communities outside of the Communities program – and similar place-based efforts in the same and other communities across the county – it is imperative for First 5 LA to be very clear about its approach, intended outcomes, and sustainability plan for work in communities. There is an opportunity for greater clarity and intentionality about integrating work in communities to heighten outcomes and promote sustainability of the work. A clear sustainability strategy is needed especially given that this place-based work is unlike other First 5 LA strategies where it may be more apparent how other partners can invest their resources in partnership.
- **Engage greater community voice, build relationships with new partners within communities, and help neighborhoods secure sustainable funding.** As First 5 LA clarifies its unique value and deepens its work in communities, stakeholders suggest that First 5 LA engage greater community voice in its Communities strategy, build relationships with new partners within communities, and help neighborhoods secure sustainable funding so that communities can take the lead and First 5 LA can further take a back seat. It is critical to balance gathering local knowledge while not burdening communities to solely come up with solutions for how to address these needs. As First 5 LA considers additional partners to support its work with communities, a regional power mapping process can help define who the optimal community partners are. Another recommendation is to ensure transparent and authentic communication about the current status of the initiative and what the Best Start Communities might expect for the future.

The Best Start communities have done really important work, [...] that kind of work makes a huge difference for people's lives, and it obviously makes a huge difference for young children.

-First 5 LA Stakeholder

Staff conveyed that First 5 LA's **systems change approach and strong relationships with key ECE partners has helped to make traction on QRIS in the county**⁵. As convener and collaborator, First 5 LA has been in a unique position to help build consensus on how QRIS will move forward in the county after laying the groundwork for QRIS implementation.

While the Kindergarten Readiness Assessment (KRA) to date has been valuable, **further clarification of First 5 LA's KRA strategy is needed**. Partners understand the value of the KRA, but the approach to scale and sustainability is unclear. Stakeholders would like First 5 LA to specify what success for the KRA strategy looks like in a sustainable way. In addition, some stakeholders call attention to the need to address the issue of how the KRA will be used with children whose home language is not English.

Critical Stakeholder Reflections for First 5 LA

With the KRA, First 5 LA can consider demonstrating a proof of concept for the longer term in a limited, defined number of areas/ districts.

Engaging diverse stakeholder input could be an effective approach for addressing issues of KRA accessibility and cultural relevance.

“
We've gotten traction to get partners on board understanding the value of having [KRA] information, but then what? There is no money going in to improve schools' readiness for children. Resources need to be institutionalized at the school level. Then, what is the pathway for understanding what it takes to get children to the goal post of being able to succeed in school if they are not entering ready to succeed.
”

202
- First 5 LA Stakeholder

Leadership on home visitation is a unique value that First 5 LA brings to the County and State

First 5 LA has significantly expanded access to home visiting (HV), largely through additional investment in collaboration with the Department of Mental Health.⁵ Stakeholder reflections on progress, lessons learned, and suggestions include:

- **Home visiting programs have scaled and are more sustainable.** Funding of home visitation in partnership with the Department of Mental Health has led to greater sustainability and scaling of home visiting programs in LA County. Piloting HV programs, demonstrating their results, and partnering with county offices to co-invest is helping to grow the intervention. In addition, the launch of a home visiting initiative at the state level built on the momentum First 5 LA created with its direct service investment in Welcome Baby. First 5 LA’s substantial investment in home visiting made a statement that the approach is a critically important intervention that has affected policy and impacted the safety of children in the county.
- **Home visiting programs broadly demonstrate results for those most in need—when they are reached by the intervention.** Investment in home visiting and building HV capacity throughout the county has had positive effects on prevention of child abuse and neglect and in the identification of high-risk families.
- **Be mindful of the potential unintended consequences and the expense of home visiting programs.** One stakeholder pointed to the unintended consequence of home visiting programs in that they may foster greater social isolation for some participants as well as that home visiting programs may not reach families such as those who are undocumented (as they may not want people coming into their home). Some stakeholders note there are home visiting models, such as Nurse-Family Partnership (NFP), that focus on narrowly defined populations and have high per-family costs, and thus are not fully accessible and affordable at scale.

“
In home visitation First 5 LA is a leader setting and driving the agenda.

There was so much work happening across the country in home visitation. They [First 5 LA] were also key in recognizing that a strategic partnership with the Office of Child Protection was the best way to go.

I'd like to see the visitations focused on the families that are not asking anyone to their house.

