Item 6

Strategic Planning Discussion
• Review and Approve Draft Values and Endorse Mission Statement
• Strategies and Strategic Plan Outline
FIRST 5 LA

SUBJECT:
First 5 LA 2015-2020 Strategic Plan: Focusing for the Future

RECOMMENDATION:
Review and approve draft values and endorse proposed mission statement. Receive as information this update on a number of critical strands of work relevant to the development of the FY 2015-2020 Strategic Plan. This includes:

- Reviewing staff revisions to the programmatic strategies
- Presenting an overview of the financial analyses in progress to better understand the resources available to and required for the FY 2015-2020 Strategic Plan
- Introducing the first draft of the FY 2015-2020 Strategic Plan
- Sharing highlights from the five community meetings held in various regions across LA County

BACKGROUND:
First 5 LA’s next strategic plan will bring greater focus and clarity to First 5 LA’s role and impact on the lives of LA County’s children 0-5 and their families. The Commission has made a number of important policy decisions that guide the strategic planning process and inform the final plan. The following are key milestones that have been reached in the planning process to date.

*Adoption of First 5 LA’s Strategic Imperative*
On April 10th, the First 5 LA Commission adopted a strategic imperative to anchor the planning process and determine what success means for completing the plan. The three elements of the strategic imperative are:

- 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

*Approval of Home Positions of Levers for Impact (strategic choices)*
To achieve this strategic imperative, the First 5 LA Commission on May 8th approved positions on a number of critical strategic choices. These choices - or “levers” - were selected because they represent important options available to the Commission for how it chooses to do its work so that it may maximize its impact on the lives of L.A. County's children. The Commission's decisions – or “home positions” - are:

- The activities First 5 LA supports will generally focus on prevention.
- The activities First 5 LA supports will primarily focus on systems and policy change.
- The activities First 5 LA supports will generally seek to have a broad impact, affecting large numbers of people.
- The activities First 5 LA supports will include components to strengthen families and, whenever possible, will include components to improve community capacity.
- First 5 LA will identify and scale evidence-based practices to achieve its strategic goals and outcomes.
- First 5 LA will engage partners in sustainability and scalability at the earliest possible stage of designing and engaging in any given approach to impact.
Approval of Key Components of the Framework for Impact:
Vision and Target Population Statements, Ultimate Impact, Goal Areas, Outcomes, and Priority Focus Areas

At the May 19, 2014, Program & Planning Committee Meeting/Special Meeting of the Commission, Commissioners were introduced to the concept of a “Framework for Impact” or Theory of Change for this plan. Informed by home positions on the Levers for Impact, the Framework for Impact describes the specific change First 5 LA intends to achieve in the lives of children 0-5 and their families in Los Angeles County and articulates how First 5 LA will go about creating that change. The Commission made recommendations to the full board on four key components to the Framework including vision and target population statements as well as the ultimate impact the organization seeks to influence and the goals that will contribute to that impact. Commissioners also identified preliminary outcomes for discussion and consideration in each of the goal areas.

At the June 12, 2014, Commission meeting, action was taken on the four components recommended by Commissioners at the Program and Planning Committee Meeting/Special Meeting of the Commission. In conjunction with the Strategic Imperative and the Levers for Impact, these components of the Framework approved by the Commission help to further clarify the focus for the organization. They include:

- **Vision Statement**: Throughout Los Angeles’ diverse communities, all children are born healthy and raised in a safe, loving, and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.

- **Target Population**: First 5 LA will work on behalf of all children 0-5 and their families in Los Angeles County, but will focus on those who face significant risks and challenges to achieving their maximum physical and socio-emotional health and learning potential.

- **Ultimate Impact**: Children enter kindergarten ready to succeed in school and life.

- **Contributing Goals**: Children 0-5 achieve their maximum physical health potential; Children 0-5 achieve their maximum socio-emotional health potential; and Children 0-5 reach their maximum cognitive development potential.

At the June 23, 2014, Program & Planning Committee Meeting/Special Meeting of the Commission, Commissioners vetted and prioritized a focused list of four outcomes. The prioritization process included review of a funding and policy landscape analysis and results from 203 community/staff surveys that were completed to inform the prioritization process. Commissioners reviewed these findings, which were incorporated into criteria that had been proposed at the start of the planning process at the March 2014, Program & Planning Committee Meeting/Special Meeting of the Commission. Commissioners discussed the criteria and agreed they provided an effective and comprehensive set of filters for making decisions to prioritize outcomes.

Commissioners, staff, and the Learning For Action (LFA) consultant team recognized that although significant progress had been made at the June 23rd Program & Planning Committee Meeting/Special Meeting of the Commission to identify a focused set of outcomes for First 5 LA’s next strategic plan, additional policy guidance was essential from the Commission because affecting systems is complex and the outcomes articulated above remained very broad. The June 30th Board Retreat presented an opportunity to structure a facilitated discussion process for Commissioners that would yield greater specificity about what systems change means to First 5 LA and what focus areas within each of the systems the organization is positioned to influence in First 5 LA’s 2015-2020 Strategic Plan. The Commission provided substantive and important
policy guidance during the June 30th Board Retreat by approving the outcomes and corresponding priority focus areas. These outcomes – along with the Strategic Imperative, Levers for Impact, and other components of the Framework for Impact such as the Vision and Target Population statements, Ultimate Impact and Contributing Goals – are the foundation through which First 5 LA clearly articulates the type of change the organization believes is important to improving the lives of children 0-5 and their families.

Presentation and Discussion of Emerging Programmatic Strategies, Investment Areas, and Priority Activities
At the August 28, 2014, Program and Planning Committee Meeting/Special Meeting of the Commission, staff and the strategic planning consultant team Learning for Action (LFA) held the first in a series of discussions with Commissioners around an initial set of emerging programmatic strategies1 that advance change in the outcomes and priority focus areas approved by the Board at the June 30, 2014, Strategic Plan Board Retreat. These emerging strategies were grounded in research on best practices from the field, a review of First 5 LA’s previous experience in these outcome areas, an examination of existing literature and recently completed environmental scans, and initial discussions with key stakeholders across the County with expertise in these fields. The strategies were further evaluated against established criteria First 5 LA has been using throughout this process.

Staff initially presented 12 emerging programmatic strategies to advance change in the approved outcomes and priority focus areas. The proposed strategies reflect opportunities where the organization has high potential to impact and contribute to improving outcomes for children and their families. As staff reviewed potential strategies, staff observed that some outcome and priority focus areas required a clearer articulation of the focus of First 5 LA’s work. Refined language to the approved outcomes and priority focus areas was shared with Commissioners and discussed. Finally, the initial presentation of the emerging programmatic strategies included a discussion of some illustrative activities that were designed to exemplify the strategy and a review of investment areas that describe, at a high-level, the type of work First 5 LA could support. The investment areas identified by staff included: Research and Development, Public Policy and Advocacy, Service Delivery Systems Improvement, Provider Training, Community Capacity Building, and Communications.

At the September 11th Board of Commissioner Meeting, staff and LFA continued the discussion around emerging programmatic strategies. The primary purpose of this discussion was to update the Commission on the work staff was completing in order to respond to initial questions raised about the strategies during the August 28, 2014, Program and Planning Committee Meeting/Special Meeting of the Commission. Staff also helped facilitate a presentation from three LA County experts working in the field of trauma-informed care in order to share with the Commission some of the learning staff had acquired in their research into this topic.

DISCUSSION:
Staff is in the process of completing numerous strands of work that are essential to developing First 5 LA’s FY 2015-2020 Strategic Plan. During this Board meeting, staff and LFA will provide Commissioners with an overview of this ongoing work. The purpose of this report is to help Commissioners understand the analyses being completed, the expected information that will be generated by staff, and the issues that Commissioners will need to discuss during the

1 Programmatic strategies are defined as high-level descriptions of First 5 LA’s work to affect change within each priority focus area.
remaining public Commission meetings occurring before the plan is approved on November 13, 2014.

**Ongoing Refinement of Emerging Programmatic Strategies, Priority, and Supplementary Activities**

During the September 24, 2014, Program and Planning Committee Meeting/Special Meeting of the Commission, staff and LFA held the third in the series of discussions around emerging programmatic strategies. This included a presentation of ongoing work to refine the programmatic strategies based Commissioners’ feedback and staff analysis, which included: identifying priority and supplementary activities to align with refined strategies; discussing our role; and ensuring that there is focus as well as consistency and coherence across strategies.

Additionally, staff outlined what parent/caregiver engagement means to First 5 LA. For the purposes of First 5 LA’s FY 2015-20 strategic plan, parent/caregiver engagement is a framework to advance progress toward child-level outcomes. Parent/caregiver engagement includes three dimensions:

- Parent/caregiver-child relationship and interaction
- Parent/caregiver-provider relationship and interaction
- Parent/caregiver participation within the community

The Board provided additional feedback, especially with regard to the ECE strategy, and directionally endorsed the strategies with refinements during the discussion. Staff has incorporated the feedback and is providing the updated endorsed strategies in Attachment A.

**Assessing First 5 LA’s Available and Committed Fiscal Resources for FY 2015-2020**

At the September 24, 2014 Program and Planning Committee Meeting/Special Meeting of the Commission, staff and Learning for Action presented Commissioners with a very high-level overview of the fiscal resources available to the Commission during the next strategic planning period as well as an updated snapshot of the organization’s fund balance. Since then, staff has continued its analysis to provide a more complete picture of the resources available to the Commission. The goal of this analysis is to help inform the strategic choices the Board will have to make in order to achieve the impact it seeks to have on the lives of children 0-5 and their families. The results of these analyses will be presented at the upcoming October 22, 2014, Program and Planning Committee Meeting/Special Meeting of the Commission. This section is to inform the Commission of the work currently underway and its purpose.

At the October 9 meeting, staff will inform the Commission on the status of three strands of fiscal analyses underway. These analyses will ultimately present a more complete picture of the resources available for the next planning cycle. First, this work includes an assessment of the fiscal commitments the Board has approved under this current plan and the 2004-2009 strategic plan. It is imperative to understand what commitments under these previous strategic plans remain and the implications they have to the fund balance and the organization’s future revenues.

