Item 4

Executive Director’s Report
EXECUTIVE DIRECTOR HIGHLIGHTS

As I reported in my Executive Director’s report last month, First 5 LA staff has been exploring opportunities in the area of social innovation financing, including development of a Pay for Success (PFS) project. In addition, we have been exploring a new PFS initiative sponsored by the James Irvine Foundation (Irvine), which was announced in late January. At the end of February, First 5 LA submitted a proposal to receive support from Irvine and its partner, the Nonprofit Finance Fund (NFF), to support development of a PFS initiative for First 5 LA’s Welcome Baby Home Visitation program. With the support of Irvine and NFF, First 5 LA will have a stronger basis to move development of its PFS project from promising concept to successful reality. We would also benefit from the opportunity to participate in NFF/Irvine’s PFS leadership learning community, which is a component of the Irvine initiative. At the March Program & Planning Committee meeting, we will be discussing our initial learning from our social innovation/PFS explorations to date.

A second potential partnership I’d highlight is with the National Initiative for Children’s Healthcare Quality (NICHQ) and Boston Medical Center (MBC). NICHQ and BMC, along with the Center for the Study of Social Policy, are partnering on a research initiative to further test Project DULCE. As some Commissioners will recall, Project DULCE is a clinical, clinic-based intervention designed to identify and address infant/family risks and needs at the earliest potential stage and to partner with families to build strengths and capacities that foster optimal child health and development starting at birth. A funding opportunity is currently available via the federally-funded Patient-Centered Outcomes Research Institute (PCORI) to improve health care systems. If successful, the Project DULCE proposal would support a number of local jurisdictions to replicate and scale Project DULCE. We have indicated our interest in being considered as a potential partner and will keep the Commission apprised of developments with the PCORI grant application.

The past month has also seen quite a bit of activity on the early learning front. First 5 LA spearheaded a legislative briefing on home visitation in Sacramento
last month. Working with Assembly member Richard Pan and Senator Carol Liu (who is a sponsor of the **Strong Start** bill focusing on 0-3 year olds), we organized a diverse panel to represent the multi-faceted benefits of voluntary home visitation programs. The briefing, along with the press conference on the steps of the Capitol which preceded it, helped to draw attention to and highlight the value of home visitation to improving the safety, health and school readiness of young children. Our staff and Sacramento advocate, California Strategies, did a terrific job working with other county First 5 commissions and legislative offices to organize and execute these events.

Relatedly, I was invited to a meeting of statewide early learning leaders convened by the Next Generation and the Packard Foundation. The meeting provided an opportunity for participants to learn more about work under development and opportunities to think and act collectively to improve early learning opportunities for California’s youngest Children. Of particular note, the Next Generation’s Too Small to Fail, the Bay Area Council, and the State First 5 Commission provided updates on their respective communications work. Interestingly, all three initiatives are focusing on brain and language development in children ages birth to 5 and supporting parental capacity and skills to read, talk and sing to their young children to promote their development. The State Commission will launch its new campaign the week of March 10 and the Bay Area Council will be piloting its campaign in Oakland this spring. The objectives of these campaigns are well aligned with First 5 LA’s efforts to engage parents across the county with meaningful and motivating information to promote understanding and behavior change to support healthy child development.

In addition, the meeting participants discussed current legislative activity in Sacramento related to universal transition kindergarten and early learning for infants and toddlers and opportunities to collaborate and align our respective legislative efforts. The group agreed that a quarterly meeting would be of value and intends to reconvene in mid-May, shortly after the Governor’s revised budget is announced. All and all, it was a very substantive and productive meeting and I was pleased that First 5 LA was included.

Finally, staff will be providing the Board with an update on the development of the strategic planning process for 2015-20. With Board approval of the contract for Learning for Action (LFA), the selected strategic planning consultant, we will be able to move forward with what we expect to be a focused, inclusive, and time-bound process, informed by the extensive listening and learning that occurred in 2013. The Program & Planning Committee will be the principal Commission mechanism for this work, and we intend to engage the full Commission regularly throughout the year, including a likely Commission retreat in the fall.

This year, we will be moving from listening and learning to our third “L” – leading. As I reflect on the last year and the learning from L3, the Best Start inquiry, other inputs as well as my own observations, the following capture my “top ten take-aways”:

1. First 5 LA represents an important part in LA County’s early child development “ecology”, but can contribute to greater impact for children.
2. Our four overarching Strategic Plan 2009-15 goals represent First 5 LA’s “North Star”, though their number and breadth make it difficult to demonstrate impact, implementation of key strategic plan strategies are only now taking hold, and county-wide augmentations have diffused focus.
3. Focus, alignment of work, and commitment to a clear strategic direction are pre-requisites to impact.
4. We play many roles, but lack clarity and consensus on our primary role(s) beyond funder.
5. Our contribution to impact has been at the participant level, with limited evidence of impact at the County-level.
6. Our portfolio of 58 projects/initiatives is neither strategic relative to impact and role nor sustainable relative to First 5 LA’s declining revenues and fund balance. In addition, the numerous projects/initiative First 5 LA supports are diverse and disparate, rather than aligned and coordinated, further contributing to our difficulty in assessing and achieving impact.

7. First 5 LA’s declining revenues compel a different approach to our work – one that is less about funding services and more about leading, advocating, partnering, convening around clear priorities.

8. First 5 LA’s resources are limited relative to the scope and complexity of need; importance of humility and strategic partnerships with “unusual suspects.”

9. We support all 0-5 children via policy, advocacy, communications, and other “systems” investments and invest further in higher-risk communities and families/children.

10. Our impact is the product of internal capacity to execute, in addition to strategic focus, clarity of role, alignment of investments, strategic and diverse partnerships.

I am excited to be working with the First 5 LA staff and Commission – this organization’s greatest assets – in this year’s strategic planning process. Together, we have a terrific opportunity to clarify and sharpen our strategic focus, direction and roles in contributing to meaningful and measureable improvements in the lives of LA County’s youngest children.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. PERINATAL SUPPORT

Nothing to highlight this month.

II. PARENTING SUPPORT AND CHILD SAFETY

Countywide Public Education Activities

Public Education Efforts – National Oral Health Month
Dental caries are the No. 1 reason for school absenteeism. To support improved oral health outcomes for young children, First 5 LA updated its website for parents with an informative oral health video for parents with children 5 and under. The pediatric dentists in the video were provided by the UCLA School of Dentistry and are part of Oral Health & Nutrition Initiative. The video can be seen at readysetgrowla.org/campaigns/oral-health-campaign.html.

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Events/Outreach to Parents and Families
On February 8, First 5 LA joined First 5 California to participate in the Lunar New Year Celebration in Alhambra. More than 15,000 people attended the event and parents with children 5 and under were provided with First 5 LA Family Guides and children’s books.

