# AGENDA

## SPECIAL JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BUDGET & FINANCE AND EXECUTIVE COMMITTEES

**Budget & Finance Committee Chair: Robert Byrd**

**Thursday, June 9, 2016**
**1:30 PM**

**Meeting Location:**
First 5 LA
750 N. Alameda Street
Los Angeles, CA 90012



1. **ACTION**
   Call to Order / Roll Call
   **- Sheila Kuehl, Chair**
2. **ACTION**
   Consent
   **- John Wagner, Chief Operating Officer**

Partnerships for
Education, Articulation and Coordination through Higher Education: PEACH)





A PUBLIC ENTITY
750 N. Alameda Street, Suite 300 Los Angeles, CA 90012 Phone: 213.482.5902 Fax: 213.482.5903 First5LA.org

**SUMMARY ACTION MINUTES**

**FIRST 5 LA**
**Board of Commissioners Meeting**
**May 12, 2016**
**1:30-4:30 pm**

**COMMISSIONERS PRESENT:**
**Commissioners:**
Judy Abdo (Vice Chair)
Nancy Au
Jane Boeckmann
Duane Dennis
Cynthia Harding
Sheila Kuehl (Chair)
Christopher Thompson
Joseph Ybarra
Marlene Zepeda

**Ex-Officio Commissioners:**
Philip Browning
Patricia Curry
Deanne Tilton

**COMMISSIONERS ABSENT:**
Karla Pleitéz Howell [Excused]

**STAFF PRESENT:**
Kim Belshé, Executive Director
Carl Gayden, Senior Director of Administration
Raoul Ortega, Finance Director
Teresa Nuno, Chief of Programs and Planning
Linda Vo, Commission Secretary
John Wagner, Chief Operating Officer

**LEGAL COUNSEL:**
Craig Steele, Attorney-at-Law

**CALL TO ORDER / ROLL CALL / CONSENT: (Items 1-2)**

1. Commission Chair Kuehl called the meeting to order at 1:30 pm. Quorum was present.

2. Consent

   A. Approve Commission Meeting Summary Action Minutes and Transcript - Thursday, April 14, 2016
   B. Approve the Monthly Financial Statements Month Ending March 31, 2016
   C. Contract: Approve Two New Agreements, Ten Renewals and Use of Unspent Funds Under One Agreement and Authorize Staff to Complete Final Contract Execution of the Agreements Upon Approval from the Board
   D. Approve Strategic Partnership with the following Organization and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board:
      - LAUP for Quality Rating and Improvement System Continuous Site Engagement

**M/S (Nancy Au/ Judy Abdo)**
**THE ITEM WAS UNANIMOUSLY APPROVED**

**COMMISSION:** (Items 3 – 10)

3. Remarks by the Commission Chair of the Board

4. Executive Director's Report

5. ANNUAL PUBLIC HEARING:
   A. Receive and File First 5 California's Annual Report

**THE ITEM WAS RECEIVED AND FILED**

B. Annual Review and Update on First 5 LA's Strategic Plan

A presentation was given by Ms. Lee on First 5 LA's current Strategic Plan.

6. Board Communication Survey Update: Findings

A presentation was given by Ms. Vo to update Commissioners on the findings that came out of the Board communication Survey that was completed by Commissioners.

7. Break

8. Review Draft Proposed Budget for FY 16-17

A presentation was delivered by Ms. Mendes on the draft proposed Budget for FY 16-17.

**ADJOURNMENT:**

The Commission meeting adjourned at 4:03 pm.

**NEXT MEETING:**

The next Commission meeting will take place on June 9, 2016 at 1:30 pm.

First 5 LA
Multi-Purpose Room, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

Meeting minutes were recorded by Linda Vo, Secretary, Board of Commissioners.

MEETING OF FIRST 5 BOARD OF COMMISSIONERS

THURSDAY, MAY 12, 2016

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

THURSDAY, MAY 12, 2016; LOS ANGELES, CALIFORNIA

1:32 p.m.

-oOo-

SUPERVISOR KUEHL: Good afternoon.

MS. BELSHE: Good afternoon.

SUPERVISOR KUEHL: That was good, Kim. Now everybody. Good afternoon. Meeting is called to order. Everyone find a seat up here, hopefully the one behind your actual name, And the rest of you in the most comfortable places.

I think the first thing to do would be to call the roll.

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Here.

SECRETARY: Nancy Au.

COMMISSIONER AU: Here.

SECRETARY: Jane Boeckmann.

COMMISSIONER BOECKMANN: Here.

SECRETARY: Duane Dennis.

COMMISSIONER DENNIS: Here.

SECRETARY: Cynthia Harding.

COMMISSIONER HARDING: Here.

SECRETARY: Christopher Thompson.

COMMISSIONER THOMPSON: Here.

SECRETARY: Joseph Ybarra.

COMMISSIONER YBARRA: Here.

SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Here.

SECRETARY: Phillip Browning.

SUPERVISOR KUEHL: He's here, but he'll be here in a moment.

SECRETARY: Okay. Great. Patricia Curry.

COMMISSIONER CURRY: Here.

SECRETARY: Deanne Tilton.

COMMISSIONER TILTON: Here.

SECRETARY: Karla Pleitez Howell.

Sheila Kuehl.

SUPERVISOR KUEHL: Here.

SECRETARY: Quorum is present.

SUPERVISOR KUEHL: Thank you. Quorum is declared. So we'll move to our consent calendar. We have request to speak on the consent calendar, so we'll have the presentation. I think the requests are all on Item D. Anyone wish to remove anything from the consent calendar? We'll have speakers on Item D anyway.

Okay. Mr. Wagner.

MR. WAGNER: Thank you, madam chair, and good afternoon, members of the board.

Before taking action on the consent item, Item Number 2, I just wanted to call a couple things out to your attention. First, as many of you know who have --

SUPERVISOR KUEHL: Is your mic showing as on?

MR. WAGNER: Is what?

SUPERVISOR KUEHL: Is your mic showing as on?

MR. WAGNER: It should be. It's lit. Okay?

As those of you who have gone through our budget and fiscal process in the past know, May and June tends to be the month -- the two months in which we bring back a significant volume of contracts because we renegotiate many of our contracts on an annual basis. So we're getting to that point, and that's why you see a larger number before you than in past months.

Just a couple to call out: One is a new contract with an entity called The Opportunity Institute. This is for $167,000 and is really aligned to the presentation that we presented just two weeks ago today at the program and planning committee meeting where we have an opportunity to purchase materials from Opportunity Institute which supports and is aligned to the First 5 California's Talk Read Sing campaign.

A second contract to call out for your consideration is a new contract with the Girls Club of Los Angeles. This is really exciting because it's the last of our community identified projects across our 14 Best Start communities. This is a contract for $751,000 spread over three fiscal years, and this contract is a result of an open competitive solicitation. And the work will focus on developing skills of young parents in the West Athens Best Start community.

In addition, there are ten contract renewals. And I won't go over all of them. But one I will call out is with Western University for the children's dental program. This funding and this contract is through February of 2018. And for members who have been on the board for a number of years, you'll recall that this initiative goes back to 2012. As a requirement of earlier contracts, Western University was required to submit a sustainability study which we received earlier this year. And it identifies and really calls out an ongoing need to work within a policy framework to look at sustainability of Denti-Cal on some of the dental issues that we've highlighted before the board previously.

One item you'll be hearing later on on the agenda is this upcoming fiscal year's budget. So to connect the dots between the contracts and the budget, I'd just like to call out that, if the contract has 15-16 funding identified in the contract, that is money that is already in our current year budget that you've approved. If the contract includes funding for next year, fiscal year 16-17, it's contingent upon your approval of the budget before we will actually execute these contracts. So you're just approving these contracts to the negotiation and the work to go forward. It will not get funded until the budget is passed.

Finally, I'd like to call out on the spreadsheet the contract with the entity LA Care Health Plan. This is for an additional $368,000. This is another item we did present as an informational item to the program and planning committee. And it's really to cover funding that's already been advanced to LA Care to cover additional kids as -- as additional kids become enrolled in that program and we continue to fund that program until the state program kicks in and they can transition to state coverage.

And then the final item, which is Subitem D on the consent item is the strategy partnership with LAUP. This is the item I think you mentioned we have some public comment on. As the board knows, our current contract LAUP expires the end of June this year. It's called the master agreement. And because that contract expires, we need a legal relationship with LAUP to continue the work aligned to what the board has approved as far as remaining use of the fund balance, the roughly $50 million that we've brought to the board last -- last November. Once our master agreement ends, this strategic partnership allows us to have that legal relationship with LAUP to continue to move that work forward.

So with that, I would close on the items I'd like to call for your attention and respectfully ask your action on Item Number 2.

SUPERVISOR KUEHL: I'm going to call up the public speakers on Item D, the -- on LAUP. And then following that, I will ask if any commissioners have any questions or comments before, because we have to vote on the item as one item.

So Celia Ayala, if you come up first, then Corrine Sanchez, then Eunice Lee, and then Cindy Riding.

Welcome.

SPEAKER: Thank you. Good, afternoon everyone.

SUPERVISOR KUEHL: Good afternoon.

SPEAKER: And our board chair, Mr. Crippens had hoped to be able to join us but traffic is not easy in LA county.

SUPERVISOR KUEHL: Really? We're opening a new train to the beach on Friday.

SPEAKER: But on behalf of the board and on behalf of the staff at LAUP, we wanted to say thank you for this new opportunity in terms of forming this strategic partnership. You have had an amazing impact as an organization that has funded so many not only spaces but so many people to continue their education through the workforce development work and so many laws and pieces of policy that have been changed because of the partnership that we have now for the last 12 years.

So I wanted to just say thank you for this new opportunity. We know that it's a new chapter in the organization's life because we are going to continue to do a lot as it relates to the quality aspect of the work that we do to continue to work with the organizations to improve the capacity and the support of our workforce in zero to five early -- quality early care and education and to continue partnering to advocate for the right investments early on. So know that we are grateful to the leadership from the executive director to the director of finance to our program officers to everyone that has worked with us hand in hand to make this transition a true success. Not always easy. It's like in every relationship, but it has been very successful and that, at end of the day, we have been jointly part of getting over 120,000 children kinder ready, thousands of workforce partners improve their work skills or got a permit or got a degree or a higher degree, and that we've changed policies to have implications locally, state, and nationally is a tremendous effort.

Just wanted to share two pieces because a lengthy report will be coming forthcoming to you.

SUPERVISOR KUEHL: Thank you. You know the time expired so please wrap up.

SPEAKER: I just want to say that, of the 10,000 some spaces you have been funding, we know that over 5,000 we found a home for and our dollars for. To me, that's terrific news to share with you. Big round of CSVP. So I just wanted to say thank you and we look forward to our strategic partnering in the years to come.

SUPERVISOR KUEHL: Thank you very much.

Ms. Sanchez.

SPEAKER: Good afternoon, Honorable Kuehl and distinguished commissioners. My name is Corrine Sanchez. I'm CEO/president of El Proyecto del Barrio in the San Fernando valley. And I'm here today to support Item D, the LAUP funding for quality rating and improvement system.

And I'd like to say, first, you know, it was rough right in the beginning in 2004 when we started LAUP and the preschool for under -- zero to four -- well, actually four years of age. But we became a provider after the planning and provided 144 children every year since then preschool. So you can be proud that First 5 and LAUP partnered to serve over a 1,114 children in getting ready for kindergarten.

I have worked did -- well, the work that we have been funded to support of the years did have an impact, of course, in the San Fernando valley and LA county. And it not only helps our children, the families, businesses, and of course the community as a whole. I want to say our partnership with LAUP, First 5, and other advocates has really been very helpful in the restoration of the defunding of LAUP.

So I have good news. The State of California has agreed to fund El Proyecto to continue to provide child care for preschool children 144 commencing July 1. And that was through the help of First 5 and of course LAUP and the system that's transition.

So I am happy many providers will continue to receive support from LAUP through to the quality rating improvement system as well as the fund balance strategic partnership with First 5. I strongly support LA county moving forward to this uniformed system quality start LA.

And thank you.

SUPERVISOR KUEHL: Thank you very much.

Ms. Lee.

SPEAKER: Hi. My name is Eunice Lee. I'm at director over Rainbow Child Development Center. In 2003, I came close to having to close down the program due to the economy and present not being able to afford payment.

When LAUP released the cast for proposal for became part of their network, we responded and were successful in being selected. All of the work that Rainbow has been doing for last ten years have been possible due to funding coming from First 5 Los Angeles. For this we are so thankful.

Our site is in the middle Koreatown. It's a hard working but needy community. Some parents are able to afford some payment. But most, if not all, could not pay for a high quality preschool. The dollars you gave -- have invested have helped us provide high quality preschool program in our community.

I wanted to share that because of all the work that you have supported. We were granted a California state preschool program to funded 24 spaces as first time in four year service. So I'm no longer worried that our community will not continue to receive high quality preschool in Koreatown.

Thank you so much your support.

SUPERVISOR KUEHL: Ms. Riding.

SPEAKER: Good afternoon, board, Supervisor Kuehl. I went to your open house just a couple of weeks ago for your new office. It was an honor.

SUPERVISOR KUEHL: I remember.