Second, staff is developing other funding scenarios for two significant investments the Board has committed to maintain in this next strategic planning period: Welcome Baby/Select Home Visitation and Best Start. A number of variables that may influence the costs for these investments were shared at the September 24, 2014 Program and Planning Committee Meeting/Special Meeting of the Commission. Staff is analyzing the effect modifying the assumptions associated with these variables will have on the overall cost projections for these investments.
Finally, it is important to begin thinking about the resource demands for the proposed new work that will begin with the start of the next fiscal year and a new strategic plan. Using the priority activities presented at the September 24, 2014 Program and Planning Committee Meeting/Special Meeting of the Commission as a starting point; staff is estimating what the resource demands may be to implement that core work. Staff will determine a range of costs for each of the programmatic strategies. On the high end, staff will calculate what resources would be required to achieve the impact First 5 LA seeks assuming full implementation. On the low end, staff will estimate what resources would be required to achieve impact assuming a scaled back role. It is important to note, that more detailed cost projections for new work will be completed during implementation planning once the activities associated with the strategies are fully understood. The information staff is collecting at the time of this Board discussion is to provide a high-level overview of what is potentially required so that it can be compared to what is available. Understanding what, if any, gaps may exist between the two will help to inform future discussions with the Board regarding the strategic role First 5 LA can have within LA County and the focus or emphasis the organization should make in order to achieve the impact it seeks – ensuring that all children enter kindergarten ready to learn and succeed in life.

Review the First Draft of First 5 LA’s FY 2015-2020 Strategic Plan: Focusing for the Future
First 5 LA staff, in partnership with the strategic planning consulting team Learning for Action, began to draft the FY 2015-2020 Strategic Plan and have included a copy of the draft for the Commission’s review (see Attachment B). This is the first draft of the strategic plan and allows the Commission the opportunity to see how the various components discussed and approved during this planning process are beginning to come together to tell the story of the strategic focus First 5 LA will use to achieve impact across the County for children 0-5 and their families. Staff will briefly discuss this draft with the Commission at the October 9, 2014 Commission meeting in order to identify any outstanding questions the Board has with regard to the plan.

Highlights from First 5 LA’s Strategic Plan Community Meetings
At the time of the Board memo, First 5 LA staff is in the process of conducting five community meetings across the County to provide parents, representatives from community based organizations, community leaders, staff of civic leaders, and other stakeholders information on the strategic plan. Staff presented an overview of the strategic planning process, including the approved vision, goals, outcomes, areas of focus for the work, and emerging programmatic strategies. Staff is also leading small breakout sessions with attendees to explore how First 5 LA can create new or expand current partnerships with parents, communities and organizations as the agency moves toward the implementation phase of the plan. These meetings present an opportunity to seek support in providing the best outcomes for L.A. County’s youngest kids and their families. Staff has provided a copy of the presentation used to lead the community sessions for the Commission’s review (See Attachment C). An update on the outcome of these community sessions will be provided to Commissioners on October 9, 2014.

Determining the Mission and Values for First 5 LA’s FY 2015-2020 Strategic Plan
Foundational to organizational culture are its core values, its mission, and its vision for the future. At the July Board of Commissioners monthly meeting, First 5 LA’s organizational development consultant team – Turning West – presented the results of an organization-wide values discernment process, which was designed to articulate the way in which staff will work together as colleagues and how they will engage with others external to the organization in partnership to achieve impact. During that meeting, the Board provided feedback to refine the values. Staff and Turning West have incorporated those refinements and are presenting an updated set of organizational values to the Board (see Attachment D). This updated list
represents recommended values for First 5 LA at all levels within the organization and will be included in the strategic plan.

Mission:
During this process, First 5 LA also articulated its vision for the future of children 0-5 and their families in LA County. Now is the time and opportunity for the Commission to affirm or amend its mission as well. First 5’s current statement is:

“First 5 LA’s mission is to increase the number of Los Angeles County children ages 0 to 5 who are physically and emotionally healthy, ready to learn, and safe from harm.”

While it is not standard to revise a mission statement during a strategic planning process (mission statements are meant to be enduring), a planning process provides an opportunity to revisit it and bring it into alignment with an organization’s current reality. There are three reasons that staff is recommending that the mission statement be revisited and revised at this time. First, the existing mission statement is extremely similar in both construction and content to the new vision statement recently adopted by the Commission. The approved vision statement for the FY 2015-2020 Strategic Plan reads:

“Throughout Los Angeles’ diverse communities, all children are born healthy and raised in a safe, loving, and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.”

Second, the existing mission statement does not describe First 5 LA’s unique role or contribution, which is a best practice for a mission statement. Third, the phrase “...increase the number of...” is neither inspiring nor adequately descriptive of the change that First 5 LA exists to bring about.

In light of these issues regarding the current mission statement, staff and LFA are presenting a new proposed mission statement. This new mission statement will more powerfully capture and communicate the role and purpose of First 5 LA, particularly as both have evolved as a result of the new strategic plan. The proposed mission statement is:

“In partnership with others, First 5 LA catalyzes action that strengthens families, communities, and systems so that all children in Los Angeles County can enter Kindergarten ready to succeed in school and in life.”

NEXT STEPS:
Staff and the Learning for Action team will present to the Board at the October 22nd Program and Planning Committee Meeting/Special Meeting of the Commission a more complete assessment of the financial resources available to and required for the FY 2015-2020 Strategic Plan. Additionally, staff and LFA will lead Commissioners through a facilitated discussion around the draft strategic plan. The purpose of this discussion will be to ensure Commissioners’ agreement with the strategic emphasis and focus of the plan and to address any outstanding questions.

For Office Use

Board Action Taken:

Approved: □ Yes □ No □ Further Discussion

Referred to Committee/Work Group:
## Attachment A
### Outcomes, Priority Focus Areas, and Emerging Programmatic Strategies

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<th>Outcome</th>
<th>Priority Focus Area</th>
<th>Emerging Programmatic Strategies</th>
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| **Families** | Increased family protective factors | • Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; and capacity to provide enriching, structured, and nurturing environments for their children  
• Access to concrete supports in times of need | • Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family protective factors, with a primary focus on Welcome Baby and targeted home visiting models  
• Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child’s development | • Pilot and/or promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and health-related settings |
| **Communities** | Increased community capacity to support and promote the safety, healthy development, and well-being of families with young children | • Community members have a shared vision and act collectively to improve the policies, services and environments that impact families | • Convene and create opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework  
• Communities have ECE- and health-related supports that meet family needs | • Convene and strengthen the capacity of ECE- and health-related organizations and institutions to improve services and supports within the Best Start Communities  
• Communities have physical places and spaces that promote healthy living and encourage interaction | • Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children 0-5 with a priority focus on Best Start Communities |
| **Early Childhood Education (ECE) Systems** | Increased access to quality early care and education | • Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations | • Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool  
• Improved quality of ECE services | • Support implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to build the evidence base to support advocacy and policy change  
• Strengthen the professional development system for early care and education providers |
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<tr>
<th>Outcome</th>
<th>Priority Focus Area</th>
<th>Emerging Programmatic Strategies</th>
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<tbody>
<tr>
<td>Health and Mental Health Systems</td>
<td>Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health, and substance abuse services systems</td>
<td>Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs</td>
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<tr>
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<td>Improved capacity of health, mental health, and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families</td>
<td>Identify and promote best practices around trauma-informed care that improve the service delivery system for children 0-5 and their families</td>
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Focusing for the Future
First 5 Los Angeles Strategic Plan 2015-2020

October 2014

Prepared For
First 5 Los Angeles
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I. Overview and Context for this Strategic Plan

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, the First 5 LA Commission (First 5 LA) was formed as a public entity to allocate and steward the funding from Proposition 10, including the development and oversight of various early childhood direct service and policy/systems change initiatives. Since 1998, First 5 LA has invested more than $1 billion to support programs, initiatives, research, partnerships, public education, and other policy and systems change endeavors in the four goal areas established in the FY 2009-2015 strategic plan:

1. Children are born healthy
2. Children maintain a healthy weight
3. Children are safe from abuse and neglect
4. Children are ready for kindergarten

Synopsis of the First 5 LA FY 2009-2015 Strategic Plan

In 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The plan, Strengthening Families and Communities in L.A. County, marked a significant evolution in First 5 LA’s approach to creating change in the County to the benefit of its youngest children and their families. It was later amended by the Commission to include additional countywide initiatives developed in 2010. In addition to a countywide approach that focuses on policy change, public education, workforce development, and other strategies, the FY 2009-2015 strategic plan committed a sizeable portion of funds to improve the well-being of children in specific geographic communities within LA County. This combined place-based and countywide approach concentrated First 5 LA’s limited resources in areas of high need. First 5 LA’s three key investment strategies are:

1. **Family Strengthening** strategies include direct services designed to provide intensive support to at-risk families.
2. **Community Capacity Building** strategies focus on improving the quality of life in neighborhoods or communities by partnering strategically with communities, and connecting and leveraging community assets.
3. **Systems Change** strategies improve the formal structure through which health and human services are provided in the County, as well as the less formalized systems, such as the economic system, the policy environment, and overall public will for early childhood issues.

The following provides a brief high-level overview of the place-based approach (i.e. First 5 LA’s work in Best Start Communities and the Building Stronger Families framework) as well as the countywide approach, which together formed the basis of the FY 2009-2015 Strategic Plan.