Also on February 8, First 5 LA attended the Kindergarten Festival in the Best Start community of Long Beach. 120 families attended and were given Ready for Kinder! books as well as Family Guides and Best Start brochures.

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Partnership Development
In February, staff met with the following organizations to discuss partnership opportunities for building awareness and leveraging resources:

LAUSD and Playworks: Community Investment and Public Affairs staff discussed LAUSD’s Attendance Improvement Program and will be collaborating to implement “play dates” at six schools on key low-attendance days to incentivize parents to make sure their children attend Kindergarten and TK classes on these dates. The “play dates” will be a day of fun physical activity, helping to encourage a positive association with exercise, and will include a curriculum for teachers and parents to incorporate physical activity into children’s daily schedule.

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Conference Funding
The Public Affairs department has been working in concert with the Executive office updating the First 5 LA Conference Funding protocols to make the funding availability more visible to stakeholders in the 0-5 community. With approval by the Commission at the February meeting, the application has gone live on February 18, and a public awareness effort has begun. The availability of funds is being publicized via First 5 LA’s social media channels and the Monday Morning Report.

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III. PHYSICAL AND MENTAL HEALTH

First 5 LA’s Support For Childcare Alliance Of Los Angeles Successful Application To National Early Care And Education Learning Collaboratives Project
First 5 LA provided a letter of support to the Childcare Alliance of Los Angeles (CCALA) for its successful application to the National Early Care and Education Learning Collaboratives Project, funded by the Centers for Disease Control and Prevention (CDC), through the Nemours Foundation, to promote healthy lifestyles for young children in early care and education (ECE) settings. CCALA, a sub-contractor on two First 5 LA-funded nutrition/physical activity and health-related investments, was one of three agencies to receive the award in the U.S., and the only awardee in the state of California.

Through this national initiative, CCALA is collaborating with Nemours, a children’s health system, to adopt a structured approach to training early care and education providers by developing three learning collaboratives comprised of approximately 25 childcare centers in each of three geographic areas in Los Angeles County: South Los Angeles, Southeast Los Angeles and the East San Gabriel Valley. These communities were selected based on the high prevalence of childhood obesity in Los Angeles County, which is above the Los Angeles County average.1

The $320,000, one-year award provides an opportunity for CCALA to leverage its existing nutrition/physical activity and health-related efforts and resources funded by First 5 LA, including the LA County Department of Public Health Reducing Childhood Obesity Project and the University of California at Los Angeles 21st Century Dental Home Project. The goals of the national CDC project are very much aligned with those of the First 5 LA efforts, which include promoting healthy eating, increasing physical activity and reducing screen time practices in ECE settings; raising ECE provider

knowledge on health, nutrition and physical activity; educating mothers of young children on the benefits of breastfeeding in ECE settings, and improving related policies and programs for ECE providers.

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**Oral Health Update**
First 5 LA, along with other advocacy organizations such as The Children’s Partnership, Children Now, Maternal and Child Health Access, continue to work with the California Department of Health Care Services to improve children’s access to and utilization of oral health care. Despite support for the idea from advocates, the placement of dental care identifiers on the state’s Benefits Identification Cards (BICs) was not approved in 2014. Advocates continue to work with the state agency to develop other strategies meant to increase utilization of state oral health services among children, including an insert with oral health information to accompany new BIC cards delivered in the mail.

**Health Care**
In January, the California Department of Health Care Services (DHCS) restored Medi-Cal coverage for approximately 70,000 children who were transitioned over from Healthy Families, but who had lost coverage effective back in November 2013 due to complications arising from Annual Eligibility Review (AER) paperwork. Families were given an opportunity to submit AER paperwork; DHCS has processes in place to rescind discontinuance actions for children whose families return the renewal packet by February 28th. For those families submitting the AER paperwork in March 2014, children will have coverage reinstated back to March 1, 2014.

The State recently announced that it would “express enroll” approximately 153,000 children who are currently enrolled in CalFresh but not in Medi-Cal. This process allows these selected individuals to be immediately enrolled in Medi-Cal without an extensive application process. Families must opt-into Medi-Cal coverage via a call, online submission, or signed letter. First 5 LA has included information about this effort on our website. Click [here](#) for more information.

First 5 LA joined with Children’s Partnership to host two webinars on February 12th and 13th, 2014. Grants Management and Program Development staff shared the webinar information with our grantees, and over 30 participants attended. These webinars provided an overview of Covered California and Medi-Cal, two healthcare programs available for children and their parents as well as eligible adults. Grants Management staff also has shared information with our grantees on the availability of “express enrollment” to Medi-Cal for individuals currently enrolled in CalFresh.

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**IV. SCHOOL READINESS**

**Local Control Funding Formula and Local Control Accountability Plans**
In January 2014, the State Board of Education adopted “emergency” regulations intended to help guide districts currently planning for Local Control Funding Formula (LCFF) and the development of their Local Control Accountability Plans (LCAPs). The State Board of Education hopes to adopt permanent regulations by late summer or early fall. California Strategies staff and partners have been tracking and will continue to track LCFF discussions in State Board of Education meetings. Staff is currently working to ensure that school districts understand that early learning is a permissible use of funds under LCFF. Families In Schools (FIS), with funding from First 5 LA, is supporting efforts to expand parent involvement in the development of LCAPs by hosting a Learning
Institute for parents. Specifically, FIS will target members of the Parent Advisory Councils that were developed as part of the transparency process for LCFF, and will train parents on how to critically review the local investment strategy of their respective school district. The Learning Institute is scheduled to take place in March, 2014.

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### V. BEST START

**Building Stronger Families Framework (BSFF) Implementation**

**Volunteers In Service To Best Start**

VISTA (Volunteers In Service To America), a federally-funded program administered by the Corporation for National and Community Service, is designed to help communities meet specific needs by recruiting and training individuals who are willing to devote one to three years of service to the community. Since joining First 5 LA in April 2013, four VISTA Program volunteers have been contributing to Commission efforts to make a difference in the 14 Best Start communities.

VISTA volunteers are assigned to provide support to a cluster of Best Start communities:

- **Roxana Flores** is an environmental engineer and graduate of Humboldt State University. Roxana choose to work with Best Start Wilmington because of its long history of community advocacy related to environmental health issues.

- **Michael Fleming** is a graduate of the University of Southern California (USC). As a certified preschool teacher, Michael is a proponent of early childhood education, and is also interested in providing more services to fathers, particularly in the four Best Start communities that he supports (i.e., Broadway-Manchester, Compton/East Compton, Watts/Willowbrook and West Athens).