SPEAKER: My name is Cynthia Riding, and I'm the executive director of seven child care centers. One of them is the Van Nuys Civic Child Development Center, and the other one is very close. It's the Union Station Child Development Center. Two of our seven are LAUP schools. And we were part of the pilot program, which was a great honor. And I made a promise to First 5 LA and LAUP that I would do my very best for our children and our families.

One of our centers is Kids Corner. We have four classrooms with double sessions and we served 192 children a year. The other one was the Van Nuys Civic Center. We served 48 children in double sessions, and so we serve about 240 children per year with a waiting list of over 3,011 children.

I've already informed our parents that the LAUP funding has closed. And I attended all the trainings that LAUP provided to increase our contracts. We already have three California state preschool contracts and a contract for infants and toddlers birth to three. We also serve children of pregnant or parenting minors that is funded through the county. We have eight funding streams. And that's so that we can serve all children and they can be exposed to each other and families can learn and respect their cultures.

I want to thank LAUP and I want to thank you -- that's why I'm here today -- for funding us. It enabled us to provide quality.  Quality is very costly.  But we could buy the best supplies, the best equipment, and hire the best and most educated teachers.  In order to give my teachers a good example, I just graduated from Pacific Oaks with my masters degree on Saturday.  I had always done all the work.  I never did the thesis.

Thank you.  I'm very excited.

I want to you know I've been working in this field for 40 years and I've never seen so much bang for our bucks.  As with LAUP and First 5 and the LAUP partnership you crated, we've always been a five star LAUP program.  And I promised our children that and I promised you that in the beginning.

SUPERVISOR KUEHL:  Thank you.  The time has expired, but please feel free to close.

SPEAKER:  I'm here mostly to thank you.  That's why I came.  I want you to know what impact you had on our families and closing the achievement gap.  I just also want to tell you, 71 percent of our 3,000 graduates are now a part of LA Unified School District magnet program thanks to you.

Thank you so much.

SUPERVISOR KUEHL:  Thank you so much, Cindy.

That concludes the request for public speakers. Any comments from our commissioners?

Nancy.

COMMISSIONER AU: I want to congratulate LAUP and Celia. Your leadership, it had been a very difficult transition and yet I applaud you because I think what you are -- your LAUP is going to do in continuing your work in supporting early childhood education is really upping your game so to speak, and it really is not only funding slots, but it's also changing the mindset of parents that it's truly important for them to have a quality early childhood experience for their children. And I think you're in the forefront of doing that. So I congratulate you. I congratulate LAUP and also look forward to a future that's going to be sustainable from this point on.

Thank you.

SUPERVISOR KUEHL: Thank you, anyone else?

Duane.

COMMISSIONER DENNIS: Just a couple things. Obviously, this is a pivot in -- in the -- in this organization, you know, First 5, taking consideration LAUP was the primary grantee for nearly the last 12 years and -- and -- and so as LAUP will be required to change, so will we. And in moving forward, I hope the messaging is a unified message with regards to where we are as organizations in promoting a new day for both First 5 and LAUP. So I will encourage us as well as they to connect around communications to ensure that the community understands and that that message is unified.

SUPERVISOR KUEHL: Thank you, anyone else?

I also want to add my praise for LAUP. We have watched, well before I was at First 5, from a distance the quality and really surprising quantity of number of slots that were provided and the kind of education provided for our four-year olds. And I think I want to really thank you for your graciousness in coming here today to thank this board. And we thank you in response and also want to praise the example that LAUP set -- set about quality care and how it is possible and how it has significant positive outcomes.

So thank you very much. A round of applause for LAUP if you don't mind.

Any comments on any of the other items on the consent calendar? If not, a motion to approve.

COMMISSIONER AU: Approve.

SUPERVISOR KUEHL: I hear a motion. Do I hear a second?

COMMISSIONER ABDO: Second.

SUPERVISOR KUEHL: Okay. All in favor -- well, let me just say. Any objection to unified vote?

Seeing none, the consent calendar is adopted.

The next item on the agenda are remarks from the chair. That would be me.

And I want to start really by praising someone who may or may not know that she's about to be praised, but our esteemed commissioner alternate Suzanne Bostwick. Are you here, Suzanne?

COMMISSIONER BOSTWICK: I'm here.

SUPERVISOR KUEHL: Would you come up to the podium so we can praise you? I think it's kind of a cool thing.

COMMISSIONER BOSTWICK: Okay.

SUPERVISOR KUEHL: She'll be retiring in just a couple of weeks after 25 years, and this is her -- this is hard to say, but this is her last First 5 meeting. And I can tell you, you will be greatly missed though I hope it doesn't mean we're not going to see you.

As the interim director of maternal child and adolescent health programs, she's been an incredible commissioner who has been very, very supportive in so many constructive ways. She's so committed that she shows up to committee meetings even when she's not on a committee.

COMMISSIONER BOSTWICK: Or invited.

SUPERVISOR KUEHL: Or invited, but -- but welcomed. To learn and more importantly really to contribute.

As one of her parting gifts, I think this is not known to our commissioners, Suzanne recently convened a interdepartmental briefing on home visitation for me and my office with the help of my wonderful staff, Genie Chough. And I'm very interested in continuing your legacy in this area. I know you've made an imprint on my First 5 LA projects as well as maternal and child health programs and data collection efforts. And I know I speak for everyone though I don't mean to shut off anyone that may want to say anything to Suzanne when I say, I wish you the best and congratulate you on a well deserved retirement.

COMMISSIONER BOSTWICK: Thank you so much. Just thank you so much. This is actually kind of overwhelming, but I want to just thank everybody around the table here that I've had the pleasure to work with. This is a really important commission and -- for all the work that's being done for children and families in Los Angeles county. It was a pleasure to sit and to work with each and every one of you and for others that I've worked on different projects in here. It -- it really is specially.

I -- I do have to tell you something that I'm going to miss, not just my iPad -- my work iPad, but I'm really going to miss working with you and your tremendous staff here. Your staff is so great. They are interactive. They're always responsive. They -- they really -- they have a great sense of humor, too. That's what I really appreciate because sometimes things get a little heavy and a little hairy, and I could usually rely on particular people to laugh about certain things.

And I was just talking to Tara. I think Tara and I have worked the longest together as far as on particular programs. So I really appreciate the staff, the administrative staff.

Where's Linda Vo?

MS. VO: Right here.

COMMISSIONER BOSTWICK: A special thanks to Linda. She has been so special and so responsive and so friendly. I finally got her to stop calling me commissioner, but maybe I'm going to have my family and friends start to refer to me as commissioner. I kind of might miss that.

So, again, from my heart, thank you very much. This is -- this is just a nice recognition of work that is so important out there, and I feel it was a pleasure to be part of it.

SUPERVISOR KUEHL: Stand there for just a second, if you would. A round of applause, please, for Suzanne.

(Applause)

SUPERVISOR KUEHL: You probably don't know it because you don't do it for the recognition, but you're one of the very best examples of how one person can make a difference. And I know you'll always say, oh, no, it was a lot of people, everybody was working with me, I had a lot of help. Okay. Stipulated. But one person can make a difference and you really have. And I think Kim wants to say something, too.

MS. BELSHE: So someone should probably get some Kleenex for the colleagues you're noting there. They're getting all misty eyed in the second row.

So when I got the news from Cindy regarding -- or maybe it was directly from Suzanne. I must have been Suzanne. I immediately picked up the phone and said, oh, it can't be so. And indeed it was.

So I sent around a note. Actually, it wasn't from Suzanne. I sent it around to the senior management team. And, you know, candidly, they often don't immediately respond to my e-mails, shockingly. This, on the other hand, response after response after response. And so I won't name names, but here's some of the things people said: Suzanne is a partner to all of us and brought to the board a broad breadth of knowledge through both the programmatic and fiscal lens. Another response was, nooooooooo. Another response, is devastated too strong a word. I will probably start -- need to start a support group. She's definitely going to be missed on so many fronts. Suzanne is great at executing the work and being a strong partner. This is a big loss. References to your dedication and contributions will be missed.

I can go on and on, Suzanne. The fan club is at First 5 LA and really throughout the broader community. You have been just a terrific advocate, passionate, dedicated, evidence-based driven. You helped us to do a better job.

COMMISSIONER BOSTWICK: I sound like a strategic plan.

MS. BELSHE: And you know --

SUPERVISOR KUEHL: Trauma informed.

MS. BELSHE: She was informed by the trauma of participating in probably every single one of our strategic plan meetings. But you'll be absolutely missed for your active and present engagement and contributions.

What we have done, as you may have seen in the past, is we do a word cloud exercise with our staff colleagues. We say, send in the words to Linda. I really want to commend Linda for her creativity and effort. But please come up so we can share you the First 5 LA word cloud for Commissioner Suzanne Bostwick.

(Applause)

SUPERVISOR KUEHL: Let's get a picture.

MS. BELSHE: Can we get everyone? Let's do a whole board picture. What do you recommend where we stand?

SPEAKER: Stand still.

SUPERVISOR KUEHL: That was a lot shorter than coming to the board meetings.

So while we're on the subject of home visitation, I wanted to say that just a few moments ago as part of the consent calendar, as you know, the board approved a contract with the Opportunity Institute for home visitors to provide families with items like blankets and CDs and books and a host of ways to encourage their dialogue with their newborns and infants. And I'm really happy to see the kind of coordination that happens among different programs, some of them in the county as well, particularly around evidence-based home visitation programs because these are prevention programs that not only keep children and families safer from abuse and neglect, but they're also really great investments on our part and on the part of others that result actually in long-term savings in criminal justice, in education, health and human services programs that we often use to make up for this kind of failure early in a child's life.

Home visitation is also a really great area of potential partnership between First 5 and the county. With Welcome Baby as a key investment in our strategic plan as well as the nurse/family partnership as a model program in public health, I could imagine there are a lot of opportunities for our advocates to draw down more state and federal support and potentially even to expand hopefully the program in support of even more children and families.

The only other thing I want to talk about in my remarks really is homelessness, which you hear and read a lot about what the county is or is not doing or has or has not done. And I -- I want to say, for my part as 20 percent of the county government, and not the only one, because all five of us are deeply dedicated to doing what we can to end homelessness for each person. I don't know whether we'll ever be able to say that we end homelessness because, as we found, there are so many contributing factors over which government has no control, in terms of escalating rents, in terms of an end to rent control, in terms of converting places into condos, in terms of lots of ways in which people are not able to keep up, and especially people in transition: Our foster kids aging out, kids coming out of our juvenile camps, veterans coming home from their various service and unable to really reintegrate, people coming out of jail and having trouble re-entering their society. And at these moments of vulnerability, that's the place that we most need to reach them.

What our data is showing is that so many of our homeless families have in them children age five or less. I mean, a higher percentage than you would imagine. And I'm -- I'm not really certain whether that's because a five-year old can't be sent to work to help support the family, although some of us did go to work very early. We were lucky enough to be in television. Not everybody is. And I don't want to make light of it, but I think that gives us another reason for collaboration among the various ways that we serve this particular population. The county has for the moment picked up the expense of the relocation and rehousing of some of our families with these young children. Rapid rehousing, the latest homeless count, shows that the only two bright spots were the two programs where we actually targeted, along with the city of LA and other cities, two specific populations: Veterans and families. That means families with children. And there we had successes. Homelessness was diminished. People are housed.

But if we even look at those successes, when we look at what happened with our veterans' population, for instance, we find that we built and provided housing for 3,500 veterans in the past year. We still have an unhoused veterans' population. And it showed some diminution, but not 3,500 less than the count last year because of the influx of newly homeless veterans. So it's kind of -- you can run in place and not keep up.

With everybody else, we're going to do our very best with individuals who are homeless. I don't know whether we'll succeed perfectly, but I simply want to say that it's an unprecedented time where everybody's talking about homelessness. Everybody is thinking about it. An awful lot more people are blaming more than just the person themselves for being homeless. And that, I think that is a great opportunity for us.

So I want to thank First 5 for the projects that they undertake -- or I should say we undertake, but just with a county hat on and looking at some of my county department partners, were going to continue to work with -- specifically with the population that First 5 is most interested in and really partner with everybody we can in the world to build housing, to create vouchers, to distribute vouchers, to meet with landlords and say, won't you just take a couple of these families, we'll give a supplement, anything we can.

But I of course -- I'm an optimist. I feel hopeful about the issue. But, of course, as Judy knows, my definition of an optimist is a person who know how terrible the world can be and therefore just is never disappointed. What did you expect? Yes. We've seen the economic programs out of Washington. What do you expect? We're going to have 50,000 homeless people? Yes.

Very much like upstairs/downstairs, the people that are not government create the problem and they hand the whisk broom and the dust pan to us and say, here, you clean it up. So we're pitching in. And thank you so much for all the support and all the thought partners out there. And that concludes my report.

Over to you, Kim.

MS. BELSHE: Thank you. And just for commissioners' benefit, know that both items that the chair spoke to will be subjects of, as we call them, deeper dives. At next month's meetings, we will be coming to either P and P, potential the full board in June on Welcome Baby implementation. And then I think it's PPC will be talking about additional learning and potential opportunities to further coordinate and link our investments here at First 5 LA with the issue of homelessness. So more to come on that.

