

# COUNTY OF LOS ANGELES

## Family and Social Services

FESIA A. DAVENPORT  
Chief Executive Officer



**DATE: Wednesday, September 20, 2023**  
**TIME: 1:30 PM**

**THIS MEETING WILL CONTINUE TO BE CONDUCTED VIRTUALLY AS PERMITTED UNDER THE BOARD OF SUPERVISORS' AUGUST 8, 2023, ORDER SUSPENDING THE APPLICATION OF BOARD POLICY 3.055 UNTIL MARCH 31, 2024.**

**TO PARTICIPATE IN THE MEETING, PLEASE CALL AS FOLLOWS:**  
**Teleconference Call-In Number: (323) 776-6996/ Conference ID: 599 009 090#**  
**[MS Teams Meeting Link](#) (Ctrl + click to follow link)**

### **AGENDA**

Members of the Public may address any agenda item after all Informational Items are presented. Two (2) minutes are allowed for each item.

- I. Call to Order**
- II. Consent Item(s)** (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):  
-- None --
- III. Presentation/Discussion Items:**
  - a. First5LA:** Strategic Plan and Quarterly Update.
  - b. Chief Executive Office/Women & Girls Initiative:** Program Update.
- IV. Public Comment**
- V. Standing item(s)** and those continued from a previous meeting of the Board of Supervisors or from a previous FSS Agenda Review meeting:  
-- No Items --
- VI. Adjournment**

# First 5 LA Strategic Plan:

## GOALS, OBJECTIVES, STRATEGIES

**First 5 LA Board Meeting**

*Chrissie M. Castro & Associates*

September 14, 2023

# PLANNING CALENDAR

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

Landscape  
Analyses +  
Data Review

**F5LA Board**  
SWOT  
(7/13)

**F5LA Board**  
No Meeting

**F5LA Board**  
Review - **GO**  
(9/14)

**F5LA Board**  
Review - **GOS**  
(10/12)

**F5LA Board**  
Approval  
(11/9)

Document  
Analysis + Staff  
Interviews

**INTERNAL ENGAGEMENT:** Strategic Reset Team, Senior Leadership Team + Leadership Team  
+ All Staff + Workgroups: *Critical Questions*

**COMMUNITY ENGAGEMENT:** Inventory &  
Additional Points of Engagement

# TASK

Generate **feedback** and **input** on on draft Goals, Objectives, and Strategies for First 5 LA's Strategic Plan.

## Part 1

Draft GOALS and  
INDICATORS

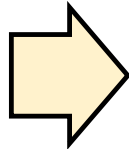


## Part 2

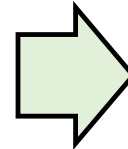
STRATEGIES and ROLES  
(Racial Equity/Justice)

# AGENDA

**BRIEF  
RECAP**



**FEEDBACK &  
INPUT**



**CLOSING:**  
Reflections &  
Next Steps

# BRIEF RECAP

**F5LA BOARD OF COMMISSIONERS**

SWOT Analysis: Opportunities

July 13, 2023

# KEY OPPORTUNITIES

<b>1</b>	Federal and state resources with flexible funding for prevention that go beyond what is allowable under a more restrictive medical and social service model: Cal-AIM + CYBHI + FFPSA.
<b>2</b>	K-12 education system reaching and supporting more 3-to-4-year-olds through a ‘whole child’ approach that involves community partnerships and systems integration: UPK & Mixed Delivery System; Community Schools.
<b>3</b>	Los Angeles County increasingly redefining ‘basic needs’ for children and families from a prevention perspective: Housing resources to help a broader spectrum of families experiencing housing insecurity.
<b>4</b>	Array of initiatives that tackle the root causes of disparities (i.e., Social Determinants of Health), particularly very vulnerable families : ARDI + FFPS/A + PAI + GI Pilot.
<b>5</b>	Significant global-scale events leaving behind play spaces for children birth to 5: FIFA World Cup (2026) + Olympics and Paralympics (2028).
<b>6</b>	Community stakeholders committed to wellness and equity for families with children prenatal to age 5: Business Leaders + Philanthropy + Community Leaders
<b>7</b>	Strong policy alignment at the local and state level around prevention.

# FIRST 5 LA: POTENTIAL STRATEGIES & ROLES

<b>1</b>	<b><i>Communication:</i></b> Communicate a prenatal-to-five perspective across various sectors (i.e., a Public Information role).
<b>2</b>	<b><i>Linkage:</i></b> Serve as a link between/among various Commissions and County departments to bring a prenatal-to-age 5 lens into their systems.
<b>3</b>	<b><i>Navigation:</i></b> Make it easier for families with children prenatal to age 5 to navigate services.
<b>4</b>	<b><i>Community Engagement:</i></b> Support meaningful community engagement.