- **Logan Sack**, a graduate of the University of Kansas, also completed studies in Ireland and France. Logan is interested in helping community members develop advocacy skills and increasing the capacities of organizations to make policy change. Logan currently provides support to the communities of Pacoima and Panorama City.

- **Jonathan Diaz**, a graduate of U.C. Berkeley, is interested in research and evaluation. Jonathan has been able to use his experience in evaluation to work with several Partnerships on their Community Based Action Research (CBAR) projects. Jonathan recently passed the Medical College Admissions Test (MCAT) and plans to work with communities similar to those supported through Best Start after he completes medical school.

In addition to working directly with the Best Start communities, VISTA team members are beginning to work with other First 5 LA departments, and are increasingly being exposed to external training opportunities (e.g., grant writing) for personal and professional development. All four VISTA volunteers have recently decided to continue their service to First 5 LA and 14 Best Start Communities for a second term and are looking forward to working with the Partnerships as they begin implementing the Building Stronger Families Framework.

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Community Based Action Research Update

Community-Based Action Research (CBAR) is a community mobilizing, capacity building, and empowering method for the community, which is organized around three key integrated elements: research, education, and action. Like other forms of research, CBAR is based on social science methods of systematic inquiry and data collection. CBAR diverges from traditional research in its focus on education, action and participation of those affected by the research. CBAR does not end at the data collection phase, but includes the utilization of social data to educate those affected by the data and to mobilize individuals, communities and programs to action. The CBAR approach:

- Involves community residents in all stages of the research: the design, implementation, interpretation and dissemination of data;
- Takes place in communities;
- Studies problems identified by the community;
- Is disseminated widely in the community;
- Recognizes that there are multiple ways of knowing and acquiring knowledge;
- Acknowledges that community members are vital resources of knowledge about their community strengths, needs and conditions and;
- Includes the development of research products that are useful, timely and available to all stakeholders.

Since initiating implementation of CBAR in Best Start Metro LA, the Best Start pilot community, additional Best Start communities have begun their own CBAR projects. These communities include:

1. East Los Angeles
2. South El Monte / El Monte
3. South Los Angeles (i.e., Broadway-Manchester and Watts / Willowbrook), and Compton / East Compton

Data and findings from the reports, which will be available spring 2014, will be used to align with and inform the “Learning by Doing” process.

Best Start East Los Angeles

Over the last seven months, the Best Start East Los Angeles Community Based Action Research (CBAR) Workgroup has worked diligently to address issues related to the impacts of Community Toxins, Household Chemicals and Access to Parks to address the community priority of improving the social and built environment for children and families in East Los Angeles. Over the course of this research project the CBAR Workgroup, comprised of 25 parents/residents, identified key topics based on the Community Partnership priorities, developed research questions, formulated a research tool, collected data by conducting surveys throughout the Best Start Community, and analyzed the data. Based on their findings, the CBAR Workgroup worked with the Community Partnership and the Advisory Committee to finalize recommendations for decision-makers as well as recommendations for the Community Partnership to move this work forward through the Building Stronger Families Framework and the “Learning by Doing” process.

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**Best Start South El Monte/El Monte**

The South El Monte/El Monte CBAR Workgroup came together in July of 2013, developed research goals, and decided to answer the following research question: “What are the barriers preventing children ages 0-5 from receiving high quality early education?” Over several months, the workgroup chose research methods, created a research plan, developed the research instruments (e.g., surveys and focus groups), and selected a target group. In November 2013, the group of parents, residents, and community-based organizations administered the survey to over 150 people at community events. The following month, parent members of the South El Monte/El Monte CBAR Workgroup facilitated two focus groups of in-home childcare providers. The workgroup then completed data entry of the surveys, coded the focus group transcripts, and analyzed the primary data. Workgroup members are currently exploring strategies for dissemination and developing possible short-term and long-term actions to inform the “Learning by Doing” process. Throughout the process, the CBAR Workgroup has brought back information to the Advisory Committee and Partnership members about their experience, learning, and results. This experience will culminate in a member-led presentation on their findings at the March 2014 Partnership meeting.

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**Best Start Broadway-Manchester, Compton/East Compton, and Watts/Willowbrook**

CBAR workgroups, consisting of parents and residents, were established in the Broadway-Manchester, Compton/East Compton, and Watts/Willowbrook Partnerships to discuss the CBAR process, conduct a community-wide survey, and identify topics of interest. After receiving an initial overview of the CBAR process, workgroup members received training on survey development and implementation. Some members also had an opportunity to view videos of sample CBAR projects from Mexico, Kenya, Chicago and Long Beach. Current CBAR topics by community include:

- Broadway-Manchester: Maintaining a Healthy Weight
- Compton/East Compton: Racial Unity, Health and Education
- Watts/Willowbrook: Parental Involvement in Education

To date, approximately 100 surveys have been completed in each of three communities. Data from the surveys is currently being analyzed, and will be reported back to the Partnerships’ general membership in order to inform “Learning by Doing” priorities and actions.

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**Best Start Community Highlight – Lancaster Partnership**

**Little Green Fingers** is a community garden collaborative designed for low-income, at-risk children and their families to address the growing obesity epidemic. By providing access to ongoing supplies of fresh fruits and vegetables (a minimum of 6,000 pounds per garden per year), along with nutrition education, the gardens will contribute to young children and their families leading healthier lives and maintaining healthier weights.

In addition to growing community gardens, the project has a unique robust health evaluation component where children and their parents will be interviewed about their eating habits and food choices and kids will have body mass index (BMI) measurements over the course of four years to study their whether they gain or lose weight as a result of participating in the garden. The Los Angeles Conservation Corps is leading the effort to create a new community garden in the Best Start Lancaster community. The Lancaster Community Garden will have plots available for use by local Antelope Valley families and residents. Residents who join the community garden will be taught how
to grow produce and fruits in the Antelope Valley through a master gardening program. Free cooking and nutrition classes will also be offered to everyone who decides to participate in garden activities.

To engage and inform Lancaster residents about this unique opportunity, a series of design workshops were held on March 1st, 4th, and 6th at the Cedar Ridge Apartments in Lancaster. Residents will be able to help shape what the garden will look like utilizing the “Learning by Doing” approach and apply for a plot to grow their favorite fruits, herbs, and vegetables.

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Building Stronger Families Framework Implementation Communications Efforts

As Best Start continues implementation of the Building Stronger Families (BSF) Framework approved by the First 5 LA Commission, the BSF Communications Workgroup/Public Affairs has supported this work through the continued development of communications documents and tools and modules.

Items developed include a FAQ document and infographics to assist Program Officers in their presentations to Community Partnerships their initial BSF Framework implementation meetings.