Let me quickly start by introducing Carl Gayden, our new senior director of administration. Stand on up, Carl. Thank you, Carl.

Carl comes to us by way of San Francisco. I'm assuming, Carl, that you are a San Francisco Giants fan, so there will now be -- no. Maybe not okay. He's already turned to the Dodgers.

MR. GAYDEN: No comment.

MS. BELSHE: No comment. Okay. That's probably a good thing for you here, just saying.

But comes to us most recently by way of San Francisco Housing Authority, has worked at the UC system, brings terrific experience and I know he's -- John and I and the team are very confident that he will make a big contribution to not only helping lead our efforts to improve our efficiency and effectiveness but also to better integrate our work on the administration side with our program side.

So welcome, Carl. We're glad to have you and I know you look forward to meeting all of the board members.

One of the things that commissioners will see in this month's executive director's report is a new framework that is a work in progress. It's informed by feedback we received from you all, which Linda's going to talk about in more detail. But one of the things we're trying to do is frame and format the report in a way that makes more sense in terms of its alignment with our strategic plan and, hopefully, giving commissioners, staff, and the broader community a more concrete understanding of where we are, key milestones that we're reaching, issues, et cetera.

In this month's report, a couple of things I would call out: One relates to trauma-informed care. In your -- all of our commissioners have a "for your information" manila envelope. One of the things you'll find in there is a joint op ed that was coauthored by myself and Bob Ross from the Endowment on trauma-informed care and work that we, along with Parsons and California Community Foundation launched on April 1 to begin what will be a countywide systems-oriented effort to advance a trauma-informed LA. Terrific to get this kind of media attention. We're doing a great job. I want to give Gabe and our communications colleagues at all the foundations some kudos for getting this out through various social media channels, working with our contractors and grantees and many others. But it's part of our effort to better align our communications work with our program work to amplify towards greater impact. So more to come on that.

We'll be hearing actually in June PPC from both Wendy Garen, who's one of our key foundation partners, as well as one of the panelists, Ken Epstein, from San Francisco participated on the panel. So eager to bring back to the board deeper learning and discussion about next steps.

A week from tomorrow, we will be launching Help Me Grow LA county. This is a big ding-dang deal. And really want to commend Reena, who's the lead of our health outcomes area, Faith and the Help Me Grow team which have been -- who have been very, very involved in this. And our very own Cindy Harding is going to be doing the opening kick-off, which she will I know eloquently speak to the imperatives for why we care about development screening, why First 5 LA has made this a priority, and why the broader community really needs to step up in this partnership effort.

We have Christina Altmayer who will be telling the Help Me Grow story wearing her Orange County hat. it will be day five of her being at First 5 LA. So that's a wonderful thing, is it not. And then we have a panel that will be talking about developmental screening and Help Me Grow from the sector perspective. So we have the lead for the American Academy of Pediatrics who is a -- Dr. Curry who is a really champion of Help Me Grow and developmental screening. We have -- who's representing ECE? Whit Haslett, formerly of LAUSD. Super, super smarty pants who's also going to be facilitating the day. And then Terry Delgadio, the former director of the Department of Developmental Services talking about the role of regional center.

So big deal next Monday. We are kicking this off in partnership with LA Care, of course, as well as the

Department of Public Health as our key public sector partner and champion, as well as the American Academy of Pediatrics. So stay tuned on more from that.

Finally -- and there's -- the invite is in your packet as well. This is our very own Jennifer Eckhart. Her husband, Nick, who is not a physician -- is this one of your children, Jennifer, too?

SPEAKER: Yes, they're all my children.

MS. BELSHE: We are using your child as well. So we use our families to cut down on our costs. So just want to pass that along.

Finally, there's a matrix that relates to the bills that Governor Brown signed which just gives you a quick snapshot of what those bills are about, when they will take affect, what are the revenue estimates are. And this is a mixed next picture. We can talk about this if commissioners are interested. But there's some positive revenue implications for some of the changes the Governor signed, such as those related to the Board of Equalization licensing fees, but there's some expected downside, such as the raising of the smoking age to 21. E-cigarette regulation, we do not see as having a revenue impact. But if the voters of California were to see before them and pass a proposed ballot measure to increase the tobacco tax by two bucks and extend that tax -- excise tax to

E-cigarettes, we would expect some increase in revenue.

So more to come on that, but that was new developments that have implications for our revenue picture, which we're going to talk about more in the context of the budget.

Final comment on this -- and I really want to commend our policy team and our Sacramento advocates, California Strategies, and the leadership they, along with the statewide association have played in terms of advancing this package of proposals.

That's my report, madam chair.

SUPERVISOR KUEHL: Thank you. Any questions to our executive director on her report? I received several letters of complaint from the young people's model and actors organization that you're using pictures of nonprofessional children in all of your presentations. So I just want to pass that on.

MS. BELSHE: Just so noted.

SUPERVISOR KUEHL: Item 5 on the agenda. This is a public hearing, which we have once a year on our annual report. Just to let commissioners know, this is an accident item. We're being asked to receive and file the annual report and we will also be receiving a review and update on our strategic plan. But there's not an action item on the strategic plan; it's simply a review and update, both of them in Item 5. So I'll be asking for a motion to receive and file the annual report after both of the presentations.

Hi.

MS. LEE: John's going first.

MR. WAGNER: Thank you. And I will say a few brief comments about the First 5 California annual report and then turn it over to Stacy Lee to give the update on your strategic plan work.

Just as context, Proposition 10 imposes certain requirements upon all First 5 commissions. And we are required through those mandates to hold public hearings annually on three things: Our audit, our strategic plan, and the State's report on how the First 5 commissions are spending their money.

So I'm starting with that requirement really to cover the annual report. And I will recall that last fall what typically happens during the course of gathering this data, is our research and evaluation staff give a presentation to the board in the fall every year. And that's really what is the State's request of us to gather certain data. So we make that presentation in the fall, which happened last September. And then the State takes this data from all the commissions and aggregates it around four outcome areas. And you will see the report in our board materials. It; s also available to the public and others on the State Web site.

I'm not going to go through all of the State report because they actually aggregate their data very differently than how we report our data for our internal strategic planning purposes. So the bulk of our high-level update will be with Stacy's presentation.

But for purposes -- again, going back to the State annual report, they really aggregate this data into family functioning, improved child development, improved child health, and improved systems of care. This -- actually, I think the -- the report, as I mentioned, is included in the materials, and I won't get into it. But I do want to just acknowledge and provide some really important context on what Stacy will be presenting on.

We -- we actually bring to the board updates on our strategic plan way above and beyond this annual report --or this annual public hearing. And so what we are presenting to you today is really more of a high-level update on where we're at with some of the emerging work in the strategic plan. And we will be providing a much -- as Kim mentioned, much more deeper dive later on for the board in July, I believe it's scheduled for.

So with that, I just want to acknowledge, so our strategic plan is really a living document. It's not something that sits on a shelf and gathers dust, but we really do use it to kind of move our work forward and form our thinking and form our presentations to the board.

So with that, I'll turn it over to Stacy Lee who will give us an update on our strategic plan.

MS. LEE: Hello. Good afternoon.

So today I'm going to review and provide an overview of our efforts to meet the annual review requirements of Proposition 10, highlight some initial key takeaways on our implementation, review internal organizational development, and talk about next steps relative to providing a more in-depth review of the strategic plan implementation for you in July as John mentioned.

Also, as John was discussing that regarding the annual review, it is part of our purpose today to reflect on the agency's efforts to align our investments with the strategic plan. At the time of its passage, the local decision making design embedded in Proposition 10 was a fundamental departure from most health, social service, and education programs administered at the county level in California. Under Proposition 10, there are no state mandates funding formulas for program areas or state regulations prescribing eligibility or grant parameters. With this in mind, the strategic planning process and the plan itself are vital tools that enable us to ensure the public interest is upheld as we move forward and make investments.

For those of you who were with us during the strategic planning journey, one of the unique aspects of this process was that it was the first plan to be completed within one calendar year under one chair and yet maintained an extraordinary amount of board and public engagement. There were 20 special and regular commission meetings held during that time to facilitate the development of the plan and multiple community information sessions and conversations in Best Start communities.

I think Suzanne was at all of those.

COMMISSIONER BOSTWICK: Yup.

MS. LEE: Since the start of the strategic plan on July 1st, 2015, the commission has engaged in over 40 presentation regarding strategic plan implementation activities. We have covered all of the priority outcome areas, key focus areas such as policy and communications, and our efforts that cut across all of our work such, as monitoring, evaluation, and learning, and the implementation of the governance guidelines. We have also had unprecedented participation involving Best Start partnerships in the development, procurement, and engagement of their community identified projects. All of these engagement efforts have enabled us to ensure that we're fulfilling our obligation to the public and that the strategic plan is truly our guiding document and that we continue to share our thinking and progress in a transparent manner.

Now, I'm going to take a moment and share some of our initial key takeaways regarding implementation of our strategic plan. But first, a very quick refresher on how we've organized our work in the strategic plan to ensure that we're all on the same page. And I really hope it looks somewhat familiar to you.

These are our four outcome areas. I hope you know three of them. Each outcome area has two to three key strategies associated with it. The majority of the 40 presentations I mentioned previously touched on one or more of these key strategies or overarching work in policy or communications.

This slide will look familiar to some of you as it was one I shared last November when we reviewed some of the early lessons we were learning from the first quarter of implementing the strategic plan. It reminds us that, as part of this new plan, we have intentionally and more thoughtfully sought out to define our role as funder, convener, advocate, or partner, and to think about whether we lead, leverage, or catalyze investments in specific areas. This framework continues to be helpful in reminding us about the important considerations that come along with making any of these choices, including the impact on resources, timing, opportunities, and the larger landscape.

With that in mind, I want to bring your attention to our program implementation efforts. Here I'm going to take a moment to highlight some of our key takeaways thus far, some themes you'll recognize we've hit along the way in the individual presentations this year. Today we hope to start planting some seeds about these key takeaways in preparation for the broader review of our strategic plan implementation in July, which will mark the official 12-month period and allow us to take a fuller assessment of the year that was.

As outlined in our strategic plan, our anchor investments in home visiting and community capacity building provide a strong foundation of work and reflect years of engagement and implementation. Leading up to this strategic plan, we brought additional focus to these investments through the Building Stronger Families Framework and the home visiting sustainability efforts for Welcome Baby, which includes our work with the Pay For Success Project, advocacy with our partners including California Strategies, and the development of multiple evaluation approaches to assess program implementation and effectiveness.

All of these strands of work ensured that our continued effort in these two anchor investments reflect the new approaches and focus outlined in our strategic plan and improve our ability to support their sustainability.

These anchor investments reflect our deep commitment and leadership in the arenas of home visiting and place-based investments in which we have chosen to play the roles of funder, convener, advocate, and partner.

A key highlight early on in this year has been the pivot of our approach to our work in early childhood education. This is particular true in our QRIS work where we chose to serve as a neutral convener, collaborate with the key architects, and leverage public dollars to build a uniformed QRIS system in our county. This is an outgrowth of staff understanding our goals for ECE, analyzing the landscape, and then clarifying our role as outlined within the strategic plan.

The partnership-based approach to our health systems outcome area is reflected concretely in the convening we recently held at the California Community Foundation in April on trauma-informed care. Stakeholders came together from across the county, shared their mutual interests and goals, and signed agreements to get involved. The upcoming convening Kim mentioned earlier, we will hold next Friday to engage stakeholders and potential partners in building Help Me Grow in LA county takes a similar approach. In both instances, rather than design a prescriptive approach, we've laid out a broader vision, partnered with others to maximize engagement and ensure we are not pursuing these large systems change efforts alone.

These are also examples of our work to collaborate more effectively with key county systems and leaders. This is also reflected in our work with the Office of Child Care and the CEO's office on homelessness. These efforts remind us of our leadership role in LA county to represent and advocate for the interest of young children and families and how essential our participation is to address the complex issues our target population faced. In these instances, we are often playing the role of advocate, partner, and are looking to leverage existing resources.

And, finally, we see our now parent focused public awareness campaign that our communications and marketing team shared over the past few meetings, leverages our communications resources to advance our families outcome work to elevate the protective factors.

As mentioned, we have continued to make great strides in developing the four programmatic components across our outcome areas of families, communities, health, and early childhood education.

I wanted to take the opportunity now to highlight some of the internal implementation work our staff have been undertaking concurrent with these programmatic efforts and in many ways essential to the success of our overall strategic plan and organizational effectiveness.

The establishment of the governance guidelines actually precedes the strategic plan. The guidelines help lay a strong foundation for how First 5 LA communicates with grantees, communities, and potential partners, and has brought tremendous clarity internally to how we think about and design our initiatives. The governance guidelines explicitly require that new investments align with the strategic plan and address sustainability, leveraging, and organization capacity building.

The component you might be most familiar with related to governance guidelines is the expiring initiatives process. You may recall Tara Ficek, director of grants management, making her frequent appearances here to share the latest update on the process in which upcoming grants and contracts have completed their assessments. This process was the result of a myriad of staff from across the organization, including grants management, contracts, finance, OSVI, and program development who behind the scenes were working, testing, reworking, and refining this process so that we would be able to thoughtfully and responsibility exit contracts and investments as they close out.