- First 5 LA Stakeholders”

Early Identification and Intervention: Help Me Grow

Some stakeholders applaud Help Me Grow as a sustainable and scalable path for early identification, benefitting families with children that have special needs. Other stakeholders point to the hazards of promoting screening in the absence of accessible resources for families most in need. Screening is only valuable when there is a warm handoff to address the issues identified as well as a network of support for taking next steps to address identified needs. Stakeholders suggest that First 5 LA ensure this strategy is connected to regional centers, families, and school districts.

Trauma Informed Care (TIC)

Staff and stakeholders suggest that First 5 LA further clarify its TIC strategy – particularly calling out what, if any, role First 5 LA might play in county-wide TIC adoption and implementation. What is the specific end for the TIC strategy that First 5 LA is driving towards, what does that mean for its role, and what systems should First 5 LA be working with most closely? One stakeholder suggests First 5 LA could potentially play a role in ensuring messaging and training for parents and caregivers about how trauma affects early childhood development. Others pointed to the importance of better equipping service providers, teachers, and the ECE community to create trauma-informed environments so all children can thrive.

204

“
Trauma is a huge issue in our inner city and low-income communities. Trauma hinders children’s ability to develop. We should look at a campaign to minimize that traumatic experience and what we can do to minimize the likelihood of trauma so our children have a better chance of success.
- First 5 LA Stakeholder
”

The following implications for First 5 LA's strategy emerge from the **programmatic review**:

1. Refine and further focus strategy with an **equity lens**, keeping in context capacity and bandwidth – as reinforced in the organizational review – to achieve the greatest possible impact for LA County's youngest residents.
2. Double down on systems and policy change as First 5 LA's core identity while also further **reducing the scope of work** in the Strategic Plan moving forward and developing **clearer guidelines for the organization's role** in each strategy.
3. **Map the necessary partnerships to achieve desired systems change outcomes** to focus relationship-building efforts.
4. Further define **how First 5 LA's work in Best Start Communities** advances the organization's **overall Theory of Change**.
5. Invest more heavily in **communications and dissemination** with clear and accessible campaigns aligned to outcomes and targeted results.

205



Organizational Review

What have we learned about First 5 LA's capacity to do systems and policy change work?

In terms of culture, I think one of the biggest accomplishments in the last two years has been that there is more of a recognition about the importance of sharing knowledge internally across the organization's functional areas.

- F5LA Stakeholder

First 5 LA **staff are perceived as experts who are deeply committed** to children and families in LA County. Stakeholders see **staff leadership** as having been highly effective in strengthening the staff through hiring, as well as in leading a process to transform the culture of the organization to one that is highly professional, more grounded in data and learning, and better suited to lead systems change work.

Because F5LA's strategic pivot has necessitated organizational restructuring, leadership has held up **functional integration** of the new structure as a goal. While progress has been made in establishing clarity and ownership of the roles of new divisions, there continue to be challenges in working in a more coordinated and seamless fashion within and across divisions. One support for greater integration is in the works with First 5 LA's Information Technology Strategic Plan¹⁵ which recommends developing information sharing systems and processes that increase cross-department understanding of business processes. Another lever many internal stakeholders described as holding promise for driving greater integration is to revisit and refine the organizational structure in alignment with the refined – and presumably more integrated – strategies that emerge from SPR4.

The **Commission** is perceived as being comprised of a diversity of rich and relevant perspectives and experience that, as a body, has gotten better at providing **guidance and strategic direction** to the organization.

Critical Stakeholder Reflections for First 5 LA

Staff have gotten much more sophisticated in their understanding of early childhood issues and strategies for addressing them.

The Commission has improved its ability to engage in deep, honest dialogue about what is and is not working, and should continue to increase its knowledge of the issues – especially related to policy and systems change – and embrace critical inquiry and learning.

The challenge of integration is intensified by the inter-relatedness of the organization's issue areas; for example, work in the early learning systems arena also involves and influences family strengthening.

I think the strength of the organization is the staff. You can see it in the respect that other people have for this organization.

- F5LA Stakeholder

One of First 5 LA's most significant organizational accomplishments over the past several years, according to stakeholders, has been the development – through hiring and development of existing staff – of its capacity for **effective policy advocacy and systems change**. These accomplishments have included deeper relationships with policy leaders and key system players, and a more sophisticated understanding of how various child and family serving systems function individually, and interact with each other.

Stakeholders perceive a meaningful shift in First 5 LA's **collaborative disposition** as a critical factor in its success in engaging partners and stakeholders, because the organization is increasingly seen as a neutral party that is at the table to support broader systems outcomes—not just its own interests. Since this is such a critical attribute for supporting the long-term systems change that is at the heart of First 5 LA's strategic direction, stakeholders urge the organization to **continue developing capacity in this area**, including ensuring that staff across the organization adopt this stance and develop the types of soft skills in facilitation and relationship cultivation to enable successful collaboration.