# FEEDBACK & INPUT

DRAFT GOALS, OBJECTIVES, STRATEGIES

# TASK

Generate **feedback** and **input** on on draft Goals, Objectives, and Strategies for First 5 LA's Strategic Plan.

## Part 1

Draft GOALS and  
INDICATORS



## Part 2

STRATEGIES and ROLES  
(Racial Equity/Justice)

Every child in Los Angeles County reaches their **full developmental potential** throughout the critical years of prenatal to age 5.

**GOAL 1**

Children P-5 and their families have their basic needs met.

**GOAL 2**

Children P-5 have nurturing relationships & environments.

**GOAL 3**

Children P-5 have a solid foundation for well-being, lifelong learning and success.

**BASIC NEEDS:**

*Physiological and Safety*

**PSYCHOLOGICAL NEEDS:**

*Esteem and Love & Belonging*

**SELF-FULFILLMENT:**

*Self-Actualization*

**SURVIVING**



**THRIVING**

Every child in Los Angeles County reaches their **full developmental potential** throughout the critical years of prenatal to age 5.

**GOAL 1**

Children P-5 and their families have their basic needs met.

**BASIC NEEDS:**

*Physiological and Safety*

Poverty Alleviation Initiative  
Guaranteed Income Pilot  
Housing Resources  
Cal-AIM

**GOAL 2**

Children P-5 have nurturing relationships & environments.

**PSYCHOLOGICAL NEEDS:**

*Esteem and Love & Belonging*

FFPSA Pilot Projects  
UPK – Mixed Delivery System  
FFPS/A Pilot Projects  
Prevention Task Force

**GOAL 3**

Children P-5 have a solid foundation for well-being, lifelong learning and success.

**SELF-FULFILLMENT:**

*Self-Actualization*

UPK & Mixed Delivery System; CCSPP:  
Community Engagement; Integrated  
Services; Mental Health; Play Areas  
from Global-Scale Events

**OPPORTUNITIES**

# Draft Goals & Indicators

1.

What do you like about the draft Goals and potential Indicators?

2.

What questions do you have about the draft Goals and Indicators?

3.

What suggestions do you have about the draft Goals and Indicators?

## GOAL 1

Children P-5 and their families have their basic needs met.

AREAS	INDICATORS
Economic Security	<ul style="list-style-type: none"><li>Annual % of children birth through age 5 in LA County living in poverty.</li></ul>
Food Security	<ul style="list-style-type: none"><li>Annual % of households with children birth through age 5 in LA County who experience food insecurity.</li></ul>
Health Security	<ul style="list-style-type: none"><li>Annual # of deaths of children under 1 year old per 1,000 live births in LA County.</li></ul>
Health Security	<ul style="list-style-type: none"><li>Annual % of children birth through age 5 in LA County who access health care when needed.</li></ul>
Housing Security	<ul style="list-style-type: none"><li>Annual % of households with children birth through age 5 in LA County who experience housing insecurity.</li></ul>

## GOAL 2

Children P-5 have nurturing relationships and environments.

AREAS	INDICATORS
Early Care & Education	<ul style="list-style-type: none"><li>Annual % of children birth through age 5 in LA County who have access to early care and education in a mixed-delivery system.</li></ul>
Healthy Food Access	<ul style="list-style-type: none"><li>Annual % of households with children birth through age 5 in LA County with access to sufficient choices for healthy foods.</li></ul>
Mental Health	<ul style="list-style-type: none"><li>Annual % of mothers in LA County who gave birth in the last year that displayed signs or symptoms of prenatal or postpartum depression.</li></ul>
Open Space	<ul style="list-style-type: none"><li>Annual % of households with children birth through age 5 in LA County that have access to parks and open space.</li></ul>
Social Cohesion	<ul style="list-style-type: none"><li>Annual % of household with children birth through age 5 in LA County living in community with social cohesion.</li></ul>

## GOAL 3

**Goal 3:** Children P-5 have a solid foundation for well-being, lifelong learning and success.

AREAS	INDICATORS
Child Development	<ul style="list-style-type: none"><li>Annual % of children birth through age 5 in LA County with a developmental delay participating in early intervention programs.</li></ul>
Child Development	<ul style="list-style-type: none"><li>Annual % of children ages 2-5 in LA County with a Body Mass Index that falls within a healthy weight range.</li></ul>
Child Development	<ul style="list-style-type: none"><li>Annual % of children birth through age 5 in LA County who have received the recommended well-child visits for their current age.</li></ul>
Learning Foundation	<ul style="list-style-type: none"><li>Annual rate of LA County children birth to age 5 enrolled in a high quality ECE program.</li></ul>
Cultural Affirmation	<ul style="list-style-type: none"><li>Annual % of children birth through age 5 in LA County receiving culturally affirming services and supports.</li><li></li></ul>



# Strategies & Key Roles

## Strategies

1. What Strategies can help F5LA achieve the draft Goals?
2. How can these Strategies advance racial equity and justice?

## Roles

1. What role(s) can F5LA play as a systems-change leader at a local, state, and federal level to achieve these draft Goals, particularly in a way that advances racial equity and justice?