The Place-Based Approach: Best Start Communities and the Building Stronger Families Framework

First 5 LA’s commitment in 2009 to a place-based approach was based on three underlying assumptions: 1) children and families are only as healthy as the communities they live in; 2) the
systems that support the health, safety, and early learning of children and families do not operate in isolation of each other; and 3) First 5 LA has created significant infrastructure and relationships that can be leveraged to achieve desired impact. By prioritizing its resources to specific geographic communities, First 5 LA sought to better integrate its investments, leverage and sustain impact through its three investment strategies: Family Strengthening (direct services); Systems Improvement; and Community Capacity Building. First 5 LA’s place-based approach focuses on the places where families live — combining strategies to strengthen families with those that build community capacity to create and sustain thriving and healthy environments for all children. Launched in 2010 in 14 traditionally underserved communities, Best Start seeks to help improve the lives of young children and their families by strengthening community capacity and positively affecting the systems that serve them and the environments in which they live, learn, and play.

In the spring of 2013, First 5 LA staff undertook steps to sharpen the focus of the work of Best Start. By late June 2013, the First 5 LA Board of Commissioners endorsed the Building Stronger Families Framework (BSFF). The BSFF represented an important refinement of Best Start, articulating the core results First 5 LA seeks and a plan for how to achieve those results. In November 2013, the initial implementation of the BSFF was approved to 1) strengthen the collaboration between First 5 LA and communities; 2) increase integration and coordination between First 5 LA investments to advance desired outcomes; 3) build on and strengthen community members’ skills and capacities to develop and pursue community change actions to advance the BSFF core results; and 4) incorporate continual learning and assessing progress.

**Countywide Approach**

The FY 2009-2015 Strategic Plan outlines the critical role of strong, coordinated, and responsive systems in supporting families and improving outcomes for children prenatal through age five. These systems include the platforms through which health and human services are provided in Los Angeles County, as well as less formalized systems and structures that serve children and their families. By focusing on countywide systems improvement, countywide investments can have an impact beyond the children in the 14 Best Start communities. First 5 LA also believes that a countywide approach reinforces the sustainability of the place-based approach and outcomes. First 5 LA understands that enduring systems changes are most successful when they are informed by — and grow out of — community-based experience and concrete evidence regarding models that strengthen families and improve outcomes for children, such as those First 5 LA supports in the Best Start communities.

The countywide approach outlined in the FY 2009-2015 Strategic Plan includes seven strategies: public policy, public education, resource mobilization, workforce development, data systems integration, health access, and information resources and referral. First 5 LA’s countywide investments also include universal screening and assessment of newborns, early care and education workforce development, nutrition and physical activity programs for families and in child care facilities, and parental support projects.

**Listening, Learning and Leading (L3)**

In January 2013, First 5 LA entered the mid-point of its current strategic plan with a new senior leadership team. Under the direction of the new Executive Director, the organization embarked on a six-month assessment process known as “Listening, Learning and Leading (L3)” to explore and better understand the progress First 5 LA has made in achieving its goals and the organization’s role in improving outcomes for LA County’s young children. Through surveys, interviews, and focus groups with staff, Commissioners, and stakeholders, the L3 process included:
- A review First 5 LA’s work to date and progress toward reaching stated program goals;
- An examination of First 5 LA’s internal processes and procedures to determine the organization’s capacity to achieve its strategic goals; and
- An environmental scan examining the landscape of programs, organizations, collaborative, policies and demographic trends affecting the 0 to 5 population and their families at the local, state and national levels.

The findings from the L3 process provided a wealth of information about the strategic issues and opportunities facing First 5 LA. The critical issues identified by the L3 process are presented in the graphic below:

The 2013 L3 effort built an important foundation for the formal strategic planning process that occurred in 2014. One of the major findings pertained to the need for First 5 LA to sharpen its strategic focus and role as an organization in order to increase its impact. Additional findings include:

- The need for First 5 LA to bring greater clarity to its role within LA County.
- First 5 LA initiatives are making an important contribution to the well-being of children, but the impact is at the participant level rather than the broader community level.
- Greater consistency in processes and procedures is needed when working with grantees and contractors.
- The Commission was recognized for the role it plays as an advocate for children. However, questions were also raised regarding the extent to which the First 5 LA Board uses the strategic plan as a basis for its decision making.
- Although staff was identified as a major asset to the organization because of its passion and experience in supporting the mission of First 5 LA, stakeholders noted that staff needs to do a better job of working with and informing the First 5 LA Board of the broader implications of their decisions.
- The final L3 report was very optimistic about the future of First 5 LA, recognizing the opportunity the organization has to have a greater impact on LA County’s children and families. But as resources decline, First 5 LA will be forced to think more strategically about its role and focus in order to remain a leader in this field at the county, state and national levels.
Furthermore, an assessment by Learning for Action of additional inputs developed in 2013 found that:

- **First 5 LA needs to scale back the scope of its work.**
  - First 5 LA revenues are declining, and the organization must decrease its expenses to ensure financial sustainability. Maintaining the current magnitude of services is not feasible. During FY 2009-2012, First 5 LA invested more than $362,000,000 across 32 investment areas.
  - The number and size of investments in direct services greatly outweighed that of investments in systems change efforts. The impacts of direct services are not likely to be sustained over time, and the scope of impact is limited to the number of individuals and families directly reached.

- **First 5 LA needs to implement its work with greater clarity.** Ambiguity persists within and across investment strategies, as well as among activities and goals.
  - Some investments do not contribute to the four priority goals established in the FY 2009-2015 strategic plan (Children are healthy, children maintain a healthy weight, children are safe from abuse and neglect, and children are ready for kindergarten).
  - Policy, advocacy, and systems change are broad concepts in need of greater clarity and definition in order to more effectively guide First 5 LA’s investment strategies, implementation, and measurement. First 5 LA’s systems change activities in FY 2009-2012 consist of multiple, diverse activities (e.g., public education campaigns, technical assistance, community and organizational capacity building, and grant making of innovative models), and it is unclear how the activities complement each other to create an overall coherent approach. First 5 LA should clarify its definition of systems change, better articulate how systems change will be pursued, and establish the relative level of organizational investment in systems change work.
  - First 5 LA’s program activities are widely dispersed, which contributes to a lack of clarity (both internally and externally) about First 5 LA’s goals and its role in contributing to positive change for children 0-5. In parent focus groups, many parents were unaware of First 5 LA and its activities. Additionally, First 5 LA is often perceived as a funder, despite the fact that many staff believe First 5 LA should primarily be seen as a leader, advocate, and convener about early childhood issues.
  - There is a lack of clarity, especially externally, about First 5 LA’s decision-making processes.

**Governance Guidelines**

*(This section will describe origin of governance guidelines, and purpose in terms of promoting accountability, transparency, and consistency in decision-making. This will be added after October 9th.)*

**Current Context and Implications**

**First 5 LA Context**

In its 15 years of existence, First 5 LA has contributed meaningfully to positive early childhood outcomes as well as to improvements in the early childhood systems in LA County. The organization also has learned much about opportunities to hone its focus in a way that can both contribute to achieving greater impact in a financially sustainable way. The opportunity to achieve greater focus, and to do so in a financially sustainable manner, are underscored by a set of contextual factors that served as touchstones in many of the policy-setting conversations that occurred as part of the process to develop the 2015-2020 Strategic Plan:
The need for strategic focus to maximize impact: Given the results of First 5 LA’s internal learning, it is clear that First 5 LA needs to focus and be more strategic about its investments to achieve maximum impact.

First 5 LA’s declining annual revenue: The Long Term Financial Projection provides a sobering fiscal context in which First 5 LA’s projected revenue exceeds its projected expenditures, as shown in Exhibit 1 below. Maintaining the current rate of spending is unsustainable in the long run.

Lack of clear strategic direction: The “Listening, Learning and Leading (L3)” report, a mid-point assessment of First 5 LA’s current strategic plan, found that there is no clear classification system for First 5 LA’s current investments and that these scattered investments are not linked to a larger organizational framework that guides First 5 LA’s grant-making decisions.

Inconsistent public perceptions of First 5 LA: First 5 LA is primarily seen as a funder, despite the fact that both internal and external stakeholders see a ripe opportunity for First 5 LA to take on a greater role as a leader, advocate, and convener of early childhood issues in LA County and statewide. Additionally, many parent focus group participants were not aware of First 5 LA and its activities.

Los Angeles County Context

Demographic factors and other aspects of the policy and fiscal landscape informed Commissioner decision-making with respect to the outcomes and areas of focus for the 2015-2020 strategic plan. Los Angeles County is currently home to 786,284 of children ages 0-5. The following are key Los Angeles County demographic factors:

(This section will include a summary of Los Angeles County demographics, including population by age category and race and ethnicity. These elements will be added after October 9th.)
The Los Angeles County context has shifted in a variety of ways, including:

- **Decrease in 0-4 population in Los Angeles.** Although need levels remain high, the population of children 0-4 is declining in LA County and is expected to continue to decline through 2020. Given that very young children will continue to play an increasingly important role in the future workforce and as taxpayers, it is imperative that Los Angeles County children receive opportunities to continue to optimize their development and support to become contributing members of their communities.

- **Increase in low birthweight babies among African Americans and Asian Americans.** In Los Angeles County, the percentage of low birthweight babies was 7.3% in 2010, which was higher than the statewide average of 6.8%. In particular, African Americans and Asian Americans have the most troubling birthweight outcomes in Los Angeles County. Between 2000 and 2010, African Americans’ low birthweight rates increased from 12.1% to 13.3%, while Asian Americans’ low birthweight rates rose from 6.6% to 8.0%.

- **Increase in obesity among three- and four-year olds.** Between 2003 and 2012, the percentage of three- and four-year olds enrolled in WIC (which represents 69% of all births in LA County) who are obese and overweight has increased. For three year-olds, the percentage of children who are obese and overweight rose 4.7 percentage points, from 16.4% to 21.1%.

- **Increase in infants exclusively breastfeeding.** Between 2003 and 2012, the rate of infants exclusively breastfeeding jumped 32.9 percentage points, from 16.5% to 49.4%. Breastfeeding in infancy is associated with significant reductions in obesity in older children.

- **Increase in third grade reading proficiency.** In LA County, the rate of third grade students scoring at or above proficiency in reading rose 19 percentage points between 2003 and 2012, from 28% to 47%. However, third grade English-language learners’ reading proficiency lags behind that of the overall third grade population. The proportion of third grade English-language learners who scored at or above proficiency only rose 7 percentage points between 2003 and 2012, from 14% to 21%.