And as you heard at the last commission meeting in April, the monitoring, evaluation, and learning framework, also known as MEL, has been evolving as we think critically not only about how we evaluate our work, but how we learn from it.  Just like expiring initiatives, there's a team working behind the scenes on MEL, and that includes staff and research and evaluation, policy, human resources, and OSVI who have been working collaboratively for well over a year to ensure our approach to learning and evaluation supports the intentions behind this strategic plan.

And, finally, the organization transformation efforts refer to the overarching work to align our organization structure to strategy and provide our staff with the training and management support required to execute our strategic plan, our ambitious plan.

As Kim has been sharing, we are very excited to welcome our new senior leaders, Christina Altmayer and Carl Gayden, to the organization.  And we also very importantly want to acknowledge all of the staff across the organization who have exhibited faith and flexibility in executing the strategic plan under a transitional phase of the organization which includes administration staff and finance, contracts, IT, and grants management.

Most of the staff have continued to manage their existing portfolios and areas of responsibility while contributing to the development of new work and collaborating to improve how we work through internal process improvement strategies and collaborative efforts. It has been and continues to be a dance.

As mentioned, we don't expect that you can digest all of the takeaways in the brief time we have today. In July, we will be returning with the presentation that will capture lessons learned and show you the progress of the work across the strategic plan to allow you the opportunity to zoom out a bit and see the bigger picture. We sincerely appreciate the board's attention, time, and feedback as we have been sharing our work with you in each of these presentations and, while numerous, we believe are essential to walk the journey together, board and staff, as we endeavor to implement this plan, and most importantly, improve the lives of children in LA county.

SUPERVISOR KUEHL: Thank you very much. Any question on the strategic plan presentation?

COMMISSIONER DENNIS: No questions.

Stacy, that was really a good presentation. It was very succinct. It was on target. I mean, you captured a year and not a lot of work in about 15 minutes. Great job. That was a good job.

SUPERVISOR KUEHL: Nancy.

MR. WAGNER: I want to echo. I want to applaud you. Great job. Great job.

MS. LEE: Just like all of our other work, there's a lot of people working behind this presentation, including our executive leadership.

SUPERVISOR KUEHL: Any comments or questions? Any questions or comments on the annual report which we need to have a motion to receive and file.

COMMISSIONER ZEPEDA: So moved.

COMMISSIONER YBARRA: Seconded.

SUPERVISOR KUEHL: Moved and seconded. Any objection to receiving and filing the annual report? Seeing none, that action is taken.

Thank you so much. We have two more large items, one before the break and one after the break. So next is Item 6, and that is our board communications survey update: Findings. Linda.

MS. VO: Good afternoon, commissioner.

SUPERVISOR KUEHL: Good afternoon.

MS. VO: So I'm very excited to be presenting on this board survey findings because I do know that a few years ago this was something that First 5 LA had endeavored to do and we really didn't get an opportunity to do that. To see this come to fruition is very exciting because we finally got a chance to query commissioners on how we are doing and how we're supporting the commission with our communication.

And first off, I'd like to thank the executive leadership as well as Armando from research and evaluation our and executive committee who did give us a lot of good feedback on how to improve this survey to ensure that we were soliciting the proper information so that we would be able to use this and improve on our communications.

So to start off, I wanted to give the purpose of the survey. And the survey was to ensure that the communication that we're providing to the board is done in a timely manner and in a format that effectively supports commissioners' governance responsibilities. As commissioners are aware, First 5 LA is going through a transformation organization, so it was timely for us to really ask commissioners, you know, how are we supporting commissioners in their governance responsibilities. So it is timely for this survey to take place.

So just a little background. Back on March 3rd we did bring the draft survey to the executive committee and then with feedback we revised the draft survey and sent it out on March 18th.  And then on April 7th, we did present preliminary findings to the executive committee. As of today, I am excited to announce that 94 percent of the commissioners have completed the survey.

And before we actually get into the findings, I did want to note that not all questions were answered by all of the respondents.

And just a little background on the survey format, we did have 29 questions.  And they were broken up into different areas.  The first area was meeting materials.  That included PowerPoints, memos, the executive director's report.  The second one was the First 5 LA web site.  Third, board and committee meetings. Four, board learning development.  Five, new board orientation.  Six, method and frequency of the communication that we are providing to commissioners.  And number seven is administration and staff support.

Based on feedback from our executive committee, we were asked to apply different formats and approaches to the survey.  So we did use a Likert scale.  We did ask commissioners yes-or-no questions, as well as to ask them to rank from the most preferred to least prefer, and we also solicited comments on each statement.

So the first section, meeting materials, we did find that most respondents did agree that the current mechanisms around current communication are useful and that they are sent in a timely manner.  And happy to report that a hundred percent of respondents did agree that the ED highlights provided by our executive director herself are very informative and useful.  Some of the comments that we did have are that presentations are a bit too long and it didn't allow for enough feedback and discussion from our commissioners.  And a few others commented that the ED report did contain a little bit too much background.  And as Kim mentioned in her executive director's report, there was a soft rollout of a new format this month that I will discuss a little bit more in detail when we get to next steps.

With regard to the First 5 LA web site most respondents did say that they use the First 5 web site to access meeting materials, but less than half of respondents use the web site to access other information such as bylaws, governance guidelines, and staff contacts.

And when asked if commissioners would use a dedicated commissioner portal, most commissioners did respond that they would love to use one if it were easy to navigate.

And we did ask commissioners a few items that they would -- if they would like to see additional things on the web site. And they did indicate that they would like to see more information on early care and education, child development, and First 5 LA's legislative agenda and updates related to it. And based on some of the comments, we did find out that commissioners do say that the web site is not easy to navigate. It's not as intuitive. There are a lot of information that are kind of buried under other links. And I'll actually cover in next steps what we've done in the short term to address that.

When it comes to board and committee meetings, most respondents did agree that the current length of board meetings is long enough to ensure effective governance. And most respondents did agree that committee meetings did help them prepare for commission meeting discussions. But when we did ask commissioners whether or not they would attend other committee meetings if we held them as special commission meetings, less than half of them said that they would attend those meetings.

When it comes to board learning development, so most respondents did agree that First 5 LA, it is important for us to dedicate time for board learning opportunities which is consistent to what we currently do right now. And we did query commissioners on the most preferred topics that they would like to see for board learning opportunities. And the top three are policy and advocacy, the second is health related systems, the third early care and education systems. And I should note that this is not surprising given communities and families. They are anchor investments of First 5 LA.

With regards to the top three mechanisms through which commissioners prefer board learning opportunities to be offered, the top three were: One, board meetings. Two, First 5 LA brown bag lunches as what we had done with the Paper Tigers documentary. Third is First 5 LA workshops.

Some comments made were, they want -- commissioners wanted additional information how First 5 LA's work connects with other First 5s, which is what we're currently trying to address in some of our future presentations. And other comments included, how can commissioners effectively message First 5 LA's priorities, which we are also going to be including in our ambassador -- brown ambassador training. Most commissioners have taken that in the past, but we are revising our messaging guide to be more consistent with our current approaches. And given that we are in the first year of our implementation process, we're ensuring that it's aligning with the process as well in terms of the messages.

With regards to new board orientation, I do want to note, too, that this only applied to commissioners appointed on or after August 2013. And most respondents did agree, because this was our first time that Kim and I had actually come up with a very standardized, formal new board orientation. I'm happy to report that 70 percent of respondents did agree that they did receive an adequate orientation to their roles and responsibilities. Most did agree as well that they received sufficient information in the following areas, and that includes First 5 LA's critical strategic issues, the long-term financial projection, our current strategic plan 2015-2020, and conflicts of interest.

A few comments that were made was that some commissioners did want a little bit more time spent on the bylaws and their current roles and responsibilities and expectations of what commissioners may have. And with regards to other information, we did have a request to include relevant press that may have occurred within the month of orientation.

Method and frequency of communication. So consistent with First 5 LA's approach, 68 percent of respondents did rank board meetings and e-mails as their first and second choice for the mechanism in which they prefer to receive communication, which is consistent, as I mentioned earlier, with what First 5 LA is already doing.

When it comes to administration and staff support, most respondents did agree that communication between them and the board secretary and the executive department is strong and clear, with 63 percent for the SMT, senior management team. And most respondents did agree that board secretary support during commission and committee meetings ensured for smooth meetings with a little bit lower at 78 percent for the IT department.

I wanted to note that we do look forward to receiving additional feedback and input to learn about the ways that we can improve communication between the board and our senior management team as well as the support that commissioners are currently receiving from the IT department.

So in conclusion, overall I'm happy to report that most respondents do feel that board related information, meeting materials, communications, as well as board learning and development is done in a timely manner and that it does effectively support their governance responsibilities.

However, the survey did uncover some areas that do have room for improvement, and those four areas are: The First 5 LA web site, the executive director's report, board learning development, and our new board orientation.

So starting out with next steps with our executive director's report format. As mentioned earlier, we do have a current new format that we are now aligning with our four outcome areas. And we thought that would be an easier way for commissioners to be able to follow the implementation work of our current strategic plan. In addition, we've set out very concise guidelines of what staff should be reporting. So we asked staff questions such as, is it a key strategic issue, is it a key story or material that is going to keep commissioners -- you know, keep them along and apprised of our current strategic implementation process and, as well as, is it a milestone. If it doesn't cover any of those areas, we're not asking staff to just include it in the ED report. As you can see, it is outlined within the four outcomes areas.

With regards to the board orientation, we do plan to spend more time on the bylaws and commissioners' role and responsibilities. And we will get the opportunity to try that out very soon because Brandon Nichols was actually just appointed as an alternate for DCFS. So we will be doing that with him within the next few weeks shortly.

So we'll be asking him, Mr. Browning.

COMMISSIONER BROWNING: I don't love the bylaws.

MS. BELSHE: Good to know.

MS. VO: When it comes to board learning agendas, from the survey, we are going to focus first on commissioners' most preferred topics just to ensure that we are covering those areas that commissioners are most interested in.

And just a reminder that we are already bringing board learning opportunities to our commission meetings as well as our special commission and program and planning committee meetings. As Kim mentioned earlier, at the June program and planning committee meeting, we will have an update on trauma-informed care where Dr. Kevin Epstein will be coming out to talk about how TIC has been rolled out in San Francisco DPH. And he's going to be talking about lessons learned as well as any other challenges that they may have faced and that we can learn from those lessons.

When it comes to improving the First 5 LA web site, so we did take a look at the web site and we did find that it's a little bit cumbersome in terms of like the many different links that you would have to get to to get to something such as meeting materials or commissioner info. So what we have done is, when you first click on the commissioner link right now, it will take you to the first page. And that first page will immediately have links for meeting materials, commissioner contacts, bylaws, governance guidelines, as well as committee assignments. So you no longer have to go through many clicks to get to those items. It is a short-term fix because aesthetically, it's not the most beautiful but it is something very intuitive for everybody to be able to navigate through.

And, finally, the last thing is that, with the board communication survey, it didn't cover a lot of different areas that we can improve on. So we will continue to communicate and engage the board and staff with any new mechanism around communication as they are implemented.

And do the commissioners have any question or feedback on the survey findings or next steps?

MS. BELSHE: Who's that?

MS. VO: So the one on the left is my daughter. She just turned four. And Dillon is on the right. He just turned six. And we had a Star Wars theme for their birthday just in April. So Brandlin is a BB-8 and Dillon Jedi master. He's using the force.

SUPERVISOR KUEHL: We need more gender neutral roles.

Thank you so much. Question or comments, especially those of you who were in the 21 percent or 32 percent or whatever, you know, where they say, well most of the commissioners loved this. Do not be intimidated.

Duane.

COMMISSIONER DENNIS: I was in the 70 percent all the time. I just wanted to let you know.

MS. VO: You get a cookie.

COMMISSIONER DENNIS: No one get Linda Vo wrong. No one get the board secretary wrong. So anything you say, Linda.

Anyway, and I think I said this during an executive committee meeting, this gives staff an indication how best to support and how they can help us. And -- and one of the things, you know, I would also like to know, how can we become better commissioners. And perhaps that's a survey to staff with regards to how can we improve our skills to better support the work of staff and how can we assist staff in doing our jobs in a much better way. And I've said that earlier. I think that's, you know, critical and important because effectiveness is both ways; it is how you can best support us and how we can best support the staff.

MS. VO: Absolutely. And if I may, I think part of it, too, is by us ensuring that we're providing commissioners with board learning opportunities, we're giving commissioners a better context and background on different areas that we're focusing on within the four outcome areas. So when commissioners have a better understanding of these areas, they're able to make better informed decisions at future commission meetings.

So I think that's one of our goals in ensuring that we are supporting you, and in turn, the output is that you become better commissioners as well.

COMMISSIONER DENNIS: Great.

SUPERVISOR KUEHL: Marlene.