## **MEANS:** STRATEGIES

## **ENDS:** GOALS

### **GOAL 1**

Children P-5 and their families have their basic needs met.

### **GOAL 2**

Children P-5 have nurturing relationships & environments.

### **GOAL 3**

Children P-5 have a solid foundation for lifelong learning, well-being, and success.

**CLOSING**

# NEXT STEPS



# Sustainability Overview

Board of Commissioners Meeting

September 14, 2023



# First 5 LA's Sustainability Definition

*Ensuring First 5 LA can achieve long-lasting impact, stability, and flexibility toward our mission.*

# Sustainability Framework

## First 5 LA Role

### First 5 LA Sustainability Efforts toward Our Mission

#### Maximize First 5 LA Assets

##### Operations

- Leasing portion of building
- Maximizing staff capabilities and current technology
- Cost efficiency
- Maximizing fund balance investments

##### Investment Strategy

- Maximizing current investments with a return-on-investment approach integrated with exit strategies or leveraging external funding streams (programs)

#### Alternative Revenue Strategies

##### Policy Advocacy

- Lead and support monitoring of local, state, and federal policies

##### Business Models

- Assessing use of different business models (e.g., fiscal intermediary, etc.)

##### Collective Impact

- Partnering with other organizations to pool funding



## Maximizing Assets





# Maximizing First 5 LA's Assets – Operations

Areas to maximize current fiscal and physical resources through ongoing business processes and ad hoc analysis:

- Our building: leasing of building space for additional revenue
- Our staff: maximizing capabilities to support the organization long term
- Our technology: right-sizing and taking full advantage of capabilities of current IT investments
- Our costs: analyzing to make sound, effective, value-based decisions on purchases and expenditures
- Our fund balance: investing our fund balance for greater returns

# Maximizing First 5 LA's Assets – Investment Strategy

- Develop a return on investment (ROI) approach for prioritizing and making investment decisions
- ROI approach includes traditional financial ROI and measuring impact
- Exit strategies or external funding streams integrated with the ROI approach
- ROI approach is TBA

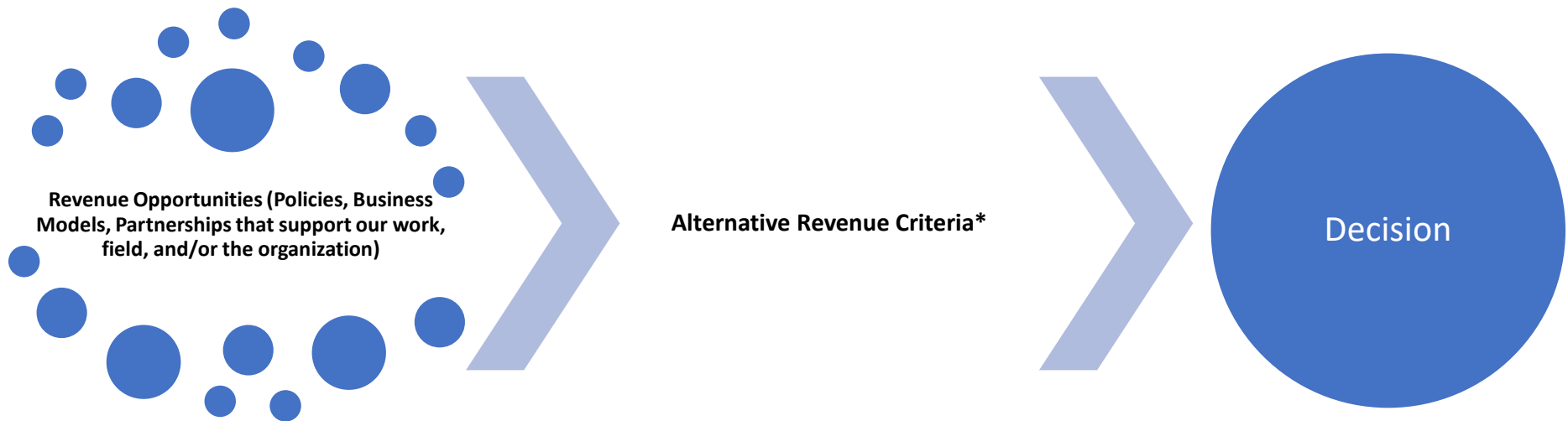
**In  
Development**

# Alternative Revenue Strategies



# Alternative Revenue Strategies – Criteria

Criteria will be developed to identify and assess alternative revenue opportunities and inform decision making.