Public Affairs staff has also continued to provide counsel to Best Start staff on communications considerations during the Framework implementation process. Staff is continuing the development of a cross-community resident/parent outreach and awareness effort to support work in each community partnership to implement the BSF Framework. This effort will begin in February 2014 to coincide with initial Community Partnership meetings to begin implementation of the BSF Framework.

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Best Start Community Partnerships – Communications Updates

(Updates represent Best Start Partnership communications activities independent of activity specific to the implementation of the Building Stronger Families Framework. Some communities have not undertaken activities since the last report.)

Broadway-Manchester
Best Start Broadway-Manchester held its leadership group and partnership meetings in January to discuss Community Based Action Research (CBAR) progress and governance issues. The Partnership will be joining with the Manos Unida NACs on four events over the next two months, providing Best Start materials and information to share with community members. The First 5 LA Program Officer also produced a video to feature the work and accomplishments of the partnership, which provided a comprehensive look at their successful efforts to engage the broader community and bring Best Start’s message to thousands of parents and residents in the area. Future communications planning will be discussed as the Partnership is introduced to new Best Start activities in March.

Compton
Best Start Compton/East Compton held its Leadership Group meeting on February 13 to continue discussions about CBAR and governance issues, as well as their Covered California event. The January Partnership meeting had been cancelled due to continuing discussion about the Best Start roll-out, which will be introduced to the South LA region on February 19. The next Partnership meeting will take place on February 20.
Watts Willowbrook
Best Start Watts-Willowbrook’s meetings have focused primarily on governance and CBAR, with the Leadership Group meeting on January 31 and February 14. The next partnership meeting will take place on March 5, which will focus on the new activities of Best Start and future communications and outreach efforts to support the work.

West Athens
The Best Start West Athens Partnership held its Leadership and Partnership meetings on January 23. Members discussed hosting a community event in West Athens to promote the It Starts With Us campaign. They also made plans to host a Covered California educational forum at the next Partnership meeting on February 27. The meeting will also focus on the new approaches for Best Start, and selecting a priority issue for the It Starts With Us campaign and how to align it with Learning By Doing activities.

Southeast LA
The Southeast LA Partnership is starting the year completing their self-assessment process and met on February 25 to review next steps for Best Start. The Partnership is eager to start working and engaging their community partners in the next phase of Best Start’s work.

East LA
The East LA Partnership met February 26 and began their conversation around Learning by Doing. The CBAR workgroup is completing their report, and developing a communication plan to inform their community and stakeholders about the findings around toxins and safe play areas for children.

South El Monte/El Monte
The South El Monte/El Monte Partnership began their planning for Learning by Doing on February 24. Their CBAR workgroup is collaborating with the Partnership’s Communications workgroup to develop a communications plan to get the word out about their findings regarding access to quality ECE. Work will commence soon to continue engaging small businesses in South El Monte and El Monte.

Metro LA
The Metro LA Community Guidance Body met on February 14 to begin the introduction to and planning of the Learning by Doing process. The group will be working closely with First 5 LA and Para Los Niños to begin implementing their work and reaching out to the broader community. The Communications Workgroup is beginning to complete outreach to local organizations as they continue to build their capacity to engage and work with local leaders.

Central Long Beach
The Central Long Beach partnership met on February 27 to continue planning for implementation of the Learning by Doing process. In addition, the Membership Committee renamed itself the Community Relations Committee and will continue the work to engage a wider population in their community.

Wilmington
The Wilmington Partnership met on February 20 to begin to dialogue about Learning by Doing and the work of the Partnership moving forward.
Panorama City & Neighbors
The Panorama City & Neighbors Guidance Body met on January 21 to complete their collective assessment and on February 11 to learn about the new Best Start implementation approaches. Guidance Body members provided feedback on the best ways to introduce the new approaches to the broader partnership. Participants also received a copy of the newly published “Ready for Kinder” workbook, co-designed by First 5 LA staff and the Communications Workgroup, and watched a short video that showcased the Metro/Panorama City “Communications Learning Community” meeting held in December.

Northeast Valley Community
The Best Start Northeast Valley Community Guidance Body met on January 23 to complete the collective assessment process. The Guidance Body then met on February 13 to learn about the new Best Start implementation approaches and provide feedback on how to present the approaches to the rest of the partnership. Elections for Guidance Body members will be held soon.

Lancaster
The Best Start Lancaster Guidance Body met on February 13 to begin exploring the new implementation approaches, and reinforce understanding of the objectives of Best Start. They will be completing their collective assessment on February 22 and will continue to meet to co-design a presentation to the full partnership about the new implementation approaches. Additionally, the members will be asked for their participation in the ground level planning for a new Neighborhood Community Garden, which is part of First 5 LA’s Children’s Garden Collaborative.

Palmdale
The Palmdale Guidance body held a conference call led by the First 5 LA Senior Program Officer for the region, to discuss governance structure. The Guidance Body will be completing its collective assessment on February 22.

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VI. WORKFORCE DEVELOPMENT

The group Raising California Together (www.raisingcaliforniatogether.org), which is led by SEIU Local 99 and other groups that support early childhood education and workforce development, held a “gap busters” bus tour this month to call for the restoration of cuts to early education in the state and to support Assemblymember Anthony Rendon’s (D-Lakewood) bill AB 641 to give child care workers collective bargaining rights. The tour stopped at a high quality family child care center in Long Beach and featured a number of prominent speakers, including State Superintendent of Public Instruction Tom Torlakson, touting the importance of closing the achievement and school readiness gaps by providing high quality early education and supporting workforce development and fair compensation for child care providers.

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VII. COUNTYWIDE SYSTEMS IMPROVEMENT

DonorsChoose.org
First 5 LA continues its partnership with online charity DonorsChoose.org to support high quality educational opportunities for public preschool and transitional kindergarten classrooms throughout
Los Angeles County. Through a “Double Your Impact Offer,” First 5 LA matches donations made by citizen philanthropists to fund early childhood classrooms. Funds raised are used to purchase developmentally appropriate educational materials for full-time public preschool and transitional kindergarten teachers in L.A. County.

So far this year, First 5 LA has donated more than $76,000 to over 230 qualifying projects, reaching over 6,800 students in 117 schools. Approximately $36,500 in First 5 LA funds is still available and will be matched as individual donations are made through DonorsChoose.org. Projects funded to date include reading materials for literacy centers, hands-on science experiments, educational technology and tactile play materials for children with special needs. A recent Monday Morning Report (www.first5la.org/articles/first-5-la-funding-still-available-for-teachers), highlighted several First 5 LA-funded projects.

Eligible early childhood teachers are encouraged to submit funding requests (www.donorschoose.org/teachers) throughout the school year. Interested donors can visit the First 5 LA Funding Page (www.donorschoose.org/donors/search.html?matchingId=608) to view early childhood projects currently in need of funding.