COMMISSIONER ZEPEDA: Linda and Kim, as I guess the newest commissioner -- maybe not so new. I'm still pretty much the newby, but I -- yesterday, I -- was it yesterday, Barbara, that we met or the day before? I can't remember. But have I met individually with the different segments, program segments, and had -- starting with Raoul on budget and then finishing -- I think I'm done -- finishing with Barbara's group on the Welcome Baby program yesterday so that they could briefly individually about those programs, answer any particular questions that I had. Because as a new commissioner, the learning curve is quite steep. And so trying to get your head around all of that information, it was helpful to have those individual meetings. And I don't know if that was just because I asked for some of that or because that will be offered to all incoming commissioners, but I did find it valuable. I know it was hard to schedule, but I did find it very valuable.

MS. BELSHE: We do make that offer with all orientations in terms of either specific issues that new members would like to dig deeply into because we recognize, even though the initial orientation is about two hours with some new members, we have multiple two-hour sessions, and then other commissioners say they'd really like the deep dive which we then facilitate. So we appreciate the interest by you and other new board members in taking advantage of that.

SUPERVISOR KUEHL: I think in terms of the deep dive, it would be good for new members, new commissioners to know who on the staff is offered and their areas, especially with some of the re-org going on so that we would know, well, I met with the following people, but I have an interest in this and I don't know who the right person is.

MS. BELSHE: That's a very important role that we look to the board secretary to play in terms of facilitating those connections.

SUPERVISOR KUEHL: Sometimes we don't know what the options are. You know what I mean? It's kind of like, if we -- I think new members should know --

MS. BELSHE: So the types of things --

SUPERVISOR KUEHL: Yeah, these are the eight people running stuff and three of them came to speak to you, but you may want an -- opportunities would be made available to meet with the others.

Phillip.

COMMISSIONER BROWNING: I do think that the survey was helpful. And I don't know if that's planned to be done periodically. I sort of made a joke about the bylaws and then realized that I don't know the answer to a question about having commissioners participate in the budget meetings. I know I was the chair for the budget committee and I learned more on that committee than any other activity that I participated in. So those people who are able to participate in the budget committee I think will learn an awful lot.

But I guess a question would be, is the budget committee restricted? I know it's not open to everybody.

MS. VO: Yes, it is restricted to the budget and finance committee members. So it a four-member committee, and they're all voting members.

COMMISSIONER BROWNING: And that's a state requirement?

MR. STEELE: That's a Brown Act requirement. If we have more than four, then we have to notice it as a meeting of the full commission.

MS. BELSHE: So that's an example of a follow-up issue for discussion with the exec committee that we can come back to. As noted, one of the questions asked was, if board members were given the opportunity to attend any meeting regardless of their committee assignment, would they go. And I think 42 --

MS. VO: 42 percent said they would.

MS. BELSHE: But do the math. The balance said --

SUPERVISOR KUEHL: But also people have to understand, when too many commissioners go to one meeting, it has to be a noticed meeting because it's a Brown Act issue.

MS. BELSHE: Right. But I guess my point is, we could have discussion like we made as a matter of policy our program and planning committee meetings are always noticed as a special meeting to address that issue for that committee. So something we may want to consider with the executive committee and the full commission is, should we take a similar approach to budget and finance.

SUPERVISOR KUEHL: Linda, I would say also we see the agendas for the committees and for the board -- the full board of commissioners. I would find it helpful if it could be noted on the P and P agenda which board learning opportunities will not be repeated at the board. Because sometimes there are presentations to P and P that do not come to the board. I would like to know, if I want to go to that, it's not going to be repeated at the board.

MS. VO: Absolutely.

SUPERVISOR KUEHL: So I think that would be helpful for all of us because then we could say, oh, I would go because it won't be repeated or whatever.

Any other comments or questions?

COMMISSIONER AU: I also want to commend the staff.

SUPERVISOR KUEHL: Yes, of course.

COMMISSIONER AU: Especially when I have a particular area of concern or interest. I'm working with Barbara right now regarding Welcome Baby and the difficulty we have in engaging the Komi-speaking community and responding. And so I appreciated the fact that the staff was willing to focus some focused energy in -- in that arena so that we will have clear documentation as to what succeeded and what did not succeed. And -- and this has constantly been a challenge even with county services, is reaching the API community and wanting them to engage in an area that they could truly benefit from, especially when it comes to supportive services.

Anyway, I want to commend staff and the willingness of staff to respond as well to the commission's needs. So anyway.

SUPERVISOR KUEHL: Thank you.

Seeing no further requests for comment --

MS. BELSHE: Other than we like to acknowledge this was Linda Vo's first board presentation. So give it up for Linda.

(Applause)

COMMISSIONER DENNIS: That's why I thought she did good. You don't mess around with Linda.

SUPERVISOR KUEHL: Thank you, Linda, very much.

We're going to take a break now and come back for the last item on the agenda, which is the budget. And we'll return five minutes after 3:00.

(A brief break.)

SUPERVISOR KUEHL: We're back in order. I hope you all had a wonderful break.

The last item on the agenda, Item Number 8, is a presentation of the draft proposed budget for 16-17. I believe the presentation itself is about 20 minutes, maybe 19.

MS. BELSHE: Is that right, Raoul?

MR. ORTEGA: It's a little bit longer than that.

SUPERVISOR KUEHL: A little bit longer than that.

MS. BELSHE: So get your coffee, but not much longer.

MR. ORTEGA: It's not much longer.

SUPERVISOR KUEHL: And this will -- depending on the comments that we receive from our commissioners to go back to exec to budget, maybe P and P, and come back to us.  This is a draft proposed budget for 16-17.

So who's going to start?

MR. ORTEGA:  So before I start, I would like to invite our chair of the budget and finance committee, Joseph Ybarra, if he would like to make some opening marks.

COMMISSIONER YBARRA.  Sure.  Thank you, Mr. Ortega.

What I would like to just say is, if we could, the budget and finance committee met on April 28th, and we discussed the overall budget, I'm pleased to say that Commissioners Au, Zepeda, and myself -- I was there -- had the opportunity to address any of the other questions or concerns to the group working with us.  And Mr. Ortega and his team, they've done an awesome job as to preparing us as we go into our budget.  They're to be commended for their work.

The budget finance committee is endorsing this budget as we look forward to the continued progress.

Mr. Ortega.

MR. ORTEGA:  Thank you very much, Dr. Ybarra.

So before we move on and get into the numbers and get into our presentation, I would like to share with you guys a little history of the budget process. When I started here in 2004, we really focused on the operating budget. We really looked at the personnel and what we call S and S costs. And throughout the years, this is organization has evolved.

And in 2011, we really put a lot of emphasis on the program budget. And it's kind of -- you know, when you're thinking of an organization that's 11 years old and most of the funds going out the door are related to programs, for us to develop for the first time a program budget in 2011 was -- you know, it's kind of surprising coming from the position where I sit in as a director of finance. But since '11 and '12, we've really actually even evolved and enhanced how we present the program budget which is really wonderful.

It started with -- under the direction of Tracy Haas. And when Genie Chough came in, she really elevated and she actually pushed for us to have an interactive budget process. And I'm proud to announce Genie -- we've also expanded it to the operating budget now, so it's not just program.

And for 16-17, we have a budget system that's really interactive. And thanks to Rusbe, it just makes the whole process more efficient. And it is a lot of work and it's organization-wide, and yet -- yes, the finance department does present it and we do a lot of work, but it's really -- the doers are -- is definitely the staff across the organization.

So now let's start getting into the numbers. The overall 16-17 budget does reflect an overall net reduction of roughly $58.2 million or 26.7 percent. And within this budget, you do see many shifts. There are many stories within this proposed budget. You see a shift in how we do our work from direct service to a shift to broader systems and policy work. And as a result, you see a shift in the cost to do the work. You see the shift from monitoring legacy work to more staff intensive work of developing and implementing new strategies within the 2015-2020 strategic plan.

As an example of this shift is the natural sunsetting of LAUP's $55.4 million annual master agreement in which you see a shift to where the major expenditure was preschool services or preschool spaces, direct services, to our new strategic approach to ECE where we partner with stakeholders, including LAUP, to build a robust early care and education quality rating and improvement system. And this is only one of many examples that are built within this budget.

And though it is a reduction in the overall programmatic cost, the key takeaway is that it's not a reflection on the amount of work that is being done and the impact that we seek to accomplish. This proposed budget truly does reflect our mission through partnerships, through strengthening families, communities, and systems of support so that all children succeed in school and in life.

And now I'd like to pass it to Alison Mendes who was critical to the success of what you're going to see and the presentation, and her colleagues who are the outcome leads: Antoinette, Barbara, Katie, and Reena.

Alison.

MS. MENDES: Thank you, Raoul. And good afternoon, commissioners.

So first, I want to just give you a brief overview of the structure of the presentation. I'll briefly go over the budget development context for the 16-17 budget, get into a budget overview at a very high level, looking at the budget framework, and then delving a little bit deeper into the core budget components. And then we will discuss next steps.

So here you can see, as Commissioner Kuehl already spoke to, our board -- or our budget goes through many points of engagement with our board. You can see that we have already reviewed the budget with our budget and finance committee as well our executive committee on

April 28th. And the draft that is presented today does reflect feedback and some incremental changes based on the discussions that happened in those committees.

Obviously, today we are presenting it as informational and for discussion with -- we'll come back in a month to review it for formal action.

So 16-17 budget represents the second year of our current strategic plan. As Raoul noted, the budget development process is continuously improving. And the 16-17 process was informed by a number of key ongoing strands of activity, many of which are interrelated and operate in coordination. This includes our continued implementation of our strategic plan activities, our expiring initiative assessment process, our ongoing organization development and transformation process, our updated long-term financial projection which serves as a basis for the budget every year, and of course our governance guidelines.

So for 15-16, you'll recall we structured the budget to demonstrate the change in strategic direction for the organization. And we have further refined the structure for 16-17 to illustrate how our resources will be used to advance the goals outlined in the strategic plan.

Resources devoted to the strategic plan

activities, including the four priority outcome areas, which you'll hear more about later, and other key approaches are called out in the plan.

We continue to show cost related to legacy investments as well as research and evaluation costs and resources to support internal operations. I will review each of these components a little bit further during the presentation focusing a bit deeper on the priority outcome areas as Raoul mentioned.

So this chart, anyone who was at budget and finance committee meeting knows that I love this chart. I think it tells a great story. My favorite chart in the whole presentation. And I really think this tells the story of how, as Raoul noted, our resources are shifting and our strategic direction is shifting. And I think you can see that in the numbers presented here in the budget.

You can see that for 16-17, we have an overall decrease in anticipated spending of 58.2 million, going from the 218.3 million in 15-16 to 160 million for 16-17. This is driven by an overall decrease in the programmatic section of the budget by $58.6 million and then offset by an increase in operating costs by just over 400,000.

Here I really think that you can see the shift that Raoul touched on earlier between spending on our legacy investments, whereas in 15-16 we spent -- we budgeted approximately 60 percent of our budget on our legacy investments.  And for 16-17, the number is dropping to about 26 percent of the budget.

In addition, you can see that the funding for our strategic plan activities in year one of the strategic plan was about 27 percent, while in 16-17 this is increasing to approximately 57 percent, an overall increase of 31.7 million.

So this shift in resources is really one of two key messages that I want to highlight that I think the budget really encapsulates.  First, as we enter year two of the strategic plan, we are seeing a shift in resources to support the activities of the new strategic plan. This occurs naturally as we allow our legacy investments to sunset and ramp down according to plan and as we move further into the implementation process for our new strategic direction.  And, second, the overall decrease also reflects our commitment to live within our means and an understanding of the fiscal environment that we operate in.

We prepared budget estimates mindful of the fiscal reality of declining resources, the most recent long-term financial projections approved by the commission and the strategic plan resource projections presented with the plan approval in November of 2014.

And speaking of the strategic plan resource projections, now I'm going to focus in on the resources for 16-17 to support the work of the four priority outcome areas of the strategic plan. This chart shows you the following information: It's broken down by the four priority outcome areas. It also does show you our five-year estimates that were included in the strategic plan. These are the high-end estimates. You do see our revised 15-16 budget for each of these four outcome areas as compared to the 16-17 proposed budget for each outcome area. And the estimate through year two includes both the 15-16 and the 16-17 dollars for an overall percentage of estimated spending through year two for each outcome area.

As you know, our anchor investments in Welcome Baby and Select Home Visiting and the community capacity building work in the 14 Best Start communities were already underway in year one, 15-16 while much of the work in the ECE and health outcome area was under development. With another year of development and implementation activity under our belts, you can see that we expect cost to increase for both of these outcome areas.

You can see that the most notable shift is in the area of ECE. And that has been touched on earlier with the conversation around LAUP and the shift in how we are partnering with LAUP moving forward. It represents costs related to both policy and advocacy work, as well as continued activities to meet the QRIS site targets for the First 5 California impact initiative.

Although we aren't completely through year one yet, we can see that looking at the budgeted amounts we expect to spend approximately 30 percent of the overall five-year resource estimates in the strategic plan over the course of the first two years. Once this first year is complete, we will undergo a reconciliation process to review the -- the high-end estimates and reconcile our spending against those estimates. And we will provide an update at that time.

Now I want to turn to a deeper discussion of the four priority outcome areas and discussions of the strategies within each outcome area and the anticipated activities for 16-17.