Critical to our success with the home visiting work has been our ability to convene, engage, inform, and influence a whole host of people with different agendas, with different models at stake.

- F5LA Stakeholder

What First 5 LA does is work at the intersection of different systems, which is often a blind spot for individual systems.

- F5LA Stakeholder

Critical Stakeholder Reflections for First 5 LA

County agency representatives on the Commission is a significant organizational asset for First 5 LA given the critical nature of linking and aligning systems in service of shared goals.

There is an inherent tension in leading systems change that the organization needs to continue to get better at navigating, which is being able to lead and share expertise and a point of view while giving partners a sense that they are being listened to and brought along.

While First 5 LA has significantly improved its performance and capability as a partner, some colleagues in private philanthropy seek even more, and earlier, partnership with the organization.

First 5 LA overall has increased the effectiveness of its functioning as an organization; and there are opportunities to become more nimble and develop new revenue sources

Stakeholders universally acknowledge that First 5 LA has increased the effectiveness of its functioning as an organization in every arena, including among administrative and other strategic enabling functions. They also identify opportunities for First 5 LA to become more nimble and the need to identify new revenue sources.

Broadly speaking, stakeholders note that many of First 5's administrative functions had originally been built in the mold of a traditional grantmaking organization and with aspects of bureaucracy characteristic of a public agency. Some of these operating models may not be conducive to supporting systems change investments, initiatives, and partnerships that can often require the ability to make decisions and act quickly across departments and divisions to seize opportunities in a timely manner.

First 5 LA has effectively analyzed and conveyed the reality that "spending continues to outpace revenue" and that revenues are declining in its Long-Term Financial Projection (LTFP).⁹ The organization also has made progress in containing costs and identifying or leveraging resources for achieving results. Stakeholders also note that the budgeting process itself has been streamlined and made more manageable, and a new chart of accounts in the financial system is making it easier to understand how funds are invested according to Strategic Plan priorities. However, the LTFP also states that "the organization must continue to explore ways to **transition to a more sustainable spending approach**" and "underscores the importance of the work First 5 LA has underway to explore and prioritize alternative revenue opportunities and to further develop and execute sustainability efforts for our major investments..."⁹ Stakeholders echoed this message, and in many cases offered specific **ideas for new revenue sources**, including: County funds to support home visiting; state funds; Medi-Cal funding streams; marijuana tax (noting that First 5 CA is coordinating related efforts); and foundation grants.

“...sustainability should be a focus of ours [F5LA] in the context of decreasing revenues. If we are going to do something different, we need to know the financial approaches to support that work.

We [F5LA] need a more flexible set of operational approaches and a more creative problem-solving mindset to support the types of activities and partners we are now taking on.

- F5LA Stakeholders”

Critical Stakeholder Reflections for First 5 LA

209

Consider a web-based invoicing system to streamline this administrative function.

Consider shifting to fixed budgets from zero-based budgeting.

Explore ways to support county partners, many of whom have onerous bureaucratic requirements for making payments, as a fiscal intermediary or other back office administrative function.

Explore ways to more seamlessly integrate the finance and contracting functions.

Stakeholders perceive First 5 LA as having made a notable shift from funding and doing a broad array of efforts and services that were not always seen as aligned or coherent to having a more **intentional and purposeful strategy**. However, there remains an inevitable tension between being intentional and preserving a **nimbleness** that is necessary for successful systems change work, where significant opportunity can emerge (oftentimes as a result of the organization's relationship building and/or advocacy) quickly and need to be acted on. Also, some perceive First 5 LA's revised and focused strategy (as of the creation of the current 2015-2020 Strategic Plan) as **still too broad** in terms of the organization's ability to make meaningful change in all of the ten strategies that are currently in play. This presents an opportunity for First 5 LA to further focus and prioritize strategies going forward. |

One key to clarifying the organization's strategy moving forward is development of a clear statement about the **role that equity plays** in delivering on its Impact Framework as well as internally in the organization. In 2016, First 5 LA initiated an equity-focused effort in forming an ad hoc Diversity, Equity, and Inclusion (DEI) Workgroup; that group now meets on an as-needed basis to discuss internal and external issues related to DEI.

First 5 LA's data and learning functions are seen as key for implementing on a focused strategy successfully, as well as a possible tool for advancing issues and work related to equity. Data and learning will help the organization and its partners better know where the **greatest areas of need** are, **clarify approaches** that are most likely to successfully address those needs, and **make adjustments** as lessons are learned about where progress is being made.