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Los Angeles Grade Level Reading Campaign
The Community Investments (CI) Department, with Families in Schools and the Los Angeles Chamber of Commerce, convened the Los Angeles Campaign for Grade Level Reading (GLR) Stakeholders’ Meeting on February 10, 2013 at Magnolia Place Family Center. Over 60 participants representing school districts, community based organizations, funders and local government agencies gathered to begin a historic partnership of working together to improve the rate of third grade reading proficiency in Los Angeles. The convening featured presentations by David Crippens, Board Chair of Los Angeles Universal Preschool and City of Los Angeles Workforce Investment Board Youth Council; Dr. Tyrone Howard, UCLA Professor and Director of UCLA’s Center X and Black Male Institute; Kim Patillo Brownson, Director of Educational Equity of Advancement Project; and Dr. Debra Duardo, Executive Director of LAUSD Student Health and Human Services.

The presentations were organized by the three focuses of the campaign: out-of-school-time learning, school readiness and attendance improvement. Following each of the presentations, the participants had small group discussions about what challenges keep children from reading at grade level by 3rd grade and what solutions can be leveraged to overcome those challenges within that focus area. At the end of the day, the participants prioritized the top challenges and solutions they heard during the day. The prioritized strategies to address the three focus areas included: chronic absence triggering a needs assessment for families, universal standards and quality rating system for early childhood education, and parent engagement to create culture of learning.

The GLR Campaign Steering Committee will use the information collected from the stakeholder convening to update the strategy framework. The framework builds off existing assets and opportunities in Los Angeles to identify strategies that will achieve outcomes in the three main focus areas. The broad strategies currently outlined by the draft framework include collaborative building; policy and systems change; public engagement; parent engagement; research and data integration; and demonstration sites implementing best practices. The Steering Committee is also gathering and analyzing baseline data on LAUSD 3rd grade reading scores and attendance in the high-need neighborhoods that overlap with the Best Start Communities. All the information and data collected will inform the final action plan that will be submitted to the Anne E. Casey Foundation in late spring.
The Community Investments department is assessing and prioritizing opportunities for how First 5 LA can support the school readiness issue area of the Campaign beyond the staff time dedicated to the work of the Steering Committee and existing school readiness investments.

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VIII. FEDERAL AND STATE PUBLIC POLICY AND GOVERNMENT RELATIONS

Home Visiting Sustainability
Several efforts are underway at the federal, state, and local levels to support the sustainability of home visitation.

Staff has been working with First 5 LA's federal advocate, The Raben Group, to support efforts to ensure continued funding for the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program, as funding ends in September 2014. The current strategy revolves around identifying moving budget bills that the MIECHV extension could be attached to. The key policymaker from LA County on this issue is Representative Henry Waxman (D-California), who has already expressed his support and whose staff is playing a leadership role in these efforts. First 5 LA staff is working with its advocacy partners, such as Fight Crime Invest in Kids and other First 5 Commissions, to identify strategies to work with Representatives who sit on relevant committees that will address MIECHV funding.

During the most recent meeting of the County Perinatal Home Visiting Consortium Policy subcommittee, members discussed various strategies to support MIECHV reauthorization or extension, committee goals for 2014 and updates from the PEW national home visiting conference.

First 5 LA, with the support of its state advocate, California Strategies, held a home visiting briefing at the State Capitol on February 25th. Sponsored by Assembly Health Chair Richard Pan (D-Sacramento), the event featured representatives from First 5 LA, the State Home Visiting Program, the First 5 Association, Alameda County Department of Public Health, the Merced County District Attorney, and the state Department of Education. State Senator Liu also attended. The briefing was preceded by a press conference which included Dr. Pan, Superintendent of Public Education Tom Torlakson, and others.

Staff Contact: Stacy Lee (slee@first5la.org)

Media Relations – Public Policy
Public Affairs staff provided media relations and graphic design support for a successful media event and informational briefing on voluntary home visiting held at the state Capitol on February 25. The briefing was hosted by Assemblymember Richard Pan, MD. A photo shoot held by Public Affairs staff at the homes of two Welcome Baby participants provided compelling images of mothers and their babies benefitting from a visit from a parent coach at their home.

Staff Contact: Francisco Oaxaca (foaxaca@first5la.org)

State Budget Opportunities
Governor Jerry Brown, in his January budget, proposed a few new programs that are relevant to early childhood advocates, including: a) a pilot project for a 2,000 CalWORKs recipients (out of 260,000 total) that would expand early education and possibly offer home visitation services for those families; b) increased community care licensing oversight; c) and a vision and dental care outreach
program for children 0-3, funded in part by First 5 California. No significant increase in early education restoration was included in the budget, even though both houses of the legislature have signaled that expanding Transitional Kindergarten is a top priority.

**Aligning ECE Advocates**

California Strategies continues to facilitate on-going meetings of advocates of early education and home visiting. At the last early learning meeting, First 5 LA hosted a call with Senate President Pro-Tem Darrell Steinberg’s principal consultant Susanna Cooper to discuss SB 837, the Transitional Kindergarten bill. The call included discussion of providers’ concerns that family and center based child care facilities would lose their 4-year olds to school districts. Ms. Cooper expressed a commitment to continue to work with us to address the number of concerns raised.

**Federal Budget and Legislation**

President Obama 2015 budget, which he released on March 4th, contains a number of significant proposals that would affect young children and families. His proposal includes a reintroduction of priorities he listed last year, including a major expansion of preschool. See below for a list of early childhood related proposals:

1. **Preschool for All**: The 2015 Budget renews the President’s request for the $75 billion over ten years mandatory Preschool for All (P4A) program as the centerpiece of his early learning agenda. It pays for this initiative by raising Federal tobacco taxes. The Department of Education would receive $1.3 billion in 2015 in mandatory funding in FY 15 for Preschool for All to support the implementation of high-quality preschool programs that are aligned with elementary and secondary education systems and help ensure that all children arrive in kindergarten ready to learn. The proposal is based on a cost-sharing model that would help States serve all children from low- and moderate-income families, create an incentive for States to expand access to high-quality preschool for additional middle-class families, and promote access to full-day kindergarten.

2. **MIECHV**: HHS receives $500 million in FY 2015 and $15 billion in mandatory funding through FY 2024 to extend and expand the Maternal, Infant, and Early Childhood Home Visiting program. Also paid for via the tobacco tax increase.

3. **Preschool Development Grants**: ED would also receive $500 million for this competitively awarded program to help build State and local capacity to implement high-quality preschool programs and to enhance or expand existing programs. This would double the size of the program. An additional $250 million request is proposed as part of the President’s Opportunity, Growth, and Security Initiative, for a total discretionary investment of $750 million.

