

Item 5

Strategic Plan Update

- *Environmental Scan Review*
- *Introduction of Learning for Action (LFA)*

FIRST 5 LA

SUBJECT:

Update on First 5 LA's 2014 Strategic Planning Process

RECOMMENDATION:

Receive as information this update pertaining to the selection of the consultant supporting the Commission and staff in the development of the next strategic plan by November 2014.

BACKGROUND:

In December 2013, First 5 LA released an RFQ to identify a consulting firm that could work with the Commission and staff in the development of First 5 LA's FY 2015-2020 strategic plan. The RFQ outlined specific experience, knowledge and skills First 5 LA required in order to create a strategic plan that will guide the organization's future decision-making. It also summarized all relevant organizational learning existing at the time of the RFQ and outlined First 5 LA's expectations for the strategic planning process.

First 5 LA initially received 11 applications to this RFQ. Each of these statements of qualifications was reviewed by a panel of external reviewers with experience in strategic planning and an understanding of the skills required to accomplish the organization's goals. Based upon a review of the applicant's qualifications, including previous experience in strategic planning, four applicants were selected to proceed to the second phase of the selection process. A bidders' conference was held with the top four applicants. During this bidders' conference First 5 LA's body of existing research and learning about the organization was reviewed. This information was not new to any of the applicants; it allowed time for the teams to ask questions and build off their existing understanding of where First 5 LA currently is positioned. Following the bidders' conference, each of the applicants was asked to update their initial narratives describing the approach they would suggest for First 5 LA. They were also asked to develop a detailed scope of work outlining the activities and deliverables that would be produced in support of the strategic plan. A budget and budget narrative were submitted.

The completed proposals were reviewed and scored by three internal staff. Each applicant team was also interviewed by senior staff. The due diligence completed in response to this solicitation led to the selection of Learning for Action (LFA) as the consultant team that will support First 5 LA over the next eight months of planning and then four to seven months following adoption of the strategic plan to ensure successful implementation.

DISCUSSION:

Learning for Action is a national research, strategy and evaluation consulting firm launched in 2001. The LFA team brings diverse expertise in terms of relevant personal experience, academic training as well as professional experience in social sector content areas, including early childhood education, K-12 education, environmental education, youth development, HIV/AIDS, health inequities, housing and homelessness, and older adult health and civic engagement. LFA is also a recognized leader in organizational capacity building and effectiveness. The team provides actionable, data-driven recommendations based on rigorous research that is grounded in a community perspective to catalyze social change.

LFA's consulting services help social sector organizations effectively design, implement, and improve strategies to achieve desired impact. The firm's research services answer questions about service markets and landscapes, profiles of target populations, and unmet community needs. The strategy services create opportunities for organizations to reflect on and refine their mission, vision, and values, and to align these with programs and desired results, while the evaluation services inform understanding of the effectiveness of programs, initiatives and/or organizations to inspire and guide ongoing improvement. Over the past ten years, the LFA team has worked with no fewer than seven First 5 County Commissions on various countywide strategy and evaluation projects, including the strategic plan for First 5 San Mateo County. This combination of skills and experience aligns well with First 5 LA's requirements for a consulting partner that can assist the organization achieve at least three goals: (1) clear articulation of the measurable impact First 5 LA will aspire to contribute to; (2) greater focus of First 5 LA' strategic direction and better alignment of efforts across the organization; and (3) clarity around the role(s) First 5 LA will play in positively affecting change in the lives of LA County's young children.

LFA will begin working with First 5 LA staff and Commissioners immediately. By utilizing a data-driven, collaborative process informed by external stakeholder engagement and financial modeling, LFA will support First 5 LA in its effort to focus its strategic priorities, align investments to projected revenues, leverage its leadership role within LA County to achieve greater countywide and systemic impact, and create a decision-making framework that will guide and inform ongoing investment opportunities throughout FY 2015-2020.