210

Critical Stakeholder Reflections for First 5 LA

While First 5 LA has upped its data and learning game, it should continue to explore ways to develop and test new approaches internally to complement its current capacity to import and adapt additional best practices from the field.

The external environment is highly conducive to First 5 LA making a bold statement about equity as many stakeholders in the sector are also defining what equity means to them and adopting new approaches to advancing equity.

Develop a process for defining equity as it relates to First 5 LA's work and way of operating internally, including establishing strategic goals and objectives for the refined Strategic Plan.

“
First 5 LA needs to create the scaffolding to integrate equity into the fabric of the organization. By incorporating equity considerations into decision-making across sectors and policy areas in funding guidelines, strategic plans and program goals we are ensuring that all decision-makers are informed about the potential equity consequences of various policy options during the policy and program development process.

- First 5 LA: A Take on Equity, June 2018

”

It is critical that, whatever our [F5LA's] message is, it needs to be in language that our audiences can understand and grab onto.

- F5LA Stakeholder

While First 5 LA has made a name for itself as an advocacy leader in recent years, there is still significant progress to be made in **getting its message out** about why it's important to invest in kids and families, what types of approaches work the best, and what is happening as a result of its investments and partnerships.

Stakeholders recommend that First 5 LA **invest more in communications and publicity**, backed by strong messaging, with the express purpose of generating awareness amongst the broader population about the importance of, and the role of families and communities in supporting, early childhood development. There is greater opportunity for First 5 LA to be a truly valuable resource for parents/caregivers as well as to current and prospective partners.

Critical Stakeholder Reflections for First 5 LA

First 5 LA's shift from grantmaking to systems and policy change work, which in some cases involves working behind the scenes, may have had the inadvertent effect of lowering its public profile.

The "Talk, Read, Sing" campaign was identified as successful and a model or lever for future public education campaigns.

A wide range of stakeholders urged First 5 LA to continue to refine and clarify its language and messaging to make it more accessible; it is still perceived as being too jargon-y and complex. This challenge is elevated, yet perhaps even more important to address, in the context of working on complex systems change issues.

211

The people I know outside of the county system have no clue about First 5. These are people that should know about what we do, especially if they are sitting on foundation boards.

- F5LA Stakeholder

The following implications for First 5 LA's strategy emerge from the **organizational review**:

1. Continued attention to the **functional integration** of the organization's divisions and departments is needed – including a possible **refinement of the organizational structure** – to help First 5 LA successfully implement on its new and expanded role advancing policy and systems change.
2. First 5 LA should continue to build the capacity of individual staff members to **understand early childhood systems, build and nurture relationships** with key players, and **facilitate conversations** that drive collaboration.
3. Keep the Long Term Financial Projections front and center to **monitor spending²¹² and funding** trends, while developing strategies for and capacity to raise additional revenue and otherwise **strengthen the sustainability of its investments**.
4. Continue to develop the capacity of the organization to **collect and use data** – and **communicate effectively** about it – to **inform advocacy** efforts, including sustainability strategies for early childhood services, as well as **filling gaps in data** needed to advance equity in service of the North Star.

The findings and themes synthesized in this document draw on interviews with members of the First 5 LA Board of Commissioners and Executive Team as well as from Learning for Action's (LFA) review of the following reports, briefs, and First 5 LA internal resources:

1. External Reports and Resources

- Getting Down to Facts II: ECE in California
- Investing Early: Taking Stock of Outcomes and Economic Returns from Early Childhood Programs (RAND, 2017)
- Equity Profile of Los Angeles (PolicyLink and PERE, 2017)
- Race Counts: Advancing Opportunities for All California, 2017)
- Achieving Fair Access to Early Education (EC Berkeley and AIR, 2018)
- Center for Health Equity, Action Plan Community Forum Summary
- Road to Safety for Our Children: LA County Blue Ribbon Commission on Child Safety
- Condition of Children Birth to Age Five and Status of Early Childhood Services in California
- Understanding Barriers to Early Intervention Services for Preterm Infants: Lessons from Two States