4. **Head Start** receives an increase of $270 million (+3.1%). $150 million above FY 2014 is to support and expand Early Head Start – Child Care Partnerships. The other $120 million to strengthen services for children by Head Start. “In FY 2015, ACF will continue to require grantees who do not meet rigorous quality benchmarks to compete for ongoing federal funding. The Budget includes $25 million, the same as FY 2014, to support the transition between incumbent and new grantees through this process, minimizing the potential for service disruptions for children. The Opportunity, Growth, and Security Initiative would also provide an additional $800 million to further expand Early Head Start – Child Care Partnerships.”
5. **CCDBG** discretionary is increased by $57 million (+2.4%). The mandatory portion is increased by $750 million. The FY 2015 request for the Child Care and Development Fund is $6.1 billion, which includes $3.7 billion for the Child Care Entitlement and $2.4 billion for the Child Care and Development Block Grant. This will “support subsidies for 1.4 million children – approximately 74,000 more children than would otherwise be served. Of the $2.4 billion available in discretionary funds for child care, $200 million is targeted to help states raise the bar on quality by developing higher health and safety standards, improving monitoring, increasing provider quality through evidence-based professional development, and improving access to information for parents choosing a child care provider.

Meanwhile, the 2014 $1.1 Trillion Omnibus Appropriations bill, signed by the President on July 17, contains significant increases to early education ([http://bit.ly/1dNN1VU](http://bit.ly/1dNN1VU)), including full restoration of Head Start programs impacted by sequestration cuts. The budget also establishes two competitive grant programs that would serve young children. The first, Early Head Start-Child Care Partnerships, is a $500 million program that encourages Early Head Start grantees to partner with child care providers who agree to meet Early Head Start Program Performance Standards and provide comprehensive, full-day, full year high-quality services to infants and toddlers from low-income families. The second program, called Preschool Development Grants, is the latest iteration of Race to the Top and is allocated at $250 million. These grants would enable states to expand their high quality preschool programs or improve the quality of existing programs. RFPs for both programs are expected to be released in the Spring; grant winners are expected to be announced by December 2014.

Both programs were envisioned by President Obama in his call last year for universal preschool and for expanded quality care for 0-3 year olds, and were in fact part of the Harkin-Miller bills introduced last year.

The Harkin-Miller bills, which are still in play, also identify these programs in their proposal to improve the nation’s early education infrastructure.

First 5 LA, along with our partners, submitted comments on the Preschool Development Grants proposal. See Attachment A. First 5 LA’s federal advocates, The Raben Group, supported the Policy Department to facilitate a discussion with partner agencies in the development of these comments and the distribution to relevant Administration staff.

**Staff Contact:** Tessa Charnofsky ([tcharnofsky@first5la.org](mailto:tcharnofsky@first5la.org))

**State Legislative Agenda**
Policy Department staff has begun the process of identifying legislation for inclusion in the 2014 State Legislative Agenda. In addition to SB 837 (Steinberg-D), also known as the Kindergarten Readiness Act of 2014, a number of other bills are being analyzed to ensure alignment with First 5 LA’s policy goals or agency investments. The bills will be presented to the Commission for approval during the March and April meetings. See Item 8 for current list of bills.

**Staff Contact:** Ruel Nolledo ([rnolledo@first5la.org](mailto:rnolledo@first5la.org))
IX. CONTRACTS EXECUTED BETWEEN $25K-$75K

Procurement Update

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

The following contract was executed on February 18, 2014 (See Attachment B).

#07872 ViaTron Systems, Inc. – Contract Amount: $27,143 Contract Period: 1/1/14 – 12/31/14

This maintenance agreement covers three areas – technical, hardware, and software support for the organization’s official documents including contract and grant agreements that have been stored electronically since 2007.

Staff Contact: Rommel Hilario (rhilario@first5la.org)

X. OPERATING BUDGET

FY 2013-14 Operating Budget: Mid-year Budget Adjustments

The FY 2013-14 Operating Budget totaling $17.8 million was approved via Resolution by the Board of Commissioners on June 13, 2013. As done in the past, staff has conducted an analysis of actual expenditures for the first six months of the fiscal year. Based on this analysis, we are making mid-year revisions to the Operating Budget, including increases and decreases not to exceed $25,000 to various line items (adjustments over $25,000 require Board approval).

Specifically, we anticipate savings in Consultant Services and Capital Improvements and are transferring funds from these categories to cover higher-than-anticipated costs in the following categories: General Operating Expenses, Professional Services, and Travel and Meeting Expenses. The net effect of these adjustments is cost neutral and the Operating Budget remains $17.8 million. Further details of these adjustments are included in the attached memo (Attachment C) discussed at the February 2013 Budget and Finance Committee meeting.

Staff Contact: Genie Chough (gchough@first5la.org)
RACE TO THE TOP- PRESCHOOL DEVELOPMENT
GRANTS COMMENTS

Thank you for the opportunity to submit comments and questions on the Preschool Development Grant Proposal. We appreciate your interest in hearing from the early care and education community and advocates on the ground, and for being open to considering our recommendations.

These comments were developed by a group of agencies based in California that work on early childhood care and education issues at the local, state and federal levels. We are primarily based in Los Angeles County but will use a state-wide lens for purposes of these comments. Signatories will be noted at the bottom.

Background on preschool system in California
California's subsidized preschool education system reflects a web of funding sources, including federal Head Start, state funded preschool, school district financed programs, and in L.A. County, Proposition 10 (tobacco tax dollars) funded Los Angeles Universal Preschool (LAUP). Preschool programs are provided in licensed homes and centers, in schools, and through licensed exempt providers. Quality standards are not consistent, although efforts are underway, thanks to California’s Race to the Top-Early Learning Challenge Grant and other efforts, to synthesize and improve the quality rating and improvement systems currently in place.

Despite significant preschool investments in California and the possibility of expanded early education access currently under consideration in the state legislature, the unmet need for high quality programs is great statewide and in L.A. County:

- California has the largest number of children 0-5 of any state—close to 13 percent of the national total. In 2010, that number totaled 2.77 million children in California
- Far too many of California’s children, especially young children at risk, lack early learning opportunities:

  - While nearly three quarters of preschool children with mothers with a bachelor’s degree attend preschool, only 45 percent of preschool children whose mothers have less than high school diplomas attend.
  - Only 39 percent of Latino 3- and 4-year olds participate in a preschool program, compared to 57 percent of their white peers. This is particularly problematic because more than half of CA’s 0-5 population is Latino.
Only 15 percent of the children who could benefit most actually attend high-quality, center-based programs proven to deliver the strongest results.