For Office Use

Board Action Taken:

Approved: Yes No Further Discussion

Referred to Committee/Work Group: _____

Strategic Plan 2015-2020: Focusing for the Future

The Environmental Landscape

March 13, 2014



Champions For Our Children
www.First5LA.org

Presentation Goals

- Provide context for the strategic planning process
- Detail demographic changes and projections
- Update on data trends related to First 5 LA goals
- Highlight key external forces influencing our work

What is changing about LA County's demographics?

- Far fewer children than a decade ago
- Significant changes in race/ethnicity
- County households increasingly bilingual
- Slightly higher enrollment in preschool
- Fewer children born to teenage mothers
- High rates of teen mothers are victims of abuse and neglect
- Dramatic growth in CalFresh usage

What has not changed demographically in LA County?

- 1 in 4 families with young children live at or below the federal poverty line
- Nearly 6 in 10 of families with young children live at or below 200% of the federal poverty line
- 63% of the under 6 population is Latino
- Nearly 1 in 5 of LA County children have an undocumented parent, but 83% of those children are citizens

What do the future demographics of LA County look like?

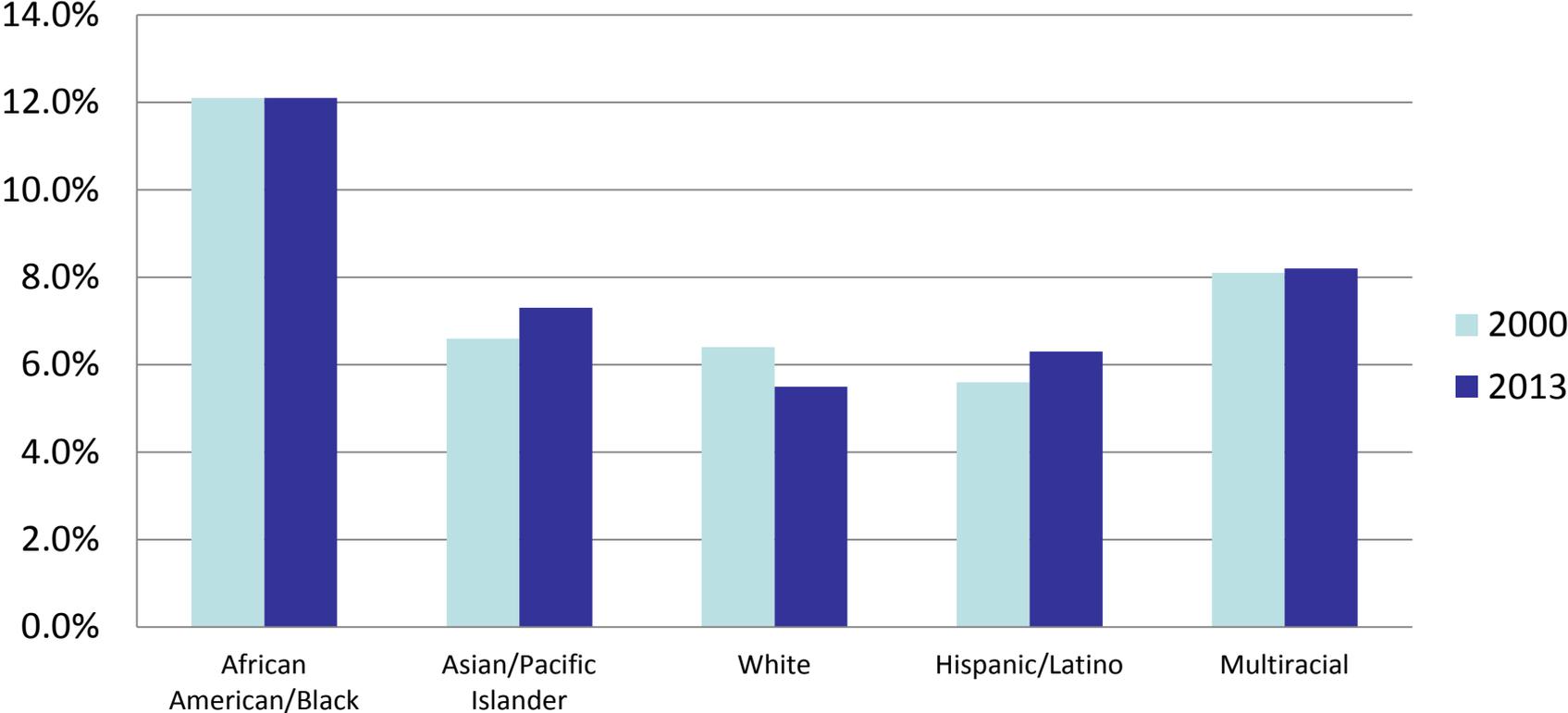
- 2010 was the midpoint of a long decline in the 0 to 4 age range.
- By 2030 births are projected to decrease by an additional 30,000.
- Smaller birth cohorts become far more important for the success and prosperity of the region.