- **Increase in substantiated abuse and neglect.** Between 2000 and 2012, there has been an increase in the rate of substantiated child abuse and neglect in LA County among children 0-5. This trend is particularly worrisome because, at the state level, the rates of substantiated abuse and neglect among children 0-5 decreased in the same time period.
II. First LA’s Strategic Direction, Focus, and Identity

Strategic Imperative

In consideration of research findings, stakeholder input, the public policy landscape, Los Angeles County, and First 5 LA contexts, as well as the governance guidelines approved in March 2014, the First 5 LA Commission developed a ‘strategic imperative’ to anchor the planning process and define what a successful strategic plan would achieve. The strategic imperative helps First 5 LA maintain the clear focus needed to make difficult choices, and the Commission referred back to the strategic imperative in the course of determining goals, outcomes, and strategies. The strategic imperative is also consistent with the key takeaways from the data sources listed above.

The three elements of the strategic imperative are:

- 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; and
- Align goals to long-term financial projections and strategy.

First 5 LA’s Investment Guidelines

There are six investment guidelines that represent critical choices that First 5 LA must make to advance the strategic imperative. Each of these guidelines are an expression of the organization’s “point of view” about how and where it can have the most impact. The Commission’s investment guidelines are:

- The activities First 5 LA supports will generally focus on prevention.
- The activities First 5 LA supports will primarily focus on systems and policy change.
- The activities First 5 LA supports will generally seek to have a broad impact, affecting large numbers of people.
- The activities First 5 LA supports will include components to strengthen families and, whenever possible, will include components to improve community capacity.
- First 5 LA will identify and scale evidence-based practices to achieve its strategic goals and outcomes.
- First 5 LA will engage partners in sustainability and scalability at the earliest possible stage of designing and engaging in any given approach to impact.

The investment guidelines together represent a ‘six-part identity statement’ for First 5 LA. These six key components of the organization’s identity served as criteria by which First 5 LA guided decision-making in the planning process regarding the type of change that it seeks to contribute to. They also ultimately influenced and guided the vision, goals, outcomes, and strategies that First 5 LA will utilize to achieve that change. Furthermore, the investment guidelines will serve as ongoing policy guidance as First 5 LA implements on the Strategic Plan.
First 5 LA’s New Role and Focus

Consistent with the Commission’s strategic guidance, the 2015-2020 plan represents First 5 LA’s changing paradigm for impact, which reflects a lesser emphasis on funding discrete direct services and greater emphasis 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 children 0-5 at scale and the fiscal imperative to live within available resources.

Driving First 5 LA’s new strategic direction is the belief that parents/caregivers play an, and perhaps the most, essential role in a child’s well-being. Furthermore, community environments (both physical and social) are essential in supporting the wellness of parents/caregivers and families, and are the contexts in which services and systems - and the policies that guide them - play out. While the previous plan introduced the centrality of these concepts as a part of the Building Stronger Families Framework and the Best Start Communities model, they feature even more prominently in this plan as the focal points for the outcomes and strategies adopted by the Commission.

First 5 LA’s approach to supporting families is grounded in the Center for the Study of Social Policy’s Protective Factors Framework, in First 5 LA’s learning and experience, and in a growing research base on what it takes to support the health and well-being of children and families. Most strategies contained in this plan are designed to increase the ‘Family Protective Factors,’ whether directly (by working with individual families) or indirectly (by making public policies and systems more responsive to and/or supportive of the Family Protective Factors).

Similarly, parent/caregiver engagement features prominently as a framework to advance progress toward child-level outcomes, and is expressed throughout the outcomes, priority focus areas, and programmatic strategies contained in this document. First 5 LA defines parent/caregiver engagement as including three dimensions:

- Parent/caregiver-child relationship and interaction
- Parent/caregiver-provider relationship and interaction
- Parent/caregiver participation within the community
III. Mission, Vision, and Values

The mission, vision, and values below, which have all been revised to reflect First 5 LA’s increased focus and new strategic direction, provide vital context and direction for the strategies contained in this plan and beyond.

Mission

(To be added after Oct. 9 Commission meeting)

Vision

Throughout Los Angeles’ diverse communities, all children are born healthy and raised in a safe, loving, and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.

Values

(To be added after Oct. 9 Commission meeting)
IV. Framework for Impact

First 5 LA has clarified its focus on a particular type of change it seeks to contribute to achieving as well as how the organization will use its fiscal and non-fiscal resources to influence that desired change. These critical decisions are captured in a Framework for Impact (similar in concept to a Theory of Change) and were informed by the Investment Guidelines and the Strategic Imperative. The individual components of First 5 LA’s Framework for Impact are described below.

Target Population

Clarity on target population is important in setting the stage for decisions about First 5 LA’s future strategy and associated resource allocations.

*First 5 LA will work on behalf of all children 0-5 and their families in Los Angeles County, but will focus on those who face significant risks and challenges to achieving their maximum physical and socio-emotional health and learning potential.*

Ultimate Impact

The ultimate impact is a high-level statement encapsulating the ultimate impact of an organization’s work; a single ‘north star’ goal that knits together the goals beneath it. Recognizing the need for this explicit expression of change, Commissioners adopted the following ultimate impact statement:

*Children enter kindergarten ready to succeed in school and life.*

Goals

- *Children 0-5 achieve their maximum physical health potential;*
- *Children 0-5 achieve their maximum socio-emotional health potential; and*
- *Children 0-5 reach their maximum cognitive development potential.*

The goals listed above were generated and adopted based on the following rationales:

- Prop 10 mandates that revenues benefit children 0-5.
- Findings from the Data Synthesis, a review of other county First 5s, and the child development literature suggest an overarching goal focused on the most significant milestone in the life of a five-year-old as the farthest end point on the age continuum for First 5 LA: Entering school.
- All nationally accepted definitions of school readiness include some version of the following three domains of what affects a child’s ability to learn and achieve optimum potential: physical health; socio-emotional health and development; cognitive development.

Outcomes and Priority Focus Areas

While the goals listed above represent the change First 5 LA wants to see in children 0-5, the outcomes listed below represent measurable changes in knowledge, attitudes, behaviors, practices,
and/or neighborhood conditions that First 5 LA will hold itself accountable for affecting. The following questions were used to help guide the process to identify outcomes:

- What are the most pressing needs in Los Angeles County in relation to this goal (according to the environmental scan and other relevant data sources)?
- What does the research tell us about the most effective ways to advance progress on this goal?
- What do we know from our professional experience about what works to address this goal?
- What do the home positions on First 5 LA’s levers for impact suggest about the outcomes we should prioritize in this goal area?

**First 5 LA Outcomes:**

- **Families:** Increased family protective factors
- **Communities:** Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families
- **Early Childhood and Education (ECE) Systems:** Increased access to high quality early care and education
- **Health, Mental Health, and Substance Abuse Services Systems:** Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

In order to provide more details as to what kinds of specific change in each of these outcome areas First 5 LA will play a role in affecting – and therefore to set the stage for strategy development - the Commission adopted ‘priority focus areas’ within each of the outcomes. They are:

<table>
<thead>
<tr>
<th>Families: Increased family protective factors</th>
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<tbody>
<tr>
<td><strong>Focus Area 1:</strong> Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; capacity to provide enriching, structured, and nurturing environments for their children; and access to concrete supports in times of need.</td>
</tr>
<tr>
<td><strong>Focus Area 2:</strong> Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development.</td>
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<table>
<thead>
<tr>
<th>Community Systems: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families.</th>
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</thead>
<tbody>
<tr>
<td><strong>Focus Area 1:</strong> Community members have a shared vision and act collectively to improve the policies, services and environments that impact families.</td>
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<tr>
<td><strong>Focus Area 2:</strong> Communities have ECE- and health-related supports that meet family needs.</td>
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<tr>
<td><strong>Focus Area 3:</strong> Communities have physical places and spaces that promote healthy living and encourage interaction.</td>
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</table>

<table>
<thead>
<tr>
<th>ECE Systems: Increased access to quality early care and education</th>
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</thead>
<tbody>
<tr>
<td><strong>Focus Area 1:</strong> Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations.</td>
</tr>
<tr>
<td><strong>Focus Area 2:</strong> Improved quality of ECE services</td>
</tr>
</tbody>
</table>
Health, Mental Health and Substance Abuse Systems: Improved capacity of Health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

- **Focus Area 1:** Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems.
- **Focus Area 2:** Improved capacity of health, mental health and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families.

**Investment Areas**

First 5 LA will focus its resources on six investment areas which represent specific streams of work (and associated organizational capacities) to advance the outcomes and priority focus areas. All six areas can be thought of as sub-components of systems and policy change; breaking ‘systems and policy change’ work into these categories is intended to provide greater coherence and clearer guidance regarding the role that First 5 will play in advancing that change. The investment areas include:

- **Research & Development**
- **Public Policy and Advocacy**
- **Service Delivery System Improvement**
- **Provider Training**
- **Community Capacity Building**
- **Public Education**

A focus of the Research and Development function will be on identifying and supporting the scaling of evidence-based practices that have been proven to make a real difference in the lives of children 0-5 and their families. During implementation planning, First 5 LA will develop a clear definition for evidence-based practice as well as guidance about how this definition should be operationalized in the execution of programmatic strategies that involve evidence-based practices.
V. Programmatic Strategies

The programmatic strategies enumerated below describe First 5 LA’s approach to affecting change within each outcome and priority focus area described above. The programmatic strategies are an articulation of how the investment areas described above will specifically be leveraged in service of the outcomes. These ten programmatic strategies have been shaped in response to opportunities where the organization has significant potential to contribute to critical outcomes for children and their families. The strategies are organized by outcome and priority focus area, and include descriptive activities anticipated to be implemented under each strategy. Please refer to Appendix C for additional detail on the development of programmatic strategies.