- In L.A. County, 20 percent of 4-year olds lack access to a preschool-suitable space. The shortage of child care space for children birth through 5 is deemed even more critical in urban cores and low-income areas, and especially for children not having English as their first language.

This data underscores the great need our state faces with regard to expanding access and ensuring that preschool programs are of the highest quality.

Turning to the Preschool Development Grant proposal, please see our questions and recommendations below:

**Question:** What criteria will be utilized to differentiate high-capacity vs. low-capacity states? Even if a state is considered high-capacity, might that State opt to apply for quality enhancements in current preschool programs rather than expanding preschool spaces? **Recommendation:** Allow states the flexibility to select between developing new programs and enhancing those already in place--particularly for States like California, which has significant (albeit insufficient) investments in preschool but needs additional resources to reach quality goals.

**Question:** Given that these will likely be one-time funds, will services be expected to last beyond the federal grant period? **Recommendation:** Meaningful investments to enhance quality and increase capacity require on-going investments. Every effort should be made by the Administration to sustain program dollars over a number of years, and if a State match is required, this match should be a slow, manageable ramp up. If States are expected to adopt all costs after federal funding dries up, this may be an impediment to Governors’ willingness to apply.

**Questions:** How will the Administration define Comprehensive Services? Are comprehensive services and parent supports described in the draft proposal on par with Head Start’s family support system? While family supports provided by Head Start are excellent ways to help families overcome barriers and help children reach their full potential (including, under the Early Head Start system, voluntary home visiting, a proven strategy for building family strengths), we wonder if the cost of these services, given what will likely be a small grant amount relative to demand, will be sufficient to make an impact? **Recommendation:** Allow for State flexibility to invest in projects that do not necessarily require on-going funding, but that significantly improve quality. We recommend the following: workforce training, including helping providers obtain degrees and credentials; professional development training in the use of developmental screening tools; parent/family engagement, including culturally relevant practices and supporting dual language learners; training on nutrition and physical activity. These investments could make a lasting difference—even after funding ends.
**Question:** Are preschoolers defined as 3- and 4-year-olds for the purposes of this grant? **Recommendation:** Given that research shows that for many children more than one year of preschool can be a benefit, we urge you to include 3- as well as 4-year-olds in the definition of eligible children.

**Question:** Are current Race to the Top-Early Learning Challenge grants (RTT-ELC) states able to apply? **Recommendation:** Previous RTT-ELC winners should be deemed eligible to participate in the Preschool Development Grant competition. States like California that have benefited from RTT-ELC are in an ideal position to leverage the quality rating and improvement infrastructure that has been developed and to apply this learning to quality improvements required under this new grant.

**Question:** If the Governor of any given State chooses not to apply, might alternative government agencies step in to submit an application? **Recommendation:** Allow for applicants other than the Governor's office, including those with regional jurisdictions, such as county offices of education, to apply, as long as these applicants ensure children are served throughout the State.

Thank you once again for the opportunity to submit comments. This submission reflects the views of the following agencies:

**Kim Belshé**  
Executive Director  
First 5 LA

**Gary L. Toebben**  
President & CEO  
Los Angeles Area Chamber of Commerce

**Kim Patillo Brownson**  
Director of Educational Equity Advancement Project

**Ted Lempert**  
President  
Children Now
Elyse Homel Vitale, MPH
Nutrition Policy Advocate
California Food Policy Advocates

Celia Ayala
CEO
Los Angeles Universal Preschool

Tahra M. Garaya
Director, Western Office
ZERO TO THREE

Kathleen Malaske-Samu
Director
Office of Child Care

Karla Pleitez Howell
Supervising Staff Attorney- Early Care and Education
Public Counsel
Presented By:

ViaTRON® Systems, Inc.

The Paperless Office Specialists

ViaTRON VTX Content Management Systems

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Los Angeles, CA 90248

The Paperless Office Specialists
MAINTENANCE

ANNUAL MAINTENANCE PERIOD
01/01/2014 - 12/31/2014

MAINT - VT - SOFTWARE

MAINT - VT - SUPPORT/PROFESSIONAL SERVICES
These hours shall be used by Client for technical support. The hours used by Client shall be deducted from the allocated annual support hours assigned to the Client (Telephone, Remote, Training and On-Site Support).

 TERMS

Payments
NET 30 DAYS

Late Payments
Client will be charged 1.5% for late payment of invoice.

Proposal Expiration Date
Due to constant changes in the technology industry the prices listed in this proposal are guaranteed for 30 days from the date of this proposal.

Scanning Services Notes and Options
ViaTRON’s Service Bureau offers a number of services to help you obtain your paperless goals. ViaTRON has been converting paper files for over 22 years. ViaTRON converts paper files into electronic-image documents. These electronic documents can be stored in any Imaging system or electronic media including CD/DVD for office use in workflow, archiving and disaster recovery.

Maintenance Overview
The Maintenance Agreement covers three area of support - Technical (Labor), Hardware and Software Support. The Annual Maintenance Terms and Conditions are itemized below. Please refer to the Annual Maintenance information above for specific information regarding the products and services covered under this agreement.

Technical Support
Please refer to the information provided in page page 2 for the number of hours allocated for technical support. These hours will be deducted every time you use technical support (Telephone, Remote, Training and On-Site Support). A work order can be sent to you via email every time a call is placed or incidence logged at the help desk.

Software Support
Please refer to information on page 1, 2 or 3.

Efficient Response To Your Support Calls
You will get the best response to your support call if you contact the help desk at ViaTRON. You can contact ViaTRON’s Helpdesk at 310.756.0594 or send an email to Support@ViaTRON.COM. If you have a technical emergency, you may contact ViaTRON’s emergency response center at 310.756.0630.

Imaging Software Updates
ViaTRON will release software updates periodically during the support period. Client may request for these update software as they become available. There is no charge for these software updates. However, client is responsible for paying for sales tax and shipping for the new update software.

Telephone Support

[Confidential Document] ANGELA REPAYO 12/17/2013
PROJECT DETAILS

PROJECT NO: 4748

FIRST 5 - LA

DATE: 12/17/2013

Page 3 of 3

TERMS

Viatron will provide Telephone support during the support period. The Level One Telephone Support is available to your staff Monday through Friday between the hours of 8:00am and 6:00pm Pacific Time. The response time to a service call is generally 4 hours. Total telephone support hours will be deducted from total hours allocated for the year. For fast response to technical questions please call Viatron help desk at 310-756.0594.

Remote Support

Viatron will provide client with remote support. Remote support will be utilized to assess the severity of the problem. Our remote support will also be used to repair the problem.

System Administration and User Training

System Administrative Training is available to client when a new update is released. This training is also available for when you have new staff that is hired to use the imaging system. Viatron provides training at Viatron's Training Center. Client may also choose to have the training conducted at your facility. The hours involved in the training will be subtracted from the on site hours available for the client.