2. First 5 LA Internal Reports and Analysis

- Stakeholder Review Memo
- Summary of Key Themes from Review of 2018 Board Discussions on 2015-2020 Strategic Plan
- October 2018 All-Staff Meeting Strategic Planning Survey Results
- Impact Framework Phase 1 Analysis
- 2015-2020 Strategic Plan Variance Focus Group Summary Report
- First 5 LA Diversity, Equity, and Inclusion Workgroup – Equity Memo
- First 5 LA: A Take on Equity Brief (June 2018, Prepared by PolicyLink and USC PERE)
- First 5 LA Equity Factsheet (June 2018, Prepared by PolicyLink and USC PERE)
- First 5 LA EI: Surveillance and Screening Issue Brief 1, May 2018
- Long Term Financial Projections
- Program Division Business Plan – Integration Summary Memo
- Program Division Business Plan: January 2018-June 2020
- Enterprise Risk Management Project Framework – Interviews
- First 5 LA IT Assessment Report
- First 5 LA IT Strategic Plan
- First 5 LA Impact Framework Template Guidance Memo

213

STRATEGIC PLAN REFINEMENT (SPR4) PROCESS: REVIEW PHASE FINDINGS AND SMALL GROUP DISCUSSION

Christina Altmayer
Vice President, Programs

Steven LaFrance
Founder and CEO, Learning for Action



Objectives

- Present key findings from the Landscape Review of the SPR4 Review Phase Data Report
- Small group discussions on the implications of the findings²¹⁵

First 5 Los Angeles Strategic Plan Refinement Process (SPR4) Review Phase Data Report: Executive Summary of the Landscape Review

Revised April 1, 2019



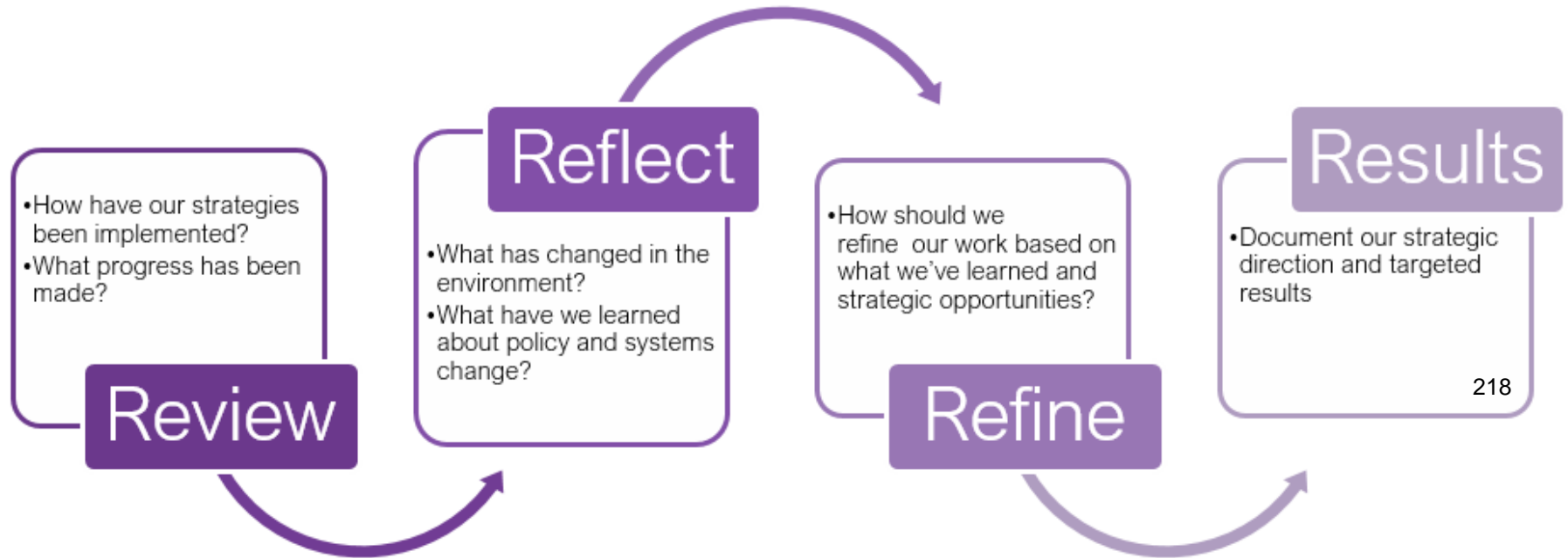
216



Introduction + Context

Overview of the SPR4 Process

First 5 Los Angeles (F5LA) is currently engaged in a process to **review, reflect** upon, and **refine** its 2015-20 Strategic Plan, with a focus on **results**.



The Review Phase, and this data report, take stock of:

- **Progress** on Strategic Plan implementation
- **Lessons learned** on effectively implementing systems and policy change
- **Shifts in the landscape** that might affect F5LA's strategy

About this Report

Learning for Action (LFA) conducted **20+ interviews** and reviewed **20+ documents** (see Appendix) to identify themes organized into three sections.