(To be further developed after October 22nd)

Strategies

Families: Increased family protective factors

- **Focus Area 1:** Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; and capacity to provide enriching, structured, and nurturing environments for their children.
  - Access to concrete supports in times of need.
    - **Program Strategy:** Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family protective factors, with a primary focus on Welcome Baby and targeted home visiting models.

- **Focus Area 2:** Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development.
  - **Program Strategy:** Pilot and promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and health-related settings.

Community Systems: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families.

- **Focus Area 1:** Community members have a shared vision and act collectively to improve the policies, services and environments that impact families.
  - **Program Strategy:** Convene and create opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework.

- **Focus Area 2:** Communities have ECE- and health-related supports that meet family needs.
  - **Program Strategy:** Convene and strengthen the capacity of ECE- and health-related organizations and institutions to improve services and supports within the Best Start Communities.

- **Focus Area 3:** Communities have physical places and spaces that promote healthy living and encourage interaction.
Program Strategy: Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children 0-5 with a priority focus on Best Start Communities.

**ECE Systems:** Increased access to quality early care and education

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

- **Focus Area 2:** Improved quality of ECE services
  - **Program Strategy:** Support implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to build the evidence base to support advocacy and policy change.
  - **Program Strategy:** Strengthen the professional development systems for early care and education providers.

**Health, Mental Health and Substance Abuse Systems:** Improved capacity of Health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

- **Focus Area 1:** Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems.
  - **Program Strategy:** Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs.

- **Focus Area 2:** Improved capacity of health, mental health and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families.
  - **Program Strategy:** Convene a learning community among key partners to identify best practices around trauma-informed care that improve the service delivery system for children 0-5 and their families.
VI. Organizational Capacity Considerations

This section will summarize implications of this plan on the organization’s structure and capacity, identifying any major organizational initiatives that will need to be undertaken to reposition the organization to deliver on the new Framework for Impact and programmatic strategies. It will acknowledge and build on the great foundation of work done with Turning West to identify organizational development priorities and strategies. Such organizational initiatives are likely to include:

1. Restructuring to optimize internal synergy and set the organization up for delivery on the new Framework for Impact
2. Staff development activity needed to ensure staff have adequate capacity to deliver on the new Framework for Impact (among other things, accounting for the shift from direct services grantmaking to policy and systems change)

The impact of these internal efforts on the bandwidth of the organization to pivot to delivery of the new programmatic strategies will be addressed.
VII. Resource Allocation

This section will present high-level information on the allocation of resources to advance the programmatic strategies. This section will also clarify that more specific financial information will be assembled during the implementation planning phase. It will address the need for an organizational approach to define the future funding model (which may involve conversations with other First 5's, the CA Children and Families Commission and the First 5 Association, as well as any needed feasibility studies for possible new revenue streams). It may also include any decisions made regarding a ‘special opportunity fund’ to capitalize on future investment opportunities not identified in this plan.
VIII. Measurement and Evaluation

This section will describe the process and timeline – anticipated to begin during, but continue beyond, implementation planning for developing a system for measuring the impact of First 5 LA’s investments against the outcome areas, and for monitoring population-level indicators related to the three goal areas.
IX. Appendices

- Appendix A: Approach to 2015-2020 Strategic Planning Process
- Appendix B: Research Basis and Stakeholder Engagement
- Appendix C: Strategies Development Process and Materials
- Appendix D: Glossary
- Appendix E: LFA’s Data Synthesis
- Appendix F: F5LA Policy and Funding Landscape Analysis
- Appendix G: Community Input: Contractors, Grantees, First 5 LA Staff, and Community Survey Results
- Appendix H: Community Input: Best Start Communities Survey Results
Appendix A: Approach to the 2015-2020 Strategic Planning Process

In March 2014, First 5 LA engaged Learning for Action (LFA), an independent strategy and evaluation consulting firm with deep expertise in working with First 5 County Commissions and other private and public funding organizations, to work with staff and the Board of Commissioners in developing the strategic plan for 2015-2020. The FY 2009-2015 Strategic Plan provided a foundation and starting point for this planning process, which also drew from the following inputs developed in 2013: the Building Stronger Families Framework, the Listening, Learning and Leading effort (L3), the Accountability and Learning Report, the Prenatal to 5 Environmental Scan, and the Long Term Financial Projection FY 2014-2018.

The planning process consisted of the following major elements:

- **Jump Start**: In March 2014, at an all-day session facilitated by consultants from the Claremont Graduate University Drucker School of Management in partnership with LFA, First 5 LA staff discussed, refined, and prioritized the choices that First 5 LA must make as part of its planning for the future. The discussion was designed to illustrate the critical role that choices play in developing organizational strategy, to identify the major areas where choice by the Commission would need to be made to achieve greater focus, impact, and sustainability, and to see where there might be convergence that could help inform further discussion.

- Through conversations with the Commission, the LFA team facilitated the development of First 5 LA’s strategic imperative and home positions on “levers for impact” to set the stage for creating a strategic plan that will help the organization make tough choices, in particular, choices regarding First 5 LA’s unique and highest value and, importantly, the activities the organization will not undertake.

- LFA completed a Data Synthesis in April 2014 that analyzed the results of the Listening, Learning and Leading effort (L3), the Accountability and Learning Report, the Prenatal to 5 Environmental Scan, and the Long Term Financial Projection FY 2014-18, and other program and financial information.

- Following the policy guidance provided by the strategic imperative and the levers for impact, Commissioners reviewed proposals for several key components of a Framework for Impact (otherwise known as a Theory of Change): a vision statement, ultimate impact, goals, and target population. The proposed language sought to bring greater clarity to First 5 LA’s existing statements or articulate a position when it did not exist – as was the case with the target population and ultimate impact components of the framework. The suggestions presented to Commissioners for discussion were informed by research, experience, and best practice examples from other county First 5’s and strategic funders.

- Once Commissioners approved components of the Framework for Impact, LFA engaged Commissioners in a facilitated process to identify outcomes for each goal area. Staff and

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1 Additional data sources include: the First 5 LA Brand Awareness and Perception Study Overview; the Best Start inquiry; the Birth Outcomes Exploratory Study; the Blue Ribbon Commission on Child Protection; the Early Childhood Education Landscape; Community Input; and LFA’s Policy and Funding Landscape.

2 Additional data sources include: the First 5 LA Brand Awareness and Perception Study Overview; the Best Start inquiry; the Birth Outcomes Exploratory Study; the Blue Ribbon Commission on Child Protection; the Early Childhood Education Landscape; Community Input; and LFA’s Policy and Funding Landscape.
LFA presented to Commissioners additional criteria to facilitate discussion, including a review of the policy and funding landscape for each of these goal areas and an assessment of the availability of indicators to measure the proposed outcomes.

- To inform the selection of outcomes, LFA administered Community Input Surveys to staff, current and former grantees and contractor, Best Start communities, and other stakeholders with the intent of gaining feedback about how the outcomes could be prioritized, what additional outcomes may be missing under each goal area, and the ways in which First 5 LA could potentially achieve these outcomes.

- At the June 30th Board retreat, Commissioners approved the outcomes and priority focus areas. Commissioners also adopted First 5 LA’s definition of systems change to clarify that efforts and outcomes related to policy change and community capacity-building are a part of how First 5 LA can pursue and achieve systems change.

- In early July, LFA facilitated working sessions with First 5 LA staff to brainstorm ideas of how pathways for change would be used to support outcomes and their areas of focus. The pathways for change statements served as the beginning point in describing the type of work First 5 LA will engage in to achieve the stated outcomes and begin to articulate what it will not be prioritizing.

- Work with staff continued in August and a set of programmatic strategies emerged that presented to the Commission on August 28th. The programmatic strategies are grounded in research on best practices from the field relative to each of the focus areas, a review of First 5 LA's previous experience in these areas, an examination of existing literature and the environmental scans including the Advancement Project's ECE Landscape: Past and Potential Future Roles and Strategies, and initial discussions with key stakeholders across the county working in these fields. The programmatic strategies were evaluated against established criteria First 5 LA has been using throughout this process.

- LFA and staff presented a high-level delineation of the financial resources available to First 5 LA for FY 2015-2020. This information helped to further inform a final prioritized list of strategies.

- Community Input Sessions: First 5 LA convened community members throughout the County to share their vision and direction moving forward, and to engage community members in a discussion about how First 5 LA can partner with communities, initiatives, and/or organizations and leaders as they move toward implementation of the strategic plan.

- Organizational capacity implications: to be developed.

- Strategic Plan approval: description to be included in the final version.

**Timeline**

Working closely with First 5 LA’s strategic planning team and staff, LFA engaged First 5 LA’s Board of Commissioners in bimonthly discussions on how the organization can achieve greater clarity, direction, and focus for impact and sustainability for the next five years and beyond. Below is a timeline of activities:
Appendix B: Research Basis and Stakeholder Engagement

There were many data sources consulted in preparation for launching into First 5 LA's 2015-2020 strategic planning process. In addition, First 5 LA solicited opinions and perspectives from members of the community. This research basis and stakeholder engagement process provided the foundation for First 5 LA’s strategic choices as outlined in the body of the strategic plan.