And with that, I will turn it over to Barbara Dubranski for the family outcome area.

MS. DUBRANSKI: So you see here in the first slide are our overview of the entire outcome area. And as has been acknowledged already, there -- this includes one of our anchor investments, our home visiting work, as well as some investments in engaging with families in ECE in health settings as represented by Project DULCE and Abriendo Puertas. So we'll go a little bit more deeply into the each of the strategy areas.

So strategy one represents the anchor investment, the home visiting. And this is an area where one of the most critical areas to track for us as a team managing an investment that's more mature is, are we tracking against the long-term financial projection, which we are. So we are inline with our projections at this time. And we're still ramping up, so doesn't mean that the dollars aren't increasing slightly, but it's in alignment with the ramp up that we have projected.

And just for some context, this is an investment that has included the hiring of 400 home visitors across the county. So I can tell the team working with our grantees, that they are our job creators in the organization. This -- so this is representing a stable area within increases being in line with the long-term financial projection.

So as we go into strategy two, this is -- I'm going -- what I'm going to do is speak to several of the investments that are within this area. And as a reminder, strategy two is looking at how we can improve upon protective factors for children by engaging with their families in places where they go naturally, healthcare settings and ECE setting. So when we consider the programs that are in this area, that's the reflection that we want to give.

So starting with Project DULCE. Project DULCE is in its -- it will be its second year of expenditures, but with a small amount of expenditures in the current fiscal year, about a quarter. So it will the first year of expenditures.

As a reminder we are partnering the with the Center For the Study of Social Policy who is funding one of our clinic sites to implement this program and test its efficacy. And through the identification of partners, we actually established that there were three eligible partners. So this reflects costs for us to invest in the two additional partners that we brought to the table, clinic partners. We're also looking this year at some critical issues related to, as we invest in these areas, these direct services areas, we're not doing it just for the sake of doing direct services; we're doing it to learn so that we can know in the future how we can promote the investment of these types of services by other potential funders.

So a critical piece in an early phase -- and this is true of Project DULCE -- is to invest in continuous quality improvement. So some of our additional investments include supporting that aspect of the work as well as evaluation work, the early stages of evaluation work, much focus on making sure that we're collecting the right data from day one. So those are some of the expenditures under our Project DULCE investment.

And then moving on to Abriendo Puertas, this is an are that the board has not had an opportunity to hear about as a stand-alone item. And, of course, you will before we move forward with this investment. There will be a discussion as well as an opportunity to have the final approval. But to give you a sense, we are exploring this area along with other partners. We are at this point in time counting up to four additional investors in this area. So partners are coming to the table and have come to the table because of the success of Abriendo Puertas and the attention it has received nationally. So we're really making sure that our contribution is complimentary to those partners.

So across the partners, we're looking at areas of organizational capacity building. So because there's been such a great interest in this program, there is a need for them to build the capacity to support the demand for the program, as well as learning opportunities related to them updating their curriculum. They have had rigorous evaluation of their program and have opportunities to improve despite the very many areas of positive outcomes they had, as well as the ability to learn about supporting the sites where Abriendo Puertas live. So training -- what the Abriendo Puertas organization does is part of the scenario. The other part is, those sites that have been trained, how do they maintain that program over time and what can we learn about what needs to happen so that they will sustain those programs. So that will be part of what we invest in as well, that learning.

And finally, data development. When we talk about the protective factors, we don't have a common way in this county where we say we know that we have made progress on these factors. And we're not the only ones interested in that. Our partners at the county also want to know the answer to that question. So with our work with the Office of Child Protection under the leadership of John Wagner, we're able to begin to explore their interest as well as interest broadly in the county in measuring our collective progress against these factors. So we have an opportunity to play a role to help improve data collection in this area and come to an agreement on how we measure our progress in this area.

So that's family strategy two. I'm going to invite Antoinette Andrews up to come speak to us about our investments in communities.

MS. ANDREWS: Good afternoon, commissioners.

First, I want to start by acknowledging and appreciating the budget and finance committee's discussion and feedback on the budget. And today I'm representing good and strategic thinking of many staff immersed in the implementation of the communities outcome area. Today I'm only going to focus on the primary cost drivers for each of these strategies.

So as you can see from this slide, the majority of the cost associated with the communities outcome area represents the very first strategy around creating a shared vision and collective action within the 14 Best Start communities. So this represents our anchor investment in community capacity building in Best Start.

The two strategies represent -- the resources there represent continued development, but it's also representing a very integrated approach with the community partnerships under strategy one being a very solid foundation for the continued movement and momentum that is being built around work in the 14 Best Start communities.

And then I will also talk about the cross-strategy investment where we're looking at how we can better integrate the three strategies and provide capacity building supports in ways that actually help us to achieve our outcomes.

So as a reminder, strategy one is about creating opportunities for parents and organizations and institutions across multiple sectors to work together around a shared vision to improve community environments that affect the well-being of child and families. And 66 percent of the cost in the strategy are for investments in community engagement.

The primary cost driver here is for funding of the community identified investments which staff has brought to the board during several commission and program and planning committee meetings. Most notably was the board's approval of 14 of these grants during a special meeting of the board of commissioners on November 19th, 2015. The board's approval of the consent calendar today included the West Athens community project. And that approval represents an important milestone marking the distribution of funding to all 14 Best Start community partnerships.

Funding for the community identified investments across the 14 partnership -- or 14 communities reinforces First 5 LA's continued investment in the infrastructure of the community partnerships as a platform for advocacy, coordination, and execution, and ongoing learning about strategies that best fit community needs and context.

Strategy two of the communities outcome area focuses on ensuring that services and supports meet family needs. A significant challenge identified by families and organizations in Best Start communities is access to quality services and supports that are coordinated and that actually meet family needs.  After an initial focus group with parents and organizations, staff determined that an investment in strengthening service coordination would best address these issues.

Therefore, the second strategy of the communities outcome area focuses on strengthening community resource networks which we are defining as groups of organizations operating formally or informally to coordinate services and supports for families.

And in February 2016, staff released a request for information to understand current capacity needs and opportunities to improve service coordination within Best Start communities.  And in addition to the request for information, staff is also conducting key informant interviews with county department representatives and focus groups with Best Start community members.  There is a convergence of interest among key partners across the county such as the emerging work of the Office of Child Protection as it pertains to prevention after care networks as well as the ongoing work of Health Neighborhoods spearheaded by the Department of Mental Health.

So funding in this area is included in the budget to move forward with an implementation plan which will emphasize how First 5 LA can add value to existing and emerging efforts to strengthen formal and informal community resource networks in Best Start communities. Staff will provide an update to the board on this strategy in the coming months.

Strategy three is about increasing the capacity of built environment advocacy groups to set and advance an agenda that supports early child development as well as engaged community members within Best Start communities around advocacy efforts to improve the built environment. An example is our collaborative work with the LA county Department of Parks and Recreation and the Los Angeles Neighborhood Land Trust in support of the county's parks needs assessment which was presented during the March program and planning committee meeting. We will continue to support efforts around park improvement and are exploring other opportunities to partner with both environment advocacy groups such as our current support for investing in place to convene a technical working group to advocate for a data driven and equity-centered approach to transportation planning and policy.

The three strategies in the communities outcome area can simply be stated as an investment in people, in place and opportunities for access to services, social supports, and other resources families need to thrive. To maximize our investment in these strategies, we have two cross-cutting strategies -- or two cross-cutting investments. The primary cost driver here is in communications and marketing. And this is due to funding allocated to build the communication skills of the community partnerships to support the growing momentum around the community identified projects.

But I would like to call the board's attention to the capacity building consortium which is currently under development. The consortium will provide an integrated approach to training, technical assistance, coaching, and learning, not only to the community partnerships but also to the community resource networks and the built environment advocates as well as any other grantee involved in Best Start community capacity building.

At this time, I'd like to turn it over to Katie to continue the presentation with a discussion on the ECE outcome area.

MS. FALLIN: Good afternoon, commissioners. Hi, everyone.

So just kind of as an overview, I think one of the things that jumps out, as Alison pointed out, is the difference between the budget last year and the budget this next year around ECE. And absolutely a lot of that has to do with the ramping up of new work, but I think it's also important to note that part of it is an artifact of how we structured the budgets in both years. So there are some projects, for example, that were in other areas in the budget last year that we've now moved into the ECE area. So it looks as though it's all new, but, as I'll go through, I'll highlight those areas that are in fact new and others that have continued.

For example, when the board approved the use of the LA fund balance, that's something that was technically in another area of the budget. But once the board approved the new work, that moved under the ECE outcome area. That's just an important overview.

So as a reminder, the strategy one is really focused on policy and advocacy to increase public funding for quality, affordable, and sustainable early care and education programs. And as you can see from the top of the slide, the bulk of the cost in the strategy is for the launch of our new ECE policy and advocacy fund, which represents 83 percent of the proposed budget for the strategy for next year.

And just to get a sense of what that fund will look like -- and you'll hear more about this in June - there will be two categories of fundings, the largest of which will be the partnership grants to key state and local ECE advocacy organizations, as well as grant funding to support emerging ECE policy and advocacy opportunities. In addition to that project, this also contains the kindergarten readiness assessment project which you heard about in April and you will hear more detail about our proposed partnerships with Children Now at the PPC meeting this coming -- or this month. And, lastly, the grade level reading campaign work approved by the board in March is also here. And that's an example of something that was elsewhere in the budget in the prior year.

So ECE strategy two is where the bulk of the expenses will be in the coming year. And this, of course, is our strategy focused on QRIS. And as a reminder, the purpose really is to establish a single, unified LA county QRIS model that is based on best practices and has the potential to be scaled across the county.

This strategy includes both QRIS systems building or systems design work with our partner agencies through the QRIS architects. This is -- the funds for this, that would be the second line, come from First 5 California. And in addition to that systems building work, we're also going to be doing QRIS implementation work to continue to engage ECE providers who have been a part of QRIS through funding streams that are ending this June. So it's really a way of kind of keeping those providers engaged in QRIS as we are working with architects to design that -- the larger system.

So the bulk of the budget for the strategy, nearly 90 percent, will support LAUP's work approved by you earlier in this meeting.  And as you'll recall, this work will support three areas:  QRIS, policy and advocacy, and workforce.  But it's important to note the vast majority will be really focused on that QRIS support. It's also -- I'd like to remind you that these funds serve as the match that enabled us to draw down $13.3 million from First 5 California that will be used to later expand the QRIS model once it's designed.

So in addition to the work of LAUP to continue to engage partners, we're also going to be partnering, hopefully, with the CCALA or the alliance -- Child Care Alliance of Los Angeles to provide quality improvement coaching through their gateway programs to ECE sites who have been rated but do not qualify to -- under the block grants.  And so we want to continue to engage them as well.  And you will recall that the board approved the use of a portion of the ECE workforce consortium funds for that purpose back in January of this year.

And, lastly, in addition to the QRIS work, two percent of the funds in the strategies are going to the continuation of capacity building work with the ECE providers focused on increasing the number of shared services alliances in the county, which we see as a critical capacity building effort to enable providers to really focus on quality. And you'll hear more about this at the program and planning committee this month as well.

So the last strategy is our professional development work. And this is really focused on strengthening the teacher preparation and professional development systems because we know that the most important aspect of quality is really the teachers. The strategy includes the continuation of two existing projects and the launching of two new projects this year.

So the projects that are continuing are the ECE credential advocacy project, also known as PEACH, or Partnerships for Education Articulation and Coordination through higher education, which is at top of the list there and really is our work around the -- the child development permit matrix and the working to get a zero to eight teaching credential again in the state.

The other continuing project is the ECE workforce registry. And it's at the bottom of the list there, represents about 40 percent of the budget for this strategy. And this in prior years was in the research and evaluation portion of the budget.

So the two new projects that are going to be launched this year are focused on strengthening the connection between the California early childhood educator competencies, or ECE competencies, and the content of what is taught to ECE professionals through the professional development offered by the resource and referral agencies and through institutes of higher education. And you will be hearing more about those projects as well in the future.

So that's the overview. And I'm going to hand it over to the Reena now for the health area.

MS. JOHN: Thanks, Katie. So -- so good afternoon, commissioners.

As a reminder, the health outcome area has two strategies: The trauma informed care work, as well as early identification, developmental screening, and connections to services. And as you know, both strategies have been very much in development over the last year and a half to two years. So costs are relatively low this year and will increase somewhat in 16-17, but they'll still remain relative -- you know, fairly low.

As many of you know, the TI care launch happened on April 1st. That's been mentioned a couple of times. And the Help Me Grow launch is coming up on May 20th. Because so much of the work has been in development -- sorry. With that, I'm going to go over the major cost drivers for each of the areas.

For strategy two, TI care. As mentioned, the initiative was launched on April 1st. The intent of the launch was to catalyze a working group of foundation partners, county leaders, and community based wards that will convene regularly over the next year with the intent to develop a trauma-informed care agenda for LA county. As we head into 16-17, we anticipate major costs revolve around activities related to support for the working group, such as a meeting facilitator, the development of an environmental scan as well as a countywide agenda.