- 1. Landscape Review** – examining changes in the landscape that might impact how F5LA achieves its targeted results.
- 2. Organizational Review** – examining F5LA’s strengths and areas for growth.
- 3. Programmatic Review** – examining progress and lessons learned regarding implementation of F5LA’s strategies.





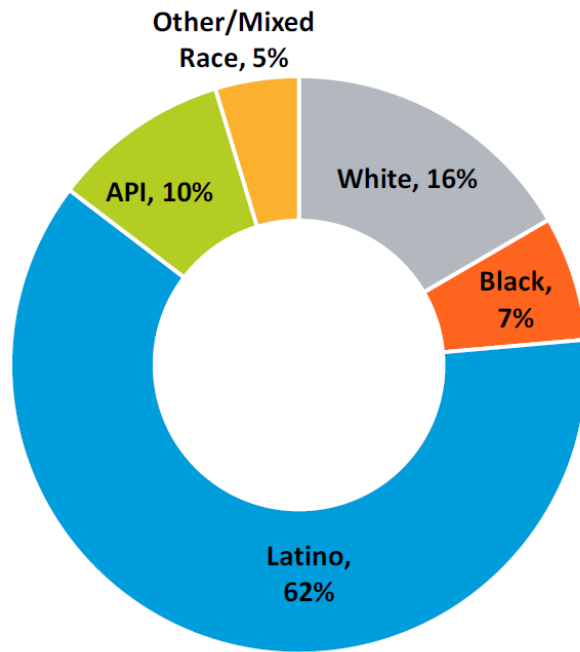
Landscape Review

What has changed in the landscape in the last three years that might impact how First 5 LA achieves its targeted results?

LA's children and families are more diverse than ever – and disparities abound

The majority of children from birth to age 5 in Los Angeles County are children of color.

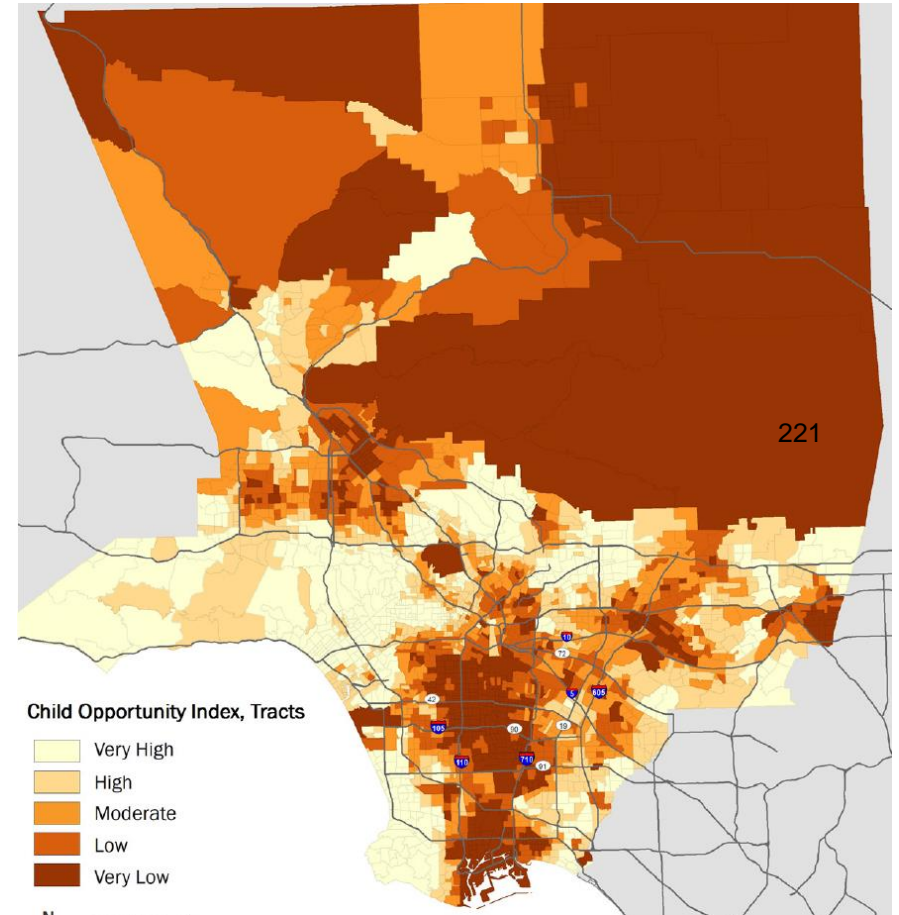
Children 5 and under by Race/Ethnicity, 2012-2016



Nearly half (49%) of LA County parents of children 5 and under are foreign born, and of these, 67% are not citizens.

