First 5 LA

Date: July 9, 2020

Agenda Item: 11

SUBJECT:
Establish a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor’s Fund for Education, in the Amount of $225,000 for the period of 24 months to support First 5 LA’s efforts to engage the business sector for early childhood advocacy.

RECOMMENDATION (PROVIDED AS INFORMATION):
This memo is provided as information for the Board’s consideration at the July 9, 2020 Commission Meeting. First 5 LA staff recommends that at the September 10, 2020 Commission meeting, the Board approve the establishment of a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor’s Fund for Education, for an amount not to exceed $225,000 for the period of 24 months. Funds for FY 2020-2021 are included within the current First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, scheduled for approval by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose.

BACKGROUND:
This is a request to establish a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor’s Fund for Education (the “Mayor’s Fund”), to engage the business sector for early childhood advocacy. First 5 LA’s business sector strategy centers on the successful engagement of business executives from L.A. County’s leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy’s key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA’s policy and systems change agenda.

Activating business leaders is crucial to First 5 LA’s business sector strategy, creating a multi-pronged approach that acknowledges and activates the diversity of the Los Angeles business community as Early Childhood Development Advocates. This proposed action is part of a multi-pronged strategy to engage business at the local community, county and national level. Partnerships with UNITE-LA and ReadyNation engage multi-national corporations and mid-level regional companies who have existing influence and are poised as champions for young children with a greater understanding of the economic impact of early childhood advocacy. Work with consultants Public Private Strategies elevates community voices and advocacy by partnering with small businesses, which provide over a million private sector jobs in Los Angeles County. Public Private Strategies further amplifies these voices with smaller chambers, like the Inglewood and El Monte Chambers of Commerce, and diversity chambers, such as the Greater Los Angeles African American Chamber of Commerce and Southern California Hispanic Chamber of Commerce. Lastly, developing a sustainable model of business engagement that can be scaled to cities throughout Los Angeles County will be the focus of a partnership with the Mayor’s Fund.

This Strategic Partnership with the Mayor’s Fund, with Community Partners serving as their fiscal sponsor, builds First 5 LA’s joint collaborative work with Long Beach civic and business leaders to raise awareness of the needs of the city’s prenatal to five-aged children and their families. Additionally, this partnership coalesces multiple First 5 LA touch points within Long Beach including the Kindergarten Readiness strategy, Long Beach Health Department, Long Beach Unified School District, EduCare, and the Long Beach Best Start Community. Additionally, Long Beach benefits from active support on early childhood issues by Mayor Robert Garcia and Senator Lena Gonzalez and major local business, such as the Boeing Company, the Port of Long Beach, and Carnival. As the second largest city in Los Angeles County, Long
Beach can serve as a sustainable model of public-private partners and systems change, delivering a solution to be scaled to other cities throughout Los Angeles that have a level of partner readiness poised for activation. This partnership is increasingly important to activate crucial stakeholders to advance First 5 LA’s four results for children and families and our strategic priorities within the context of economic recovery efforts addressing both the pandemic and civil unrest.

This partnership will identify and activate business leaders to advocate for early childhood development policies within the City of Long Beach and Long Beach Unified School District. The Mayor’s Fund, along with the City of Long Beach and other partners, have recently completed a comprehensive, multi-year Early Childhood Education Strategic Plan that specifically identifies an outreach strategy to the business community. This partnership will enable the Mayor’s Fund to develop and implement this business leader cultivation strategy. The first year of this partnership will focus on identifying business leaders for activation and measure their current level of engagement on early childhood advocacy issues, as outlined in First 5 LA’s legislative priorities and policy agenda. Tracking movement along the Business Strategy’s “Ladder of Engagement” (see below) is an important goal to measuring the successful engagement of business leaders. Learnings from this work will inform a second-year partnership with the Mayor’s Fund that delivers a tailored engagement plan for a specific company that tracks progression by measuring changes in company recruitment, employee retention, productivity, and work-place satisfaction, thus solidifying this sustainable model to be further expanded to cities throughout Los Angeles.

The “Ladder of Engagement” is a widely recognized model for understanding different forms and degrees of involvement (based public sector researcher Sherry Arnstein’s early work with the U.S. Department of Housing, Education, and Welfare). First 5 LA’s Business Leader Engagement Ladder is a tool to identify engagement opportunities for business leaders with the goal of moving individuals up through the ladder towards greater awareness, activation, and advocacy on early childhood issues. A core component to this strategy is the identification of leaders to create a sustainable pipeline of activation along each of the levels of the ladder. This partnership with the Mayor’s Fund directly informs F5LA’s Business Sector Engagement strategy and develops concrete strategies to employ for business leader recruitment, engagement, and activation.

The Mayor’s Fund will develop and implement an outreach strategy to increase the number of business leaders serving as champions for early childhood development with the following Scope of Work and tactics.