Reduced percentages of women receiving prenatal care in the first trimester

	2000	2012	% Difference 2000-2012
% of Infants Born at a Low Birthweight	6.4%	6.9%	0.5%
% of Pregnant women receiving prenatal care in the first trimester	86%	81%	5%

Source: California Department of Public Health, Center for Health Statistics, Vital Statistics Section, Birth Statistical Master Files; March 2014

Low birthweight rates remain stagnant for some slightly increased for others



Source: California Department of Public Health, Center for Health Statistics, Vital Statistics Section, Birth Statistical Master Files; March 2014

Research offers some potential explanations

- Link between Vitamin D deficiency and preterm birth
- Exposure to high levels of carbon monoxide and particles during pregnancy and risk of adverse birth outcomes
- Racism is linked to poor birth outcomes for African American mothers by increasing stress, social isolation and decreasing the quality of care provided

Beginning to turn the tide on early childhood obesity

	2003	2009	2013	% Difference 2003-2013
% of 3-year-olds who are overweight and obese	16.4%	21.1%	19.9%	3.5%
% of 4-year-olds who are overweight and obese	17.3%	22.6%	19.8%	2.5%
% of Infants Exclusively Breastfeeding	16.5%	21.5%	49.7%	33.2%

Source: 2003-2013, PHFE WIC Data Mining Project, L.A. County WIC Data

Breastfeeding linked to lower rates of obesity

- Breastfeeding for any duration linked to a 23% reduction in obesity at age 4.
- Children breastfed for a year or more had 45% lower odds of obesity.

Prevention and early intervention key to reducing rates of abuse and neglect

	2002	2012	Change 2002-2012
Rate of Substantiated Cases per 1,000 (< age 1)	18.7	24.1	5.4
Rate of Substantiated Cases per 1,000 (ages 1-2)	9.8	14.7	4.9
Rate of Substantiated Cases per 1,000 (ages 3-5)	10.0	14.1	4.1
Percent of Children 0-5 in Foster Care	1.4%	0.9%	(0.5)
Number of Intentional Injury Hospitalizations for Children 0-4	71	65	(6)

Source: Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Lou, C., Peng, C., King, B., Henry, C., & Lawson, J. (2013). Child Welfare Services Reports for California.

Early Brain Development and Adverse Childhood Experiences

- The architecture of the developing brain is shaped by a child's environment of relationships.
- Excessive stress can disrupt brain development.
- Children need both stimulation and protection of their brain development.
- Parents need support to develop responsive relationships with their children.