Source: First 5 LA Equity Brief: A Take on Equity

Regions within the county have disparate levels of opportunity, clustering along racial and economic lines.



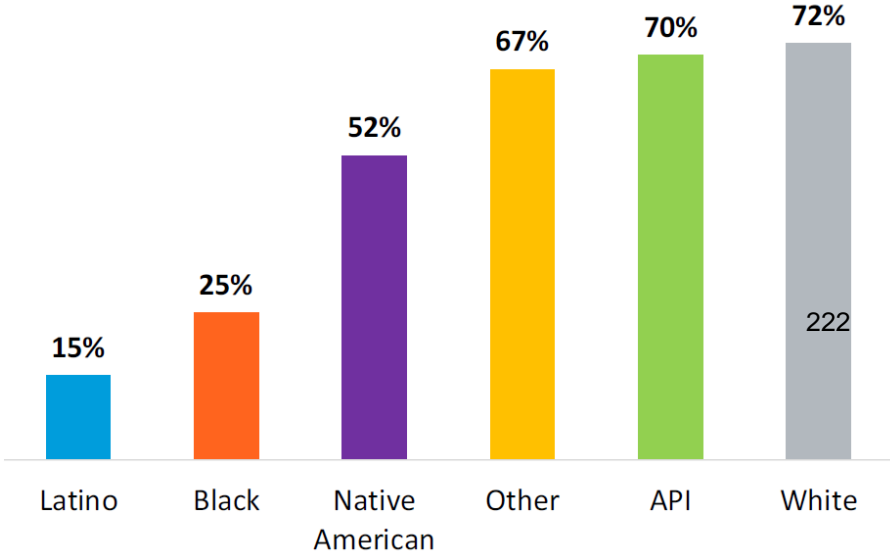
Los Angeles County Ranks 7th in Income Inequality out of the 150 Largest Metro Regions.

People of color are far more likely to be in poverty or working poor than Whites. Over 60% of Black and Latinx children under 5 live below 200% of the Federal Poverty Level.

“
There is more conversation about what parents need in the context of growing income inequality. There is growing concern about how inequalities are playing out in terms of outcomes for children and families.
”
- F5LA Stakeholder

Tremendous disparities exist in educational attainment.

Percent of Parents with Children Under 5 with a Bachelor’s Degree or Higher by Race/Ethnicity 2012-2016



Racial gaps in income persist at all education levels.

Sources: First 5 LA Equity Brief: A Take on Equity; Equity Profile of Los Angeles (PolicyLink and PERE, 2017)

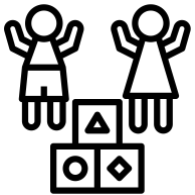
Differential access to employment and education contribute to racial disparities in all four of First 5 LA's outcome areas



Families. A child raised in a household in the bottom fifth of the income distribution has a 7% chance of rising to the top fifth. For a Black child, the **chance of** the same **upward mobility** is only 2.5%.



Communities and Neighborhoods. In Los Angeles County, 58% of Black and Latinx children live in **high poverty areas**.



Early Learning. **Preschool enrollment** is lower among Black and Latinx children in LA County than among their White and Asian and Pacific Islander peers. Children from low-income families are more likely to have child care that is license exempt, not having to meet ²²³ any **quality standards**.



Health. Black newborns are **three times** as likely to die in their first year of life than their White counterparts. Children of color are **screened for developmental delays at lower rates**. At 24 months of age, 12% of children eligible for early intervention services receive services and **Black children** are almost **five times less likely to receive services** than White children.

What Stakeholders Say this Means for First 5 LA

First 5 LA brings credibility and focus to the policy table and is **positioned to engage in powerful advocacy** to guide wise investment of new resources.

It will be **important for First 5 LA to continue to partner with others** in working behind the scenes to **coordinate approaches** and ensure resources are invested wisely and strategically to optimal benefit for children and families.

Funders in LA County working on systems change **view First 5 LA as an important agent for leading the charge** to craft a united vision and approach.

There is more awareness of early childhood as a policy issue at the national and state levels. New state leadership has made major budget allocations and other signals [exist] that early childhood is a real priority.

- F5LA Stakeholder

224

What Stakeholders Say this Means for First 5 LA and County Agencies

First 5 LA is a **thought leader and strong partner** to county departments. These partnerships are key to sustainable efforts to serve children and families.