Service Coverage

The Level One Support Agreement Does Not Cover the Following: This Maintenance Agreement does not cover any hardware or software not installed by Viatron. You may hire Viatron's Professional Services for these special projects. The service fee for special contract work is $150/hr.

Optional Level Two Maintenance Agreement

Viatron also offers custom technical support programs (Level Two) for special needs. These programs were designed to accommodate special needs. These special programs include: one hour telephone response time 7 days a week, same day on-site support, and on-site service call 7 days a week. This Maintenance Agreement does not include a custom support package. There is a separate pricing structure for the Advanced Support Agreement.

Scanning Services & Options

Please refer to the attached document titled "Scanning Services and Options" for a detail description of all services included in this project. You may also contact Viatron Technical Consultants to include additional or special services you may require.

PROJECT PRICING

FINAL PRICE $27,143

Project Approval:

Signature

Date

[Confidential Document] ANGELA REPAYO 12/17/2013
SUBJECT: Mid-year adjustments to the FY 2013-14 Operating Budget

BACKGROUND: The FY 2013-14 Operating Budget totaling $17.8 million was approved via Resolution by the Board of Commissioners on June 13, 2013. Based on six months of actual expenditures, this item reflects mid-year revisions, including increases and decreases (not to exceed $25,000) to various Operating Budget line items. The net effect of these adjustments is cost neutral and the Operating Budget remains at $17.8 million.

DISCUSSION: Per current First 5 LA policy, the Executive Director has the authority to approve budget adjustments to the Operating Budget between line items in an amount not to exceed $25,000. Adjustments totaling $25,000 and over require approval by the Board of Commissioners. Formal approval via Resolution is not necessary if no increase is requested to the FY 2013-14 Operating Budget; as such, these adjustments do not require Commission action and are being provided as an informational item.

Based on analysis of expenditures through December 2013, as well as expenditures anticipated through June 2014, we anticipate higher-than-anticipated needs in some areas will be offset by savings projected in other areas.

The following are highlights of each of the major spending categories:

• **Personnel Services** – Savings in this category are expected due to vacancies and other staffing changes during the year. A number of positions across the organization remain vacant, including Chief Administrative and Program Officers, Director of Best Start, and others, resulting in an estimated $3 million in savings for salaries and employee benefits for FY 2013-14.

Consistent with the Building Stronger Families Framework actions approved in November 2013, we are proceeding with the hiring of nine term-limited positions to support implementation. Of these nine positions, we have identified the need for the two Research Assistant II positions to be longer term and hired as full-time, regular staff. The addition of these two full-time positions will be reflected as a change from prior year when the FY 2014-15 Operating Budget is presented to the Commission in May.

• **General Operating Expenses** – This category includes several transfers in and out with a total net increase of $12,000. This is primarily due to a need to increase the Equipment Rental budget by $20,000 to cover monthly photocopy machine costs and the Other Supplies budget by $8,000 for ergonomic equipment. These adjustments are offset by corresponding decreases to the Capital Improvements line item (described in the last bullet) and Professional Dues in Facilities Management.
• **Professional Services** – This category includes several transfers in and out with a total net increase of about $14,000, with the largest increases being driven by Staff Recruitment and Professional Dues. For Staff Recruitment, an additional $10,000 is needed to cover unforeseen expenses related to the Best Start Director search. For Professional Dues, $6,224 will cover Union Station maintenance dues which were previously budgeted in the Consultant Fees line item but are more accurately accounted for in this category. Another $8,000 is being transferred from this category to Consultant Services (described below) for stenography services for Commission meetings.

• **Consultant Services** – This category includes several transfers in and out with a total net decrease of approximately $19,600. These transfers include $25,000 in Consultant Fees funds from the following departments: Contracts and Compliance, Grants Management and Information Technology. These funds are being transferred to the Executive Department for consultant services. Specifically, an Organization Development consultant will help develop a strategy for prioritizing, managing and communicating our work across several areas, and a Strategic Planning consultant will facilitate the development of First 5 LA’s Strategic Plan. These consultants are expected to begin work in March 2014. These funds will augment remaining funds in the Miscellaneous/Contingency line item in the Executive Department. In addition, several departments are transferring funds into and out of their respective Consultant Fee budgets for a total net impact of about $11,400. We are also reducing Human Resources’ Other Professional Fees budget by $10,000 to cover the unanticipated costs for the Best Start Director recruitment (described above).

Finally, the Policy and Chief Program Departments are transferring a total of $21,000 from their respective External Reviewers budgets to fund higher than anticipated Travel and Meeting expenses, Consultant Fees, Professional Dues and other needs.

• **Travel and Meeting Expenses** – Based on the rate of spending through December, about $149,000 in savings are expected in the area of Travel and Meeting Expenses. However, we are transferring additional funds due to increased projected spending in this area for several departments.

• **Capital Improvements** – We anticipate $130,000 in savings in this category primarily due to delayed purchase of a back-up generator to support servers and computers during power failure which is no longer expected this fiscal year. As described above, $20,000 of this savings will be used to offset increased photocopier rental costs.
First 5 LA: Listening, Learning...Leading Focusing for the Future of Los Angeles County’s Youngest Children

March, 2014
1. We represent an important part in LA County’s early child development “ecology” and can contribute to greater impact for children.

2. We have not one “North Star”, but four, per the Strategic Plan 2009-15 overarching goals.
   • The number and breadth make it difficult to demonstrate impact
   • Implementation of key strategic plan strategies is only now taking hold
   • County-wide augmentations have diffused organizational focus

3. Focus, alignment of work, and commitment to a clear strategic direction are pre-requisites to impact.

Baseline Learning re First 5 LA
4. We play many roles, but lack clarity and consensus on our primary role(s) beyond funder.

5. Our portfolio of 58 projects/initiatives is neither strategic relative to impact and role nor sustainable relative to F5LA’s declining revenues and fund balance.

6. Our contribution to impact has been at the participant level, with limited evidence of impact at the County-level.

7. F5LA’s declining revenues compel a different approach to our work – one that is less about funding services and more about leading, advocating, partnering, convening around clear priorities.
8. F5LA’s resources are limited relative to the scope and complexity of need; importance of humility and strategic partnerships with “unusual suspects.”

9. We support all 0-5 children via policy, advocacy, communications, and other “systems” investments and invest further in higher-risk communities and families/children.

10. Our impact is the product of internal capacity to execute, in addition to strategic focus, clarity of role, alignment of investments, strategic and diverse partnerships.
A moment in time:

- Listening
- Learning
- Leading

Focusing for the future of LA County’s youngest children