English Language Learners continue to struggle to reach reading proficiency

	2003	2013	Change in % 2003-2013
% of third grade students scoring at or above proficiency	28%	44%	16%
% of third grade English Language Learners scoring at or above proficiency	14%	15%	1%
% of 3 rd graders classified as English Learners	47%	28%	(19%)

Source: California Department of Education Assessment and Accountability Division, 2003-2012 STAR Results

Key External Forces- Policy Implementation

- Affordable Care Act
 - Expanding coverage, promoting access and improving outcomes
- Local Control Funding Formula
 - New funding and flexibility with current funds to support at-risk students
- Adoption of Common Core Standards
 - New accountability and assessment standards

Key External Forces- Additional inputs

First 5 LA

- Early Care and Education Scan
- Birth Disparities Scan
- Family Strengthening / Protective Factors
- Parent Education, Engagement, Empowerment

External

- Los Angeles County Blue Ribbon Commission
- Proposed Policy Changes
 - Universal Transitional Kindergarten
 - Strong Start

Key External Forces- Research suggests start earlier and focus on the most at-risk families

- Disparities in child outcomes on cognitive assessments, health indicators and positive behavior ratings are evident at 9 months and grow larger by 24 months.
- A 30 million word gap exists by age 3 between kids from low-income families and their affluent counterparts.

Key External Forces- Unusual partners and coalitions essential for results

- Read, Talk, Sing Initiatives
 - State First 5 Commission, Too Small Too Fail, Bay Area Council
- Campaign for Grade Level Reading
 - Annie E. Casey Foundation, Packard Foundation, LA Chamber of Commerce, local school districts
- LA Compact
 - LA Chamber of Commerce, 11 higher education institutions, City of LA, United Way
- California Pay for Success
 - James Irvine Foundation & Nonprofit Finance Fund

Discussion



Strategic Planning for 2015 to 2020: Focusing for the Future

About LFA: Our Mission



LEARNING *for* ACTION

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Learning for Action enhances the
impact and sustainability
of social sector organizations through
highly customized research,
strategy development, evaluation, and
capacity-building services.

About LFA: Our Team



Steven LaFrance, MPH – President and CEO, Project Director

- Establish vision and provide ongoing direction, facilitate major planning meetings
- Accountable for all work quality and satisfaction



Alex Hildebrand, MSM – Director of Strategy Consulting, Project Manager

- Manage ongoing project implementation with First 5 LA
- Primary day-to-day contact



Jessica Xiomara García – Senior Project Associate

- Manage internal LFA team processes
- Data analysis and product preparation

With LeadWell Partners:

- **Jeannette Valentine, Ph.D.** – Senior Advisor, Strategy
- **Liz Reilinger, Ph.D.** – Senior Advisor, Organizational Development

Our Approach to Strategic Planning



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- **Highly Customized.** We are flexible and creative, adapting methods to craft a process based on context and desired results.
- **Engaged Partnership.** We partner closely with staff, Board, providers, and community groups to ensure buy-in and ownership over planning processes.
- **Data-Driven Decisions.** We are rigorous analysts, using data on performance and market environment to inform decisions.
- **Results Orientation.** We use evaluation frameworks to ensure outcomes are at the forefront of all planning work.
- **Systems Thinking.** We are systems change experts and engage in planning for organizations as they fit within a larger ecosystem.



Roles and Expectations

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1. **Staff Steering Committee and Work Group** – Partner with LFA on design and implementation.
2. **Program & Planning Committee** – Engage the Commission, provide input and guidance, make recommendations.
3. **Full Commission** – Approve planning framework, vision and mission, and final Strategic Plan; receive updates and provide input along the way.

Immediate Next Steps

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- **Launch the planning process with the Steering Committee**

- **Review and synthesize L3 and other available data**

- **Identify priority planning issues and begin developing the planning framework**

Discussion Questions

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- **What do the findings from the environmental scan suggest in terms of potential shifts in priorities for First 5 LA's funding and other efforts to create change?**
- **How can First 5 LA play a role beyond grantmaking in contributing to positive change in areas of need identified in the environmental scan?**

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Other Questions for LFA?