\*See Appendix

# Alternative Revenue – Policy Advocacy

- Always monitor and support opportunities aimed at improving child wellbeing and development at the local, state, and federal levels
- Monitor to ensure state and/or local funding are fully utilized and not returned
- Ensure funding is focused on P-5 population and their families

# Alternative Revenue – Business Models

- Identify fiscal intermediary opportunities that:
  - Align with First 5 LA's role(s)
  - Leverage funding to support activities/efforts that advance First 5 LA goals and outcomes
  - Cover administrative costs
- Identify staff expertise/time reimbursement opportunities that:
  - Help lend capacity
  - Support coalition involvement

**In  
Development**

# Alternative Revenue – Collective Impact

First 5 LA can continue to create partnerships to pool funding to have a greater collective impact. Below are examples of opportunities to explore:

- Philanthropic partnerships, e.g., Hilton Foundation, Center for Strategic Partnerships (CSP)
  - Less likely to fund direct services, especially long-term, but likely to fund innovations/improvements in infrastructure and proof of concept projects
- Partnerships with County Departments to leverage funding and/or staff resources to advance shared goals
  - Department of Public Health's Productivity Investment Fund grant



Alternative  
Revenue  
Strategies in  
Work

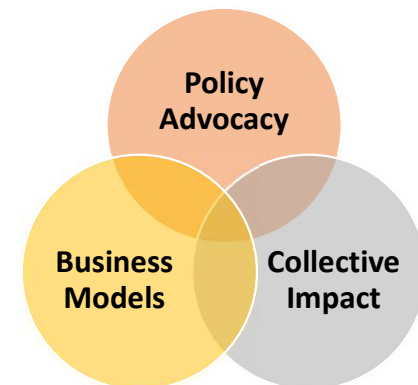




# Alternative Revenue Examples

Below are current examples underway utilizing the alternative revenue strategies:

- Medi-Cal (California Medicaid) – exploring new opportunities:
  - New provider population: Community Health Workers
  - Enhanced Care Management for subset of population
  - Medi-Cal Managed Care Plans
- Family First Prevention Services Act (federal)/ Program (state):
  - Can reimburse for direct services and administrative costs
  - HFA and PAT, WB Motivational Interviewing direct services eligible for reimbursement
  - 50% match required (F5LA \$ potential)
  - FFPS State Block Grant
    - Piloting Community Pathway connections to HMG, community-based pilots, ECE
- DMH Mental Health Services Act (secured for SHV for FY 23-26)
- Children and Youth Behavioral Health Initiative (CYBHI):
  - One-time funding to expand or start up services, train providers



# Next Steps

- Proceed with maximizing assets in our operations
- Develop and implement criteria to identify and assess alternative revenue opportunities
- Develop approach for seeking alternative revenue opportunities
- Develop an investment strategy ROI approach to further advance maximizing our assets towards sustainability

# Questions?



# Appendix

## Criteria Matrix

Below provides a potential example of how First 5 LA could weigh a given set of criteria to determine the organization's level of engagement with a given alternative revenue opportunity. The criteria could include, but are not limited to, the examples below:

Criteria	1	2	3	4	5
<b>1. Strategic Alignment-</b> Aligns with the goals and outcomes of the Strategic Plan					
<b>2. Aligns Revenue to ECD Purposes-</b> Yields additional revenue for either First 5 LA, programs and services that support children and families, or the First 5 network (particularly, support for programs without any other dedicated funding stream)					
<b>3. Impact-</b> Opportunity to reach deeper scope and larger scale impact. Supports sufficient revenue to fund sizeable growth in programs, services, and policies that contribute to long-term systems change work in pursuit of First 5 LA's North Star					
<b>4 Improves Equity-</b> Funding prioritizes children and families facing inequities along racial/ethnic, socioeconomic, and geographic lines					
<b>5 Likelihood of Success-</b> The opportunity's likeliness of success, including favorable polling, broad based political support, no funded opposition, etc.					
<b>6 Cost of Involvement-</b> return on investment, increased public presence and organizational bandwidth					
<b>7 Potential Reputational Risk-</b> Possible risks to the reputation of First 5 LA and the First 5 network stemming from participation outweighed by reward					
<b>8. Sustainability-</b> The alternative revenue source will generate ongoing and reliable funding for programs, services and priorities that align with First 5 LA or fund First 5s in general					
<b>9. Ripeness-</b> The window of opportunity is open					