I wanted to note that, because First 5 LA has prioritized TI care as a strategy in our plan, we have also committed to supporting these costs related to early exploratory efforts. That said, over the last year, we have identified three foundation partners: The California Endowment, the California Community Foundation, and the Parsons Foundation, all of whom who are not only interested in partnering with First 5 LA on this effort, but also in contributing financially to the early work.

So to date, these initial foundation partners have committed approximately 100,000 in total to a pooled fund housed at the community partners. The pooled fund will also be a place where other interested funders can contribute additional dollars to support early and future work for trauma-informed care. Since the launch, more interest has been generated in the philanthropic community. We therefore anticipate greater contributions to the fund over the coming year.

And then the first strategy around early identification screening and connection to services. Currently, this strategy is primarily focused on launching Help Me Grow, a national framework intended to improve the early detection of developmental delays and connect children to services as soon as possible. This work is also very developmental. But the costs are grounded in Help Me Grow budgets established in other counties, namely Orange County and Alameda, two of the more established Help Me Grows in the state. Generally speaking, major costs for Help Me Grow in 16-17 are related to the support it will take to get Help Me Grow LA off the ground, including the development of a leadership team and governing guidelines as well as work groups that will include experts and key stakeholders from across -- from across the county organized to help inform the development of the four core components of Help Me Grow, which include: Child health providers outreach, data collection and analysis, the centralized access point, and community and family outreach.

Ultimately, this work will lead into the identification of a Help Me Grow LA organizing entity, One of the structural components of the Help Me Grow framework. So this entity will serve as an administrative and fiscal hub for the effort.

Another significant cost driver for both TI care and Help Me Grow strategies include a category we're calling emerging opportunities which allows for potential opportunities that might come up throughout the year that are time sensitive and aligned with our desired goals and outcomes. One example of such an merging opportunity is a partnership we have developed with the American Academy of Pediatrics Chapter 2 as it relates to Help Me Grow. While it may be some time before Help Me Grow LA is operational, we do think the AAP is a great partner and network of physicians to start to sort of build momentum for the effort before it's actually here. So this is an example of a potential emerging opportunity, one of the larger cost drivers for this health area.

So I just want to close by saying, as we head into 16-17, we anticipate Help Me Grow and TIC strategies to really move into more full implementation programmatically. So we also expect overall costs for the health related systems outcome area to increase more significantly in year three, so FY17-18 and beyond.

So with that, thank you.

MS. MENDES: Thank you to Barbara, Antoinette, Katie, and Reena for giving us a look at the four priority outcome areas in the budgets.

Now I want to turn to a few other key investment areas that were called out in the strategic plan as support costs for the four outcome areas. These include policy, advocacy, and strategic communications and marketing approaches. This includes work to continue exploring priority policy and sustainability issues aligned with our strategic plan as well as strategic communications and marketing that continues to build our brand and engage decision makers and stakeholders to elevate awareness, broadly speaking.

So moving to another portion of the budget, our legacy investments, we do still have 21 investments in this area that represent ongoing work of the commission, approximately 41.1 million in 16-17 which is a reduction of about 90.8 million from is 15-16.

This category of investments does include investments that have gone through the expiring initiative assessment process, as well as investments that have yet to go through that process because their sunset date is beyond the term of the process so far.

And as we've noted throughout the presentation, this does again represent a shift away from our majority spending on legacy investments. And this is primarily due to initiatives that are ending in 15-16 with no costs in the same capacity and 16-17, as well as initiatives ramping down in 16-17. And here you can see some prime examples of this, including our Healthy Kids initiative, the bulk of our LAUP support as we've discussed multiple times today, as well as our peer support groups for parents, our top parks and trails, and our ECE workforce consortium as well as some initiatives ramping down in 16-17, including our oral health and nutrition, dental home project, and our reducing childhood obesity and workforce development general pot of funds.

Excuse me. Went a little too far. Our research and evaluation costs represent about 7.2 million or four percent of the 16-17 budget. And these costs do include resources to support projects that align with both our legacy initiatives as well as projects that focus on the new strategic direction of the organization. And this demonstrates our continued commitment to learning from both our current and past investments.

In addition, 16-17 will see further development of the monitoring and evaluation -- monitoring, evaluation, and learning framework as Stacy spoke to earlier, which will ultimately provide a comprehensive structure for our research and evaluation activities.

Now I want to pivot to our cost related to the internal operations of the organization.  Here you can see that the operating budget is increasing by approximately 440,000 from 20.8 million in 15-16 to 21.2 million in 16-17.  This increase is driven by the bulk our cost which lie in our personnel services.  And while we did maintain the same level of staff positions in -- for 16-17 in the budget as we have in 15-16, the difference is primarily due to a combination of budgeted merit increases consistent with past board approval in fiscal year 14-15, as well as repurposing some existing vacant positions to account for some higher level positions that we identified for the 16-17 budget.

And in response to feedback at the budget and finance and executive committees regarding continued salary savings every year, we did adjust our methodology for estimating personnel costs slightly in two different ways.  First, we adjusted our estimates to budget for vacant positions which we have historically budgeted at 12 months, so the full fiscal year.  And we did reduce this to budget these positions for nine months.  And also, although our estimates already did account for estimated savings due to some turnover which is expected, we did increase our turnover rates incorporated in the budget estimates from three percent to 3.5 percent, which does reflect the national rate according to the U.S. Department of Labor.

And I will note that our plan is to conduct a detailed analysis of our personnel costs at mid year, which can inform some potential adjustments related to some savings that we might experience in the first six months of the year.

Before moving into our administrative cost limit calculation, I do want to remind commissioners of the general approach to our administrative cost limit. Our administrative cost policy requires that we adopt a limit every year, although the policy does not specify a maximum percentage for each year. The policy defines a calculation methodology that reflects a broad approach to what is considered an administrative cost in our eyes. We include all costs for administrative departments as well as full salary and benefits costs for our executive and senior leadership and all of our directors and administrative assistants.

The reason I say this is a broad approach is that these individuals captured in the administrative cost limit do not necessarily spend all of their time realistically on purely administrative activities. And a prime example of that is our executive director, Kim, who of course does not spend a hundred percent of her time on administrative duties and conducts some programmatic activities, but 100 percent of her salary and benefits costs are included in the calculation of our administrative cost limits.

I also want to note that Los Angeles differs from other county commissions in that our policy does not set a maximum percentage. The other county commissions do have administrative cost policies that set a maximum percentage. And those percentages range from five and a half percent up to 25 percent for their administrative costs. First 5 LA compared to the other First 5s for 16-17 does have the second lowest administrative cost limit rate, which I will get into next.

This brings me to our actual calculation for 16-17. Historically, our administrative cost limit has been below five percent of our projected fiscal year budget. Again, that's not specified in our administrative cost policy, but that has been historically what we've stayed under. For 16-17, our administrative cost limit is approximately 12.4 million or 7.74 percent of our draft 16-17 budget.

As Raoul -- well, because the rate is a function of our overall budget amount, this increase is primarily related to what we've seen previously in the presentation, our reduced -- our reduction in program spending for 16-17 relative to 15-16.

As Raoul previously noted, our operating costs requirements are contingent on the work and not tied to the exact dollar amounts being spent. While programmatic spending is decreasing from a collar perspective, this does not mean that our work internally is decreasing as well. In fact, our work related to the 2015-to-2020 strategic plan is actually increasing because we are in continued development and implementation, aspects of the process which are a little bit more staff intensive and require more staff time and attention.

And, finally, just to review again our next steps in the budget process. As you know, this is an iterative process. And estimates evolve as new information is gathered. We are currently working on implementing some changes to budget figures that were presented today. For example, we are currently exploring ways in which we may be able to leverage our county partnerships to take advantage of some emerging opportunities related to work across the priority outcome areas. We will also revise as needed based on the discussion here today or feedback from the commission. We will bring a revised version of the budget to the budget and finance committee on May 24th in two weeks highlighting all changes from what is presented here today for additional discussion.

In addition, the budget will be included as an item possibly on the May 26th program and planning committee agenda as needed for additional discussion of proposed programmatic cost for 16-17.

And, finally, just when you're starting to get sick of hearing from us, we will bring the final budget back on June 9th for formal approval by the board of commissioners.

And I also do want to point out that between today's meeting and the June 9th committee meeting, we will be available for -- not one-on-one briefings, but individual briefings with commissioners as needed to dive into the budgets where ever you see areas that you want to discuss further.

With that, I invite any and all questions on the budgets.  With the picture yet again of my lovely daughter who you are watching grow up in all of these presentations.

MS. BELSHE:  In real time.

SUPERVISOR KUEHL:  Thank you very much to all of the staff who presented and all of the expanded staff that prepared this proposed budget.

Do I have any questions or comments from members of the commission?

Marlene.

COMMISSIONER ZEPEDA: Yes. I have a question for Antoinette on the Best Start communities relative to the participation of LAUP which -- because when I was out at southeast, there was some people there from LAUP, and they were responsible for working with parent groups. So there's a contract with LAUP relative to -- to some of the Best Start communities? I was just wondering about that.

MS. ANDREWS: Yes. Two of the Best Start communities have -- we have grants with LAUP for two Best Start communities. So it is southeast Los Angeles as well as northeast valley.

COMMISSIONER ZEPEDA: And that's under which strategy?

MS. ANDREWS: So it's under strategy one and that would be under the community identified investments. And the reason why it isn't spelled out every single grants because they're currently under renewal process at the moment.

COMMISSIONER ZEPEDA: Thank you.

SUPERVISOR KUEHL: Other question or comments from the board?

Does it make sense to allocate so much of the work of the staff to administrative costs when that much of it is programmatic as was pointed out to us because it will look as though we're raising our administrative costs from five to seven percent, more or less.

MS. MENDES: Absolutely. And I do want to call out that our administrative cost policy was revised last in 2012. That includes a methodology that is, as I mentioned, a pretty broad approach to our calculation. It does not include any sort of time survey to allocate portions between administrative and programmatic. That is something that we are currently investigating and we hope to bring back to the commission for discussion later this year.

SUPERVISOR KUEHL: I think that's probably important because it doesn't give us -- I mean, it's a small matter but it doesn't give us a totally accurate picture of how much of our administrative staff is actually doing work on programmatic issues. And also I think it opens us a little bit to say, how come your administrative costs went up two percent. That's sort of the -- always the least favored area in -- in any place. It always sounds like, you know, you're padding make work when actually that's where the real work goes on. But maybe we could more accurately show it. It's not a big deal for me, but I thought --

Nancy.

COMMISSIONER AU: I guess as a commissioner, I anticipated this happening. As we look at our diminishing revenues, our total budget will eventually decline over time. But the administrative work or the support required for the work as we implement our new strategic direction will probably ramp up in a different way. So as we move further away from becoming a solely grant making organization and engage in more policy and systems change as well as other community investments, if the -- I think percentage is not a true reflection of that work. I think maybe perhaps we may want to take a look at just real dollar amounts. I'm looking at Raoul. Because at some point in time, it's really looking at dollar amounts spent on administration and not in the context of the percentage of the total operating, unless I'm incorrect.

MR. ORTEGA: I think the bottom line, it goes back to the main principle and the main methodology on how we define how we calculate our administrative cost. I think, once staff goes back and does the research and we realize that accounting for all of our executive positions, all of our director positions is a very -- I mean, we say conservative approach or broad approach. It's -- the reality is, is that Armando's time is really -- 80 percent of his time is really dedicated to R and E. The time of Antoinette, Katie, and Barb is really, you know, 80 to 90 percent a program. And for us to just automatically calculate them at a hundred percent, it doesn't reflect an accurate picture.

So I think that's the starting point because we were looking and we were seeing the impact of like what Alison was saying. Historically, the practice has been below five percent. We did go back and see -- if we did have the opportunity to change the administrative definition or the methodology, we did see the overall percentage go down. But it was still above five percent. And the reason why is because the cost of programs that we're putting out the door is a lot lower, significantly lower, by $55 million roughly.

SUPERVISOR KUEHL: Duane.

COMMISSIONER DENNIS: I think that's the main driver. The main driver is that program costs has decreased significantly. I mean, so I'm not really all that concerned because it doesn't change the complexity of the work. In some regards under this new plan, the work is more complex because it is not easy, but it's somewhat easier when you're developing -- you know, you're funding and sourcing out services. I think the complexity of the work and what's required as far as infrastructure actually expands exponentially when you look at the type of work we're doing.

I have a couple of questions, the first of which, you were saying in the beginning of presentation that the expectation is that we will spend somewhere around the neighborhood of 30 percent of -- of the total five-year budget in the first two years. So leaving for the remaining three years 70 percent; is that correct?

MS. MENDES: That is correct. And that's purely based on the budgets for the first two years. It's not necessarily based -- I mean, seeing as we're not quite yet finished with year one, it's not based on actuals as of yet. And that's why in the coming months, once year one is completed, we will be conducting a reconciliation and relooking at the resource projections that were included in the strategic plan now that we have two more years under our belt since those projections were developed, and reconciling our actual cost back those resource projections. And we will come back to you with that information.

COMMISSIONER DENNIS: My only question, do we have levels to suggest whether or not we need to be more aggressive in our spending so -- and I think I said this during executive committee meeting -- so that we will have levels to suggest that we need to be more aggressive because we don't want to be in a situation again where we're not spending at the level we need to spend. So that's one suggestion.

