Q1. Will the webinar presentation be posted online?
A. Yes, the webinar slides and audio recording are available on the First 5 LA Strategic Planning webpage.

Q2. What are the five geographies for the community input sessions? Do the geographies align to the SPAs?
A. The specifics of the geographies are not yet finalized, although we anticipate sessions in the northern, southern, eastern, western, central areas of the county. The geographies will not necessarily align to the SPAs. More information will be shared about the community input sessions in the coming weeks. Please check the First 5 LA Strategic Planning webpage for more details as the process moves forward.

Q3. Please clarify how the levers were developed, how they will be used, and how they will be approved. Are these pre-determined "categories" that are presented to the Board, and then the Board decides where on the continuum you want to land? Or did the Board pick these various categories?

Q4. What process will be used to determine which key lever to use to most effectively advance the Strategic Imperative with the needed accountability?

Q5. Can you give an example of how you might see a conclusion to the lever input? For instance, one of the levers is about prevention versus intervention. Are you expecting that the input will ultimately help give a specific percentage such as 40% of First 5 LA funds should go to prevention and 60% for intervention? Is that an example of how this works? Therefore, when we give input, we should express the percentage of effort to be given on each lever?
A. On April 10, 2014, the Board of Commissioners endorsed a Strategic Imperative to anchor the strategic planning process, which is to:
   - Maximize return on the Commission’s future investments to achieve mission and greatest possible impact for children 0-5 and their families
   - Determine a clear, well-defined focus for First 5 LA
   - Align goals to long-term financial projections and strategy

First 5 LA will advance its Strategic Imperative by articulating positions on 6 key levers for impact. The Strategic Imperative and the 6 key levers were identified by and emerged through the Listening, Learning, and Leading effort as well as other
data collection and learning conducted in the past year. The levers reflect critical
decision points that First 5 LA must address to refine our focus and role to best
achieve our mission. They are:

- Upstream (Promotion) → Downstream (Intervention)
- Going Broad → Going Deep
- Growing Local Models → Leveraging Evidence-Based Models
- Single Impact Approaches → Multiple Impacts
- Go It Alone → Start with Partnership Opportunity
- Direct Services → Systems and Policy Change

The levers were introduced at the April 10, 2014 Board of Commissioners meeting.
At the April 24, 2014 Special Meeting of the Board of Commissioners and Program & Planning Committee meeting (Item 10), the levers will be discussed in more
depth through extended small group discussions. The anticipated outcome of this
meeting is directional endorsement of positions on each lever as well as
identification of important considerations for applying the levers to future
decision-making.

Positions for each lever can fall along a continuum. The intention is not to
necessarily fall at one far end of each continuum, or to articulate specific
percentages of our investments relative to the each continuum. Rather, home
positions on each continuum indicate how First 5 LA will operate most of the time
and provide a frame for future decisions in the strategic planning process,
including goals, outcomes, role, and strategy.

Q6. Is it true that First 5 LA is moving away from direct services for
underserved families and communities and focusing more on a broad
policy approach for LA County?
A. As noted in 6 key levers to advance the Strategic Imperative, the continuum of
direct services-to systems and policy change is an important area of consideration
for First 5 LA. Where First 5 LA falls on this continuum will be determined by the
Board of Commissioners. Many factors, such as, financial sustainability,
participant versus population-level impact, and others, will be considered as the
Board engages in discussions and makes decisions on where and how First 5 LA
invests resources anchored by the Strategic Imperative.

Q7. How do accumulated reserves need to be spent and how does that impact
sustainability? Do reserves add to the amount to be spent down monthly,
and how is reserve spending budgeted?
A. In First 5 LA’s early years, the agency accumulated a significant amount of
unspent funds which contributed to a large fund balance. However, as reflected in
the Long Term Financial Projections approved by the Board of Commissioners,
beginning in FY 2008-09, our expenditures have exceeded our revenue, and we
have relied on our fund balance to cover annual expenditures. Currently, nearly
80% of our fund balance is committed through multi-year allocations approved by
the Board as well as through our FY 2013-14 appropriations. The new First 5 LA
Governance Guidelines outline that our multi-year investments will end pursuant to the timeline of the award. As outlined in the Long Term Financial Projections, when factoring in the projected close out of several investments, our fund balance will still reduce by 65% by June 2018. Because our current rate of spending is not sustainable and our fund balance cannot be relied upon to support spending in the long term. The Strategic Planning process will determine First 5 LA’s future direction as we transition to a more sustainable spending portfolio.

Q8. Are there efforts to find new fund sources beyond the tobacco tax?
A. As outlined in the Strategic Imperative, we must “align our goals to our long-term financial projections and strategy.” The Commission recognizes that the long-term financial projections reflect the Proposition 10 tobacco tax as our revenue source, which is declining annually. As part of the strategic planning process, we anticipate discussion about our financial strategy in addition to our programmatic strategy, and such discussions could include potential efforts to identify and secure complimentary revenues or funds.

Q9. When will the levers be discussed by the Board?
A. The levers were introduced at the April 10, 2014 Board of Commissioners meeting, and at the April 24, 2014 Special Meeting of the Board of Commissioners and Program & Planning Committee meeting, the levers will be discussed in more depth. This is slated as Item 10 on the April 24th meeting agenda. Throughout the Strategic Planning process, our Program & Planning Committee meetings will be held from 12pm to 5pm. The strategic plan discussions will begin at 2pm.

Q10. Are you requesting local models to be submitted?
A. Throughout the planning process, we encourage external stakeholders to participate through First 5 LA’s public meetings and community input opportunities. As of the April 21 webinar, we are not yet requesting specific information about models, programs, or strategies. However, such information may be required as the process moves forward. Please continue to check the First 5 LA Strategic Planning webpage for information about input opportunities.