First 5 LA has strengthened partnerships with **research institutions**. These partnerships could be further leveraged to **invest in data** focused on disparities and long-term outcomes, both of which are under-represented in the current data landscape.

Funding mechanisms, and complex requirements create huge siloes. First 5 LA, as a policy influencer, could **facilitate more effective cross-sector collaboration**.

The issues we have are systemic, and require systemic solutions from a variety of players.

- F5LA Stakeholder

225

The following implications for First 5 LA's strategy emerge from the **landscape review**:

1. Effectively targeting and refining strategies to address inequities will require **reflection on data disaggregated** by race/ethnicity, socioeconomic status, home language, geography, etc.
2. The impact of early childhood investments will be limited without dedicated attention to **removing barriers** and **actively supporting connective pathways** to needed services, particularly among LA's most vulnerable and disconnected communities.
3. Stakeholders increasingly look to **First 5 LA to be a statewide and county policy leader** that will inform and influence LA County's *and* California's early childhood investments, in the context of a once-in-a-generation window of opportunity in California.

226

- **Objective:** To reflect on the key themes of the Landscape Review (Equity, Systems Strengthening, and Policy)
- **Time:** 20 minutes
- Reconvene for report out and debrief

Small Group Discussion Questions

Theme and Discussion Question	Room	Commissioners
<p>Theme: Equity</p> <ul style="list-style-type: none"> • What do Commissioners want to learn more about during and beyond the SPR4 process about children, families, and communities experiencing inequities? • How can First 5 LA leverage data to identify inequities and track progress on achieving equitable outcomes? 	<p>MPR Corner</p> <p>(Christina Altmayer)</p>	<ul style="list-style-type: none"> • Astrid Heger • Sheila Kuehl • Romalis Taylor • Deanne Tilton
<p>Theme: System Strengthening</p> <ul style="list-style-type: none"> • How can First 5 LA deepen its current work with partners to support systems to be family-focused and child-centered? 	<p>MPR Horseshoe</p> <p>(Steven LaFrance)</p>	<ul style="list-style-type: none"> • Judy Abdo • Bobby Cagle • Barbara Ferrer • Karla Pleitez Howell • Jonathan Sherin
<p>Theme: Policy</p> <ul style="list-style-type: none"> • In what areas of early childhood should First 5 LA expand its leadership role to inform and influence California's early childhood investments? 	<p>Commissioners Conference Room</p> <p>(Kaya Tith)</p>	<ul style="list-style-type: none"> • Wendy Garen • Yvette Martinez • Keesha Woods • Marlene Zepeda

The findings and themes synthesized in this document draw on interviews with members of the First 5 LA Board of Commissioners and Executive Team as well as from Learning for Action's (LFA) review of the following reports, briefs, and First 5 LA internal resources:

1. External Reports and Resources

- Getting Down to Facts II: ECE in California
- Investing Early: Taking Stock of Outcomes and Economic Returns from Early Childhood Programs (RAND, 2017)
- Equity Profile of Los Angeles (PolicyLink and PERE, 2017)
- Race Counts: Advancing Opportunities for All California, 2017)
- Achieving Fair Access to Early Education (EC Berkeley and AIR, 2018)
- Center for Health Equity, Action Plan Community Forum Summary
- Road to Safety for Our Children: LA County Blue Ribbon Commission on Child Safety
- Condition of Children Birth to Age Five and Status of Early Childhood Services in California
- Understanding Barriers to Early Intervention Services for Preterm Infants: Lessons from Two States

2. First 5 LA Internal Reports and Analysis

- Stakeholder Review Memo
- Summary of Key Themes from Review of 2018 Board Discussions on 2015-2020 Strategic Plan
- October 2018 All-Staff Meeting Strategic Planning Survey Results
- Impact Framework Phase 1 Analysis
- 2015-2020 Strategic Plan Variance Focus Group Summary Report
- First 5 LA Diversity, Equity, and Inclusion Workgroup – Equity Memo
- First 5 LA: A Take on Equity Brief (June 2018, Prepared by PolicyLink and USC PERE)
- First 5 LA Equity Factsheet (June 2018) Prepared by PolicyLink and USC PERE)
- First 5 LA EI: Surveillance and Screening Issue Brief 1, May 2018
- Long Term Financial Projections
- Program Division Business Plan – Integration Summary Memo
- Program Division Business Plan: January 2018-June 2020
- Enterprise Risk Management Project Framework – Interviews
- First 5 LA IT Assessment Report
- First 5 LA IT Strategic Plan
- First 5 LA Impact Framework Template Guidance Memo

229