Policy and Funding Landscape Analysis

In June 2014, LFA conducted a Policy and Funding Landscape Analysis in order to identify key policies and funding developments and opportunities relevant to First 5 LA’s goals and outcomes. LFA interviewed First 5 LA public policy staff and conducted additional research activities, including but not limited to: analysis of First 5 LA policy-related documents (e.g., Commission Meeting Summaries and P-5 Environmental Scan), research on the financial implications of federal and state policies and proposals, and aggregating trend data from the Foundation Center. The key takeaways of this research, organized by the three major domains of child well-being, are:

Physical Health

- Proposed and allocated funding measures have the most significant implications for the areas of obesity, nutrition, oral health, and preventative services.
  - Last year, California opted to expand Medi-Cal under the Affordable Care Act (ACA), which will expand access to low-income Californians. Medi-Cal enrollment is expected to rise from 7.9 million before implementation to 11.5 million in 2014-15, covering about 30% of the state’s population.
  - The Affordable Care Act (ACA) will increase federal support for preventative services, breastfeeding promotion, and obesity prevention practices.
  - The Governor’s proposed 2014-2015 California state budget proposed to increase dental outreach activities for children 0 to 3 years old by $17.5 million; however, this increase will be somewhat offset by reductions in Medi-Cal pediatric dental care.
  - The Children’s Health Advisory Board (CHAB) will develop a vision for children’s health in California, making recommendations on improving child health systems, and setting goals and standards for children’s health standards. The bill, AB 357, was chaptered on September 17, 2014 and will help improve the capacity of health systems.
  - Medi-Cal payments for teledentistry services will be authorized, which will expand access to oral healthcare and facilitate the Virtual Dental Home system of care. The bill, AB 1174, was passed on September 27, 2014.
  - The Governor’s Office of Planning and Research may administer the Social Impact Partnership Pilot Program until 2020. This partnership will allow applicants to provide an alternative

For the source documents, please see:

- Appendix E: LFA’s Data Synthesis
- Appendix F: F5LA Policy and Funding Landscape Analysis
- Appendix G: Community Input: Contractors, Grantees, First 5 LA Staff, and Community Survey Results
- Appendix H: Community Input: Best Start Communities Survey Results
method for delivering state services to a defined population, which will support improved capacity of health systems. The bill, SB 593, is currently in Senate, pending consideration of the Governor’s veto on September 29, 2014.

- The alignment between Medi-Cal and CalFresh reporting periods may be strengthened to streamline benefit delivery and ensure families’ access to federally-funded nutrition and health benefits. This bill, SB 1002, is currently in Senate, pending consideration of the Governor’s veto on September 28, 2014.

- Prominent foundations in CA and Los Angeles County focus on community health approaches, ACA implementation support, and systems improvement.

**Socio-Emotional Health**

- Within socio-emotional health, proposed policies emphasize home visiting programs as well as systems to detect and respond to developmental concerns.
  - The President’s 2015 budget proposes to extend and expand evidence-based, voluntary home visiting programs by $15 billion in mandatory funds over 10 years.
  - The 2014-2015 California State Human Services budget contains a 4.5% increase for the Department of Developmental Services.

- Prominent foundations in CA and Los Angeles County are not highly active in the area of socio-emotional health.

**Cognitive Development**

- Within cognitive development, proposed and allocated policy funding measures emphasize expanding access and quality of early childhood education.
  - Preschool for All, a voluntary federal-state partnership, will build upon and strengthen existing state systems to provide all low- and moderate-income four-year-olds with high-quality, publicly-funded preschool. The 2015 national budget proposes a ten-year, $75 billion commitment.
  - In 2014, California state legislators introduced SB 837, which would expand transitional kindergarten to serve all four-year-olds in California. After the bill was amended to include only lower income four-year-olds, the bill passed in Senate, but did not pass in Assembly. The bill’s author, Senator Steinberg (currently acting as President pro tempore of the State Senate) is not eligible for reelection in 2014, but it is possible that other legislators will continue pursuing transitional kindergarten during the next legislative cycle.
  - In California, the Local Control Funding Formula (LCFF) will provide schools with a base grant and a supplemental grant depending on the number of low-income students, English learners, and foster children their serve. At full funding, districts with all or nearly all high-needs students would receive upward of $3,000 per student above the base grant. The LCCF may lead to increases in early learning investments if school districts include early education in their Local Control Accountability Plans.
  - At the federal level, Preschool Development Grants, administered by the Department of Education, will help states, local education agencies, and local governments to build the fundamental components of a high-quality preschool system or to expand proven early learning programs. $750 million is proposed nationwide for 2015.

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3 Four-year-olds who are eligible for free and reduced-price lunch, Cal-Fresh or Medi-Cal programs, or if their family’s adjusted monthly income is at or below 70% of the state median income, adjusted for family size, and adjusted annually.
The 2014-2015 proposed state budget provides a 4% increase ($64 million) from the revised 2013-14 funding levels for childcare.

At the federal level, new regulations in the Child Care Development Fund and the potential reauthorization of the Child Care Development Block Grant could increase child care safety and quality requirements.

Prominent foundations in CA and Los Angeles County place moderate emphasis on early care and education.

<table>
<thead>
<tr>
<th>Overall Takeaways:</th>
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<tr>
<td>✭ Policy and philanthropic trends project the most new investments will be in the physical health goal area, followed by cognitive development and socio-emotional health.</td>
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<tr>
<td>✭ Policy analysis anticipate that California will maintain good revenue streams for the coming 5-6 years, establishing an encouraging financial outlook for a variety of state-funded health and human services.</td>
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Stakeholder Engagement

First 5 LA engaged its stakeholders early on the planning process. Following a webinar to introduce grantees and contractors to the 2015-2020 strategic planning process, two separate surveys were administered to help inform First 5 LA's outcomes selection process. Once the programmatic strategies were developed, First 5 LA held five community input sessions across the county to share an update on the strategic planning process, share the vision and direction moving forward as well as key goals and outcomes, and to hear from stakeholders how First 5 LA can better partner with the community as First 5 LA moves toward implementation.

Contractors, Grantees, First 5 LA Staff, and Community Input Survey

The purpose of this survey was to solicit input from First 5 LA stakeholders on:
- Prioritization of Commissioner-identified outcomes and identification of additional outcomes for First 5 LA to consider.
- Potential ways that First 5 LA can focus its work.

Survey participants included current and former grantees and contractors, community members from Los Angeles County, and First 5 LA staff. A total of 203 stakeholders provided input. Survey respondents were asked to prioritize a list of outcomes generated by the Commission Meeting for each goal area, and to share their ideas for how First 5 LA should focus its resources.

The three most highly rated outcomes for each goal area include:

<table>
<thead>
<tr>
<th>Physical Health</th>
<th>Socio-Emotional Health</th>
<th>Cognitive Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>✭ Increased rate of healthy births</td>
<td></td>
<td></td>
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<tr>
<td>✭ Healthy weight</td>
<td></td>
<td></td>
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<tr>
<td>✭ Improved capacity of the healthcare system</td>
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<tr>
<td>✭ Increased family protective factors</td>
<td></td>
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<tr>
<td>✭ Reduction in substantiated cases of child abuse and neglect</td>
<td></td>
<td></td>
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<tr>
<td>✭ Increased engagement in child’s learning</td>
<td></td>
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<tr>
<td>✭ Parent are active and equal partners in their child’s learning</td>
<td></td>
<td></td>
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<tr>
<td>✭ Increased access to high quality ECE</td>
<td></td>
<td></td>
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<tr>
<td>✭ Improved child literacy</td>
<td></td>
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</tbody>
</table>
Survey respondents suggested focusing First 5 LA’s work in the following ways:

- **Policy and Systems Improvement work should:**
  - Ensure families have access to prenatal and health care, educational resources, high quality ECE.
  - Support provider coordination and collaboration.
  - Support screening and early assessment for children.

Stakeholders also suggested that First 5 LA’s policy work should be data-driven, informed by best practices, and advocate for campaigns that have strong community support/engagement components as well as initiatives to take advantage of federal and state programs and funding (e.g. ACA, Medi-Cal).

- **Families and Communities work should:**
  - Help ensure communities are safe.
  - Educate and empower parents/caregivers through increased skills and knowledge.

Stakeholders also suggested that First 5 LA support evidence-based programs such as home visitation models (Nurse-Family Partnership and Healthy Families America), Early Head Start/Head Start, Parents as Teachers, and Triple P (Positive Parenting Program) can help First 5 LA achieve its three goals. Furthermore, stakeholders shared that home visitation program such as Welcome Baby and Select Home Visitation, are an effective starting point for First 5 LA’s home visitation approach. Respondents also recommend scaling Welcome Baby beyond Best Start communities and include a stronger prenatal component.

**Best Start Communities Input Survey**

A total of 343 community members completed the survey from the 14 Best Start Communities. The purpose of this survey was to solicit input from Best Start community members on:

- The biggest concerns held by community members related to the physical health, socio-emotional health, and cognitive development of children 0-5.
- The barriers or challenges community members believe stand in the way of children 0-5 being physically healthy, socio-emotionally healthy, and reaching their maximum cognitive development potential.
The concerns and barriers shared by Best Start community members were consistent throughout the 14 communities. Key concerns regarding children’s 0-5 health and well-being included:

**Physical Health:**

- **Unhealthy lifestyle practices that lead to childhood obesity.** Community members reported a lack of exercise among young children and unhealthy eating habits as major concerns. Parents/caregivers are also concerned about the excessive number of fast food restaurants in their communities and lack of available fresh and nutritious foods.

- **Child abuse and neglect.** Survey respondents shared they are concerned about parents/caregivers who physically and emotionally abuse children. Domestic violence, other trauma, and high stress experienced by parents/caregivers were noted as contributors to child abuse and neglect. Respondents also mentioned unhealthy parenting/caregiving behaviors, such as yelling at children or allowing them to play outside by themselves.

- **Asthma and respiratory problems.** Survey respondents registered concern about the high incidence of asthma amongst children in the community, particularly in locations like Wilmington where pollution is prevalent (due to refineries being located nearby).

- **Oral health.** Some respondents mentioned that young children do not see the dentist.

**Socio-Emotional Health:**

- **Parents/caregivers do not provide sufficiently nurturing and enriching environments.** Survey respondents shared that parents/caregivers do not spend enough time with their children talking to them, reading, and bonding.

- **Child abuse and neglect.** Multiple respondents mentioned the importance of preventing abuse. Additionally, some respondents noted that children are exposed to domestic violence.

- **Behavioral challenges among children.** Survey respondents expressed concern that many young children do not learn respectful behaviors such as sharing, and they report seeing behavioral issues that get in the way of children’s healthy socio-emotional development. Respondents also noted that bullying is a problem in their communities.