Scope of Work*:

*Please refer to the attached diagram for detailed steps and levels of engagement.*
• Identify targeted business leaders and small businesses well positioned to move up the Ladder of Engagement and create individualized methodologies for each targeted business.
• Activate select business leader recruits to advocate for early childhood development policies within the City of Long Beach, KRA, and Long Beach Unified School District.
• Measure current local business engagement in early childhood issues and family-friendly workplace policies to serve as a baseline metric to measure strategy implementation.
• Facilitate coordinated outreach to the Long Beach business community amongst various early childhood advocates, including the City of Long Beach, First 5 LA, Long Beach Best Start Community, and ReadyNation California, utilizing Mayor’s Fund and City contacts.
• Evaluate project learnings to inform an anticipated second year partnership that delivers a tailored engagement plan for a specific company that tracks progression by measuring changes in company recruitment, employee retention, productivity, and work-place satisfaction, thus solidifying this sustainable model to be further expanded to cities throughout Los Angeles.

The Mayor’s Fund will pursue the following tactics:

• Inventory current business leader “ladder position” and advancement opportunities.
• Deliver a list of targeted Long Beach businesses for engagement.
• Develop a tailored “Ladder Progress Plan” unique to business partners and scalable to subsequent companies and municipalities.
• Create communication opportunities to message early childhood issues to business leaders, including important issues and trends highlighted in the Early Development Instrument (EDI) report and local Long Beach Best Start community issues and priorities.
• Host introductory meetings between local business leaders primed to be engaged and activated as early childhood champions and First 5 LA, Mayor’s Fund, and ReadyNation.
• Coordinate monthly check-in calls with First 5 LA for strategy planning purposes and provide quarterly progress reports.
• Track changes in family-friendly workplace practices as measured by employee recruitment results, retention, productivity, work-place satisfaction, etc.
• Develop a local business ECE engagement case study to capture scalable solutions and model.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed $225,000 to comply with this policy.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):
Sustainability: First 5 LA’s support of a Strategic Partnership with the Mayor’s Fund for Education will create long-term partnerships with the Long Beach business to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA’s four outcomes for young children and their families. Milestone activities that measure this partnership’s sustainability include business leader’s internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations.)

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California and UNITE-LA, and investments in the Long Beach Best Start Community. The Mayor’s Fund for Education’s relationship with philanthropic and business partners, such as the Long Beach Chamber of Commerce, California State University of Long Beach, the City of Long Beach Health Department, Boeing, A&T, the Munzer Foundation, and others further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:
This Strategic Partnership meets the criteria below:
The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or

The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or

The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

The proposed Strategic Partnership is aligned with the adopted Strategic Plan.

The Mayor’s Fund can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership based on their unique role as a convener and facilitator of relationships that exist at the intersection of the early childhood field and Long Beach-based businesses. They have been instrumental in their role to recruit, convene, and engage Long Beach area business and civic leaders. The Mayor’s Fund coordinates and leads several key relationships in the area, including the Long Beach Chamber of Commerce, the City of Long Beach’s Department of Health and Human Services (where the City’s ECE strategy is embedded), the Nonprofit Partnership (Best Start Regional Network Grantee), and Long Beach Forward (the Best Start Local Network Coordinator). The Mayor’s Fund also works closely with local elected leaders and district staff. Lastly, they have experience in addressing municipal issues through the coordination of agencies and systems for greater impact, as evidenced in their partnership with the Long Beach Health Department and the California Accountable Communities for Health Initiative (CACHI). There are 13 communities across the state that have chosen to participate in CACHI to create integrated health infrastructures to effectively respond to community needs. Of these 13 sites, Long Beach is one of only three in Los Angeles County, along with Boyle Heights and San Gabriel. CACHI’s systems-level strategy to address health outcomes of entire communities, and the Mayor’s Fund’s participation, aligns with First 5 LA’s systems change approach outlined in the 2020-2028 Strategic Plan. The Mayor’s Fund is uniquely qualified with a level of expertise that cannot be found elsewhere or through competitive solicitation. Funding to measure and expand business leader engagement in the City of Long Beach provides evidence into a scalable model, maximizing our impact on young children and their families across Los Angeles County.

The proposed Strategic Partnership is aligned to our current and upcoming Strategic Plan.

First 5 LA’s FY 2020-2028 Strategic Plan focuses on working in partnership to strengthen a Best Start Community and integrated systems of service. First 5 LA’s business sector engagement strategy works to develop key advocates to strengthen community leadership that effectively drives and contributes to improvements in policies and practices that directly impact children prenatal to five, their families, and the community. This systems change approach to advocacy and collaboration directly addresses each of First 5 LA’s four strategic priorities to support integrated, quality systems that engage diverse community partners to ensure that by 2028 all children in LA County enter kindergarten ready to succeed in school and life

NEXT STEPS:
Staff anticipates returning to the Board for action on September 10, 2020 to approve a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor’s Fund for Education for an amount not to exceed $225,000 for a period of 24 months and present a contract for Board approval if the contract amount is over $75,000.