- **Parents/caregivers face mental health issues.** Respondents were concerned that many parents have untreated mental health issues like depression, as well as drug/alcohol abuse, which can get in the way of their ability to care for their children.

**Cognitive Development:**

- **Children are not ready for kindergarten.** Respondents mentioned a variety of factors, such as school quality and family involvement that do not support children’s school readiness. Some respondents noted that children do not attend preschool consistently, or in some cases, have access to preschool services at all.

- **Children are not stimulated intellectually.** Respondents mentioned that children do not receive enough intellectual stimulation, such as being read to, interacting with each other and adults, learning through games, and engaging in unstructured play. They also noted that kids are overly exposed to television and video games. Some survey respondents noted that young children in their communities exhibit speech delays, possibly because parents do not communicate adequately with their children or read to them.

Best Start community members reported barriers to children’s 0-5 healthy development and well-being, which cut across the First 5 LA goal areas. Barriers included:

- **Community Safety.** Respondents noted that children are exposed to high levels of violence within neighborhoods, especially gang violence. Others noted the prevalence of environmental toxins, pollution, and smog as main barriers to physical health.

- **Lack of Spaces for Children to Play.** Best Start Communities noted that there are not enough parks and other safe, green spaces for children to play and interact. Parks are unsafe due to violence and drug use, and they are often subject to vandalism.

- **Social Isolation and Discrimination.** Lack of communication and trust between neighbors was a common barrier. Respondents noted that there are not many community events, and they reported low levels of community involvement as well as spaces to meet and socialize. Discrimination, particularly against Latinos, immigrants, and people who do not speak English.
- **Parental Knowledge.** Respondents overwhelmingly named limited parent knowledge as a barrier to children's well-being. In particular, they noted that parents need education about: healthy lifestyle habits, supporting nurturing at-home learning environments, childhood development, financial literacy, and general parenting skills.

- **Awareness and Use of Resources.** Families in need often do not know where to look for help and are unaware of existing resources, such as clinics and community workshops. Parents/caregivers may be afraid to seek help, due to language barriers (i.e., program staff not speaking a family's native language), fear of agencies such as DCFS, concerns due to their immigration status, or stigma surrounding mental health issues.

- **Language Barriers.** Many respondents reported barriers due to not understanding English, such as not being able to access services or fill out paperwork.

- **Basic Resources.** Many families have insufficient income to meet children’s basic needs, due to low wages or unemployment. Healthy food is too expensive for many families to afford. For many families, child care is either unavailable or too expensive. Some participants noted that they cannot access programs due to a lack of transportation.

- **Lack of Time for Working Parents/Caregivers.** Parents/caregivers working multiple low-wage jobs often lack the time necessary to support their children’s development at home (e.g., read to them, cook healthy meals) and/or attend parenting classes.

**Community Input Sessions**

To be developed following the October 9th Commission Meeting.
Community Meeting

Strategic Plan 2015-2020: Focusing for the Future
Where we are and where we are going.

How to work together moving forward.
Listening and Learning

- Community Leadership Surveys & Interviews
- Other Funders & Government Agencies Interviews
- Research Advisory Committee
- General Public Survey
- Community Organizations Surveys & Interviews
- Parent Surveys & Focus Groups
- Best Start Community Surveys
- Best Start Focus Groups
- Staff Surveys & Discussion Groups
- Commission Interviews
Listening and Learning

What are the greatest needs?

What should First 5 LA’s role be?

Where are the gaps?

How can we make the most significant change?
What we learned …

• Strong support for First 5 LA and a desire for us to succeed
• We lack focus and clear strategic direction
• There is an opportunity for us to improve as a partner
What we learned …

- Parents are critical to a child’s physical and socio-emotional health and cognitive development
- Parents and caregivers must be empowered to help their child through access to information, social connections and resources
- Communities need to be strengthened, in terms of their capacity, to support families
- There are gaps in health and early education systems, policies and practices
Why This Plan Now?
Focusing for Impact

• 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
Our Fiscal Reality

* Assumes programs scheduled to expire are not extended.
Note: The sharp decline in projected expenditures from FY 2015-16 to FY 16-17 is primarily due to LAUP, which is scheduled to end June 2016.
Declining Tobacco Revenue
Questions & Answers
RENEWED PURPOSE

All children enter kindergarten ready to succeed in school and life.
Who We Help

Los Angeles County
How Investment Decisions Will Be Made

- Focus on prevention
- Focus on systems and policy change
- Seek to have a broad impact
- Include components to strengthen families and, whenever possible, improve community capacity
- Identify and scale evidence-based practices
- Engage partners in sustainability and scalability of efforts
Ways We Invest

- Research & Development
- Public Policy and Advocacy
- Service Delivery System Improvement
- Provider Training
- Community Capacity Building
- Communications
Priority Outcomes

1. Increased family protective factors

2. Increased community capacity to support and promote the safety, healthy development and well-being of children from prenatal to age five and their families

3. Increased access to quality early care and education (ECE)

4. Improved capacity of health services systems to meet the needs of children from prenatal to age five and their families
Families
Increased family protective factors

Our Focus

• Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; and capacity to provide enriching, structured, and nurturing environments for their children
• Access to concrete supports in times of need
• Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child’s development
Families

 Increased family protective factors

How We Do This

• Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family protective factors, with a primary focus on Welcome Baby and targeted home visiting models

• Pilot and promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE- and health-related settings
Communities

Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families

Our Focus

• Community members have a shared vision and act collectively to improve the policies, services and environments that impact families
• Communities have ECE- and health-related supports that meet family needs
• Communities have physical places and spaces that promote healthy living and encourage interaction
Communities

Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families

How We Do This

• Convene and create opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework
• Convene and strengthen the capacity of ECE- and health-related organizations and institutions to improve services and supports within the Best Start Communities
• Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children 0-5 with a priority focus on Best Start Communities
Early Care and Education
Increased access to quality early care and education

Our Focus

• Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations
• Improved quality of ECE services
Early Care and Education
Increased access to quality early care and education

How We Do This

• Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool

• Support implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to build the evidence base to support advocacy and policy change

• Strengthen the professional development system for early care and education providers
Health-Related Services

Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

Our Focus

• Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health, and substance abuse services systems
• Improved capacity of health, mental health, and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families
Health-Related Services

Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

How We Do This

• Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs

• Identify and promote best practices around trauma-informed care that improve the service delivery system for children 0-5 and their families
Questions & Answers
First 5 LA can’t do this alone.

Take your seat at the table
Discussion

• What excites you about our focus and plan?
• What should First 5 LA be thinking about as it works toward these outcomes/focus areas (in terms of specific challenges and/or opportunities)?
• What specific ideas do you have about how First 5 LA can leverage existing efforts or partner with organizations/communities to achieve these outcomes?
Next step …
Thank you!
ATTACHMENT D
COMPLETE LIST OF PROPOSED ORGANIZATIONAL VALUES
OVERARCHING ORGANIZATIONAL VALUE:

Collaboration
We believe joint effort towards common goals achieves trust and produces greater impact for LA County’s youngest children and their families.

VALUES:

Integrity
We believe fidelity to our values builds credibility, trust, fairness, and consistency.

Respect
We believe in honoring and nurturing every individual and community.

Accountability
We believe results matter and that a focus on transparency and excellence yields improved outcomes, work quality, and stewardship of resources.

Partnership
We believe by working with others who share our aspirations for young children, we can maximize every child’s readiness for kindergarten and success in life.

Shared Leadership
We believe that together we can ensure that every child enters kindergarten ready to succeed in school and life.

Learning
We believe learning never ends and so we are committed to critical thinking and continuous innovation.
Strategic Plan 2015-2020: Focusing for the Future Commission Update

October 9, 2014
Goals of Today’s Presentation

- Review highlights from community meetings
- Share work on emerging programmatic strategies
- Review work in-progress to update resources
- Discuss mission and values
- Provide an overview of draft strategic plan
First 5 LA Strategic Planning
Work Plan and Timeline

**Program & Planning Committee Meetings:**
- Recommend Home Positions
- Recommend Framework Components
- Approve Home Positions
- Approve Framework Components
- Review and Approve Priority Outcomes
- Approve Vision, Target Population, Ultimate Impact and Goals
- Review Proposed Pathways, Outcomes Map, and Best Start Survey Results
- Discuss Retreat Approvals and Organizational Values
- Review Strategies
- Review Refined Strategies and Resource Implications
- Discuss and Review Strategies

**Commission Meetings:**
- Update

**INTERVIEW SR. STAFF**
- We are here

**KEY CHOICES MTG**
- We are here

**SYNTHESIZE L3 DATA**
- We are here

**DEVELOP FRAMEWORK FOR IMPACT**
- (Vision, Target Population, Ultimate Impact, Goals, Outcomes)

**MAP PROGRAMS**
- We are here

**BOARD RETREAT**
- We are here

**INTERVIEW P&P COMM.**
- We are here

**STAFF INPUT**
- We are here

**COMMUNITY INPUT SURVEY**
- We are here

**GRANTEE/CONTRACTOR WEBINAR**
- We are here

**REFINE VALUES & MISSION**
- We are here

**COMMUNITY MEETINGS**
- We are here

**RESOURCE IMPLICATIONS**
- We are here

**REFINE STRATEGIES**
- We are here

**IMPLEMENTATION PLANNING**
- (Dec 14 – Mar 15)

**APPROVE PLAN**
- We are here

LEGEND
- DRUCKER TEAM
- LFA TEAM
Part I:
Community Meetings Update
Overview of Community Meetings

• Purpose:
  – Provide an overview on First 5 LA’s strategic planning process, including approved ultimate impact and outcomes
  – Explore how First 5 LA can create new or expand current partnerships as we move toward implementation of the plan

• Held a total of five (5) regional meetings
  ▪ October 2\textsuperscript{nd} : David Gonzalez Park, Pacoima
  ▪ October 3\textsuperscript{rd} : Chimbole Center, Palmdale
  ▪ October 7\textsuperscript{th} : Bell Community Center, Bell and Miller’s Children Hospital, Long Beach
  ▪ October 8\textsuperscript{th} : Saint Sophia Cathedral, Los Angeles

• Approximately 570 attendees (representing local CBOs, Best Start Partnerships, etc.)
Community Feedback

• Staff will provide an overview of feedback heard at the community meetings on October 9, 2014

• The following questions were discussed:
  – What excites you about our focus and plan?
  – What should First 5 LA be thinking about as it works toward these outcomes/focus areas (in terms of specific challenges and/or opportunities)?
  – What specific ideas do you have about how First 5 LA can leverage existing efforts or partner with organizations/communities to achieve these outcomes?
Part II: Emerging Programmatic Strategies
Process for Developing and Prioritizing Programmatic Strategies

Aug 6-7:
Staff Discuss & Refine Strategies

Aug 13-20:
Work Groups Refine Strategies

Aug 28:
Commission Discussion of Emerging Strategies

Aug 28 - Oct 22:
Refinement of Emerging Strategies

Staff Work

Staff Follow-Up work

Staff Follow-Up work
Outcomes

Families
Increased family protective factors

Communities
Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families

ECE Systems
Increased access to quality early care and education

Health, Mental Health and Substance Abuse Services Systems
Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

Priority Focus Areas

• Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health, and substance abuse services systems
• Improved capacity of health, mental health, and substance abuse services providers to deliver trauma-informed care to children 0-5 and their families

• Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; and capacity to provide enriching, structured, and nurturing environments for their children
• Access to concrete supports in times of need
• Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child’s development

• Community members have a shared vision and act collectively to improve the policies, services and environments that impact families
• Communities have ECE- and health-related supports that meet family needs
• Communities have physical places and spaces that promote healthy living and encourage interaction

• Improved access to affordable, quality, sustainable early care and education, particularly among high risk populations
• Improved quality of ECE services through increased provider capacity
Outcomes

Families
Increased family protective factors

Emerging Programmatic Strategies

• Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family protective factors, with a primary focus on Welcome Baby and targeted home visiting models
• Pilot and/or promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and health-related settings

Communities
Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families

• Convene and create opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework
• Convene and strengthen the capacity of ECE- and health-related organizations and institutions to improve services and supports within the Best Start Communities
• Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children 0-5 with a priority focus on Best Start Communities
Outcomes

ECE Systems
Increased access to quality early care and education

Health, Mental Health and Substance Abuse Services Systems
Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

Emerging Programmatic Strategies

• Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool
• Support implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to build the evidence base to support advocacy and policy change
• Strengthen the professional development system for early care and education providers

• Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs
• Identify and promote best practices around trauma-informed care that improve the service delivery system for children 0-5 and their families
Part III:
Resource Update and Review of Work In Progress
Link Between Resources and Strategy

• As part of the strategic planning process, Commissioners endorsed a Strategic Imperative (SI) to guide the work going forward; one key component of the SI includes:
  – “Align strategic goals to long-term financial projections and strategy”

• First 5 LA’s fiscal picture for the next strategic plan helps determine our approach, role, and impact on the lives of children 0-5 and their families
Revenue vs. Expenditures:
FY 2001-02 through FY 2017-18

* Assumes programs scheduled to expire are not extended.
Note: The sharp decline in projected expenditures from FY 2015-16 to FY 16-17 is primarily due to LAUP, which is scheduled to end in 2016.
Tobacco Tax Revenue Will Continue to Decline During the Next Strategic Plan (FY 2015-2020)
Breakdown by GASB 54 Category

- Committed: $451,133,640
- Assigned: $57,716,899
- Unassigned *: $79,494,723
- Nonspendable: $37,578,099

Total Fund Balance = $625,923,361

*Of the $79.5M in Unassigned, $19.4M is set aside for the FY 2014-15 Operating Budget and $60.1M is designated for the Fund Balance Reserve
Understanding First 5 LA’s Fiscal Outlook is Complex and Requires Multiple Analyses

• Assess existing funding commitments in the context of new direction
• Analyze variables that influence program costs and may require future Board policy action
• Identify resource requirements for new work
• Explore options for increasing future revenue
Assessing Existing Funding Commitments

• Analyze multi-year allocations and zero-based initiatives:
  – What multi-year initiatives were funded but never implemented?
  – What remains unspent of original allocation or award? Are they aligned with the new direction? If not, should they be extended as is, repurposed or reprogrammed?
Analyzing variables that influence program costs and may require Board policy action

- Complete further financial modeling to understand effect of variables on cost estimates for Welcome Baby/Select Home Visitation and Best Start
Variables That Influence Cost Estimates For Welcome Baby and Select Home Visitation

- Eligibility threshold for referrals to Select Home Visitation
- Welcome Baby approach and acceptance rates
- Oversight entity
-External resources
Variables That Influence Cost Estimates For Best Start Community Capacity Building Efforts

- “Learning By Doing” Activities
- Long-Term Business Model
- Resident Engagement
- Additional community capacity building activities identified through FY 2015-2020 Strategic Plan
Identifying Resource Requirements for New Work

• Developing a preliminary range of cost estimates for strategies and priority activities

• Assessing estimated resource requirements for new strategies to available funding may have implications for First 5 LA’s role as well as scope and scale of future activities
Additional Variables to Increase Funds Available

• New revenue streams for First 5 LA (i.e., local or state tobacco or e-cigarette revenues)
• New First 5 LA role(s) in the County (i.e., as an intermediary organization)
• New grant-making approaches that can leverage external resources (i.e., Pay for Success)
Policy Options to Increase Resources Available

• No change. Limit funds available to future annual tobacco tax revenue.

• Redirect funds from Fund Balance
  – **Committed**: Repurpose resources allocated for countywide initiatives that were never implemented and/or remain unspent (TBD)
  – **Assigned**: Allocate a portion of uncommitted funds (up to $57.7M)

• Modify existing Board-approved policies to adjust Welcome Baby and/or Best Start cost projections (TBD)

• Explore a new funding strategy (TBD)
Discussion Questions

What initial reactions do Commissioners have regarding the policy options presented today, which may increase the funds available for the next strategic plan?
Part IV: Values and Mission
Determining Values for First 5 LA’s Strategic Plan

• Turning West shared results from an organization-wide values discernment process during July 10th Board of Commissioners Meeting

• Staff and Turning West have incorporated the Board’s feedback and further refined organizational values

Staff is seeking Board approval of values statement that will be included in the strategic plan
Initial Commissioner Feedback on Proposed Values

• Address the similarity/difference between collaboration and partnership
  – Consider adding partnership and/or combine with collaboration
• Revise the descriptive statement for Respect to include “nurturing”
• Revise the descriptive statement for Accountability to include “transparency”
• Consider whether or not Purpose is a value or tied to mission
Overarching Organizational Value:

**Collaboration:** We believe joint effort towards common goals achieves trust and produces greater impact for LA County’s youngest children and their families.

**Values:**

**Integrity:** We believe fidelity to our values builds credibility, trust, fairness, and consistency.

**Respect:** We believe in honoring and nurturing every individual and community.

**Accountability:** We believe results matter and that a focus on transparency and excellence yields improved outcomes, work quality, and stewardship of resources.

**Partnership:** We believe by working with others who share our aspirations for young children, we can maximize every child’s readiness for kindergarten and success in life.

**Shared Leadership:** We believe that together we can ensure that every child enters kindergarten ready to succeed in school and life.

**Learning:** We believe learning never ends and so we are committed to critical thinking and continuous innovation.
Best Practices for Mission Statements

• Should convey the purpose of your organization – its reason for existence. (“We exist to…”)

• Should concisely express what you do to address the problem you exist to solve, in a way that conveys the unique identity and/or role of your organization

• Should describe your target population - what or who you are doing ‘it’ to

• Should use proactive verbs

• Should be articulated in a way that is easy to grasp/interpret
Determining First 5 LA’s Mission in Light of the Current Strategic Direction

• Strategic planning process provides an opportunity to revisit the mission statement and bring it into alignment with an organization’s current reality
• Staff and LFA recommends a new proposed mission statement to capture and communicate the role and purpose of First 5 LA
• Staff is seeking Board’s directional endorsement of proposed mission statement
Current First 5 LA’s Mission Statement

First 5 LA's mission is to increase the number of Los Angeles County children ages 0 to 5 who are physically and emotionally healthy, ready to learn, and safe from harm.
Observations of Current Mission Statement

• “increase the number of…” is not adequately descriptive
• Does not describe First 5 LA’s unique role or contribution
• Overall is very parallel in construction and content to vision statement
Proposed Mission Statement

In partnership with others, First 5 LA catalyzes action that strengthens families, communities, and systems so that all children in Los Angeles County can enter Kindergarten ready to succeed in school and in life.
Rationale for Proposed Mission Statement

• Emphasizes First 5 LA’s intention to work in partnership with others, as part of a larger ecosystem

• *Catalyst* is an active, powerful articulation of the role First 5 LA will play in creating change

• Broadly identifies target population

• Encapsulates problem and the ultimate impact we seek
Part V: Draft Strategic Plan
Sharing the First Draft of Next Strategic Plan

• Opportunity for Commissioners to provide high-level feedback on the SP framework
  – Is there any important information that might be missing?
  – Do Commissioners have any outstanding questions regarding the plan that they would like to share?
Next Steps

• October 22\textsuperscript{nd} Program & Planning/Special Meeting of Commission:
  Discuss how resources will be allocated for plan

• November 6\textsuperscript{th} Special Meeting of the Board of Commissioners – Strategic Planning Session:
  Review next draft of strategic plan

• November 13\textsuperscript{th} Commission Meeting:
  Approve First 5 LA 2015-2020 Strategic Plan: Focusing for the Future
The “Gradients of Agreement” tool will help decision-making during the strategic planning process.

- **Endorse**: “I like it and will fully support it.”
- **Agree with Reservation**: “I have a few concerns, but can live with it.”
- **Don’t Like, But Won’t Block**: “I want disagreement noted, but will support the proposal.”
- **Block**: “Will not support the proposal.”