And then another is I think a question I asked last year about -- around this time. What is the interest -- what is our interest this year with regards to our -- investments? What is that dollar amount, Raoul?

MR. ORTEGA: I know that in terms on top of my head, the actual dollar amount we haven't calculated for the end of the fiscal year, but we're about .74 percent.

COMMISSIONER DENNIS: On what $800 million?

MR. ORTEGA: It's for our average fund balance, which is about 300 -- well, by the end of the year, I think we're projecting 377 is it?

MS. MENDES: Sounds about right. Our average cash.

MR. ORTEGA: The 425. So the average is about 425, between 425 and 377 is our --

COMMISSIONER DENNIS: So the interest income is still pretty substantial.

MR. ORTEGA: Oh, yeah.

COMMISSIONER DENNIS: It's still pretty substantial. And as a question, finally, are we doing some -- I don't know -- aggressive looking at, you know, maximizing that interest because it's still a considerable amount and I don't know what we're doing financially to try to maximize that funding.

MR. ORTEGA: Because we are public dollars, we do have a lot of restrictions on how we can invest our public funds and our funds have to be monitored by the Los Angeles County Treasurer's Office. That's why I fund sits there now at this time.

Now, we did adopt a policy in 2005 that allows us to go outside of the county pool, but we're still restricted to invest within the county. And having the discussions with the treasurer's office, really in order for us to get a better outcome or a better return in our investments, we would have to lock -- we would have to lock our funds in for a lot longer than what the board has been comfortable with in the past.

So right now, I mean, we monitor it on a quarterly basis, but because of the term and how long we would have to lock it in, we're better off keeping our funds within the regular county program.

COMMISSIONER DENNIS: So long as we've taken a gander at it. I just don't want to us have money sitting there gaining under one percent interest and we have other options.

MR. ORTEGA: Yeah. We do have other options and we do keep an eye on it on a quarterly basis.

COMMISSIONER DENNIS: Thank you.

SUPERVISOR KUEHL: Thank you. Any other comments or questions?

All right. Thank you very, very much for the presentation for the work on the budget.

Do we have any request for public comments on the last item? No request for public comment. All right.

Final thoughts going once, going twice. Motion to adjourn? Second, no objection. This meeting is adjourned.

(At 4:06 PM, the meeting was concluded.)

C E R T I F I C A T E

I, Heatherlynn Gonzalez, a Certified Shorthand Reporter for the State of California, License Number 13646, do hereby attest that:

The preceding is a true and accurate transcription of the meeting of the organization named herein;

The meeting was taken down in shorthand and transcribed into English under my supervision and authority;

I have no interest, financial or otherwise, in any of the parties, issues, or individuals who are involved in this organization.

Attested to on this ________ day of _______, 2016.

______________________________

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

**Agenda Item: 2B**
**Date: June 9, 2016**

**FIRST 5 LA**

**SUBJECT:**
**Monthly Financial Reports**

**RECOMMENDATION:**
**Approval of the monthly financial statements for the month ending April 30, 2016.**

**BACKGROUND:**
Staff provides monthly financial reports for the Commission's review and approval to ensure transparency of the financial status of First 5 LA.

**DISCUSSION:**
First 5 LA began the month with a cash balance of $511.0 million. During the month, we received $10.7 million in revenues. We had $1.7 million in operating expenditures, $11.9 million in program expenditures, and $637,745 in pass-through expenditures. As a result, First 5 LA ended the month with a cash balance of $507.4 million.

This report includes detailed financial information for the month ending April 30, 2016. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.

- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of April 30, 2016.

- Detailed operating and program expenditures: Shows expenses against the FY 2015-16 Budget approved on June 11, 2015 and adjusted on April 14, 2016, as well as a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -**
**Proposition 10 Commission (aka) First 5 LA**
**Revenue and Expense Statement**
**April 30, 2016, Unaudited**

| | | REVENUES AND EXPENDITURES | |
|---|---|---|---|
| **Cash Balance as of March 31, 2016** | **$** | **510,992,677** | |
| **Revenue** | | | |
| Monthly State Allotments | $ | 5,984,366 | **(1)** |
| State Commission Matching Grant - Cares Program | | - | |
| Medi-Cal Administrative Activities (MAA) | | - | |
| State Commission - Other Program Funds | | 3,743,089 | |
| Interest Income - Unreserved | | 233,428 | |
| Investment Income - Other | | - | |
| Rental Revenue - La Petite | | 9,398 | |
| Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS) | | 710,832 | |
| **Total Revenue** | **$** | **10,681,114** | |
| **Expenses** | | | |
| **Program Budget (Attachment A)** | | | |
| 2015-2020 Strategic Plan: Focusing For The Future | $ | 3,374,715 | |
| Legacy Investments | | 7,990,342 | |
| Research and Evaluation | | 553,231 | |
| **Total Initiative/Program Expenses** | **$** | **11,918,287** | |
| **Pass-Through (Attachment B)** | | | |
| Medi-Cal Administrative Activities (MAA) | $ | 5,429 | |
| Child Signature Program (CSP) | | - | |
| Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS) | | 632,316 | |
| **Total Pass-Through Expenses** | **$** | **637,745** | |
| **Operation and Administration (Attachment C)** | | | |
| Personnel | $ | 1,510,437 | |
| General Operating | | 44,056 | |
| Professional Services | | 46,901 | |
| Consultant Services | | 55,495 | |
| Travel & Meetings | | 26,276 | |
| Capital Improvements | | - | |
| **Total Operation and Administration** | **$** | **1,683,165** | |
| **Total Expenses** | **$** | **14,239,196** | |
| **Variance (Revenues - Expenses)** | **$** | **(3,558,083)** | |
| **Cash Balance as of April 30, 2016** | **$** | **507,434,594** | **(2)** |

**NOTE:**
1) Tobacco Tax Revenue for February 2016.
2) Cash Balance excludes fixed assets and liabilities.

Attachment A

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)**
**PROGRAM EXPENDITURES BY FY 2015-16 BUDGET**
**APRIL 30, 2016, UNAUDITED**

| INITIATIVE/PROGRAM | FY 2015-16 BUDGET* | APRIL EXPENDITURES | FISCAL YTD EXPENDITURES | BALANCE REMAINING |
|---|---|---|---|---|
| 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE | | | | |
| Investments and Approaches Reaffirmed by the Board and Aligned with SP | | | | |
| Families: Placed-Based - Welcome Baby/Select Home Visiting | 30,966,000 | 2,300,983 | 17,681,674 | 13,284,326 |
| Communities: Place-Based - Community Capacity Building | 16,136,000 | 788,630 | 5,908,430 | 10,227,570 |
| Policy Agenda/Advocacy | 2,797,000 | 31,406 | 530,629 | 2,266,371 |
| Communications & Marketing | 4,672,000 | 38,191 | 567,998 | 4,104,002 |
| Communications - Conference Funding | 200,000 | - | 97,305 | 102,695 |
| Existing Investments Potentially Aligned with SP | | | | |
| Healthy Kids | 2,732,000 | 179,890 | 2,228,340 | 503,660 |
| Information Resource and Referral | 1,360,000 | - | 825,492 | 534,508 |
| New Investments Under Development (Strategic Plan Implementation Fund) | | | | |
| Families | 636,000 | - | - | 636,000 |
| Communities | 1,093,750 | 1,800 | 84,379 | 1,009,371 |
| Early Care & Education (ECE) Systems | 370,000 | 31,791 | 124,195 | 245,805 |
| Health, Mental Health & Substance Abuse Systems | 546,250 | 1,580 | 2,591 | 543,659 |
| Other/Cross - Cutting Activities | 490,000 | 445 | 13,919 | 476,081 |
| **Subtotal 2015-2020 Strategic Plan** | **61,999,000** | **3,374,715** | **28,064,952** | **33,934,048** |
| LEGACY INVESTMENTS | | | | |
| At-Risk Fathers Investment | 150,000 | - | - | 150,000 |
| Baby Friendly Hospitals | 1,351,000 | 40,993 | 322,376 | 1,028,624 |
| Black Infant Health | 1,955,000 | - | 508,641 | 1,446,359 |
| Children's Dental Care | 10,656,000 | 725,964 | 4,963,021 | 5,692,979 |
| Children's Vision Care | 1,341,000 | 139,151 | 962,324 | 378,676 |
| Early Identification and Intervention - Autism and other Developmental Delays | 946,000 | 83,079 | 578,020 | 367,980 |
| ECE Environmental Scan | 80,000 | - | 5,165 | 74,835 |
| Healthy Food Access | 2,064,000 | 196,494 | 1,070,156 | 993,844 |
| Little by Little/One Step Ahead | 3,515,000 | 511,141 | 1,937,473 | 1,577,527 |
| Los Angeles Universal Preschool (LAUP) | 55,423,000 | 4,195,007 | 28,090,524 | 27,332,476 |
| Oral Health & Nutrition - Dental Home | 3,414,000 | - | 924,250 | 2,489,750 |
| Parent Child Interaction Therapy | 2,742,000 | 621,196 | 985,065 | 1,756,935 |
| Partnerships for Families (PFF) | 150,000 | - | - | 150,000 |
| Peer Support Groups for Parents | 1,044,000 | 97,911 | 708,296 | 335,704 |
| Policy Advocacy Fund | 2,194,000 | 81,569 | 1,309,025 | 884,975 |
| Reducing Childhood Obesity | 15,462,000 | - | 4,302,164 | 11,159,836 |
| Resource Mobilization - ECE | 525,000 | - | 336,332 | 188,668 |
| Resource Mobilization - Funder Partnership | 60,000 | - | 32,474 | 27,526 |
| Resource Mobilization - Health | 1,540,000 | - | 477,437 | 1,062,563 |
| Resource Mobilization - Organizational Capacity Building | 550,000 | - | 246,639 | 303,361 |
| Resource Mobilization - Project Development | 5,000 | - | 4,139 | 861 |
| Tot Parks and Trails | 660,000 | 91,462 | 91,462 | 568,538 |
| Universal Assessment of Newborns | 6,981,000 | 830,358 | 4,430,234 | 2,550,766 |
| Workforce Development | 2,522,000 | 376,018 | 938,928 | 1,583,072 |
| Workforce Development - ECE Workforce Consortium | 12,798,000 | - | 3,655,811 | 9,142,189 |
| **Subtotal Legacy Investments** | **128,128,000** | **7,990,342** | **56,879,958** | **71,248,042** |
| RESEARCH AND EVALUATION | | | | |
| Data Development and Integration | 2,527,000 | 191,545 | 1,165,142 | 1,361,858 |
| Data Partnership with Funders | 900,000 | 135,257 | 623,425 | 276,575 |
| Program Evaluation | 3,906,000 | 226,429 | 2,230,592 | 1,675,408 |
| **Subtotal Research and Evaluation** | **7,333,000** | **553,231** | **4,019,159** | **3,313,841** |
| **TOTAL** | **197,460,000** | **11,918,287** | **88,964,069** | **108,495,931** |

* The FY 2015-16 Budget reflects the mid-year budget adjustments approved on April 14, 2016.

**NOTES -PROGRAM EXPENDITURES BY FY 2015-16 BUDGET:**
Journal entries for FY 2014-15 accrued expenses were reversed in July 2015. The amounts reported are the actual program expenditures for April 2016.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)**
**EXPENDITURES - PASS-THROUGH**
**APRIL 30, 2016, UNAUDITED**

**Attachment B**

| INITIATIVE/PROGRAM - PASS-THROUGH | APRIL EXPENDITURES | YEAR TO DATE EXPENDITURES |
|---|---|---|
| Medi-Cal Administrative Activities (MAA) - LA County Charges | - | - |
| Medi-Cal Administrative Activities (MAA) - Participation Payment | 5,429 | 47,666 |
| Child Signature Program (CSP) | - | - |
| Partnerships For Families - LA County Department of Children and Family Services (DCFS) | 632,316 | 5,745,052 |
| **TOTAL** | 637,745 | 5,792,718 |

Attachment C

**Los Angeles County Children and Family First -**
**Proposition 10 Commission (aka) First 5 LA**
**Operating & Administrative Budget Update**
**April 30, 2016, Unaudited**

| OPERATION AND ADMINISTRATION EXPENSE | APRIL ACTUAL | FISCAL YTD ACTUAL | FY 2015-16 BUDGET | FISCAL YTD VARIANCE |
|---|---|---|---|---|
| **Personnel Related Expenses** | | | | |
| Salaries & Wages | 1,242,037 | 8,953,975 | 12,387,038 | 3,433,063 |
| Fringe Benefits | 268,400 | 2,693,754 | 3,980,943 | 1,287,189 |
| | **1,510,437** | **11,647,729** | **16,367,981** | **4,720,252** |
| **General Operating Expenses** | | | | |
| ADP Payroll Charges | 4,534 | 25,392 | 31,000 | 5,608 |
| Workers Compensation Insurance | - | (6,690) | 100,000 | 106,690 |
| Corporate Insurance | - | 31,727 | 76,000 | 44,273 |
| Mileage Expense | 5,350 | 38,367 | 65,850 | 27,483 |
| Telephones & Modems | 4,801 | 51,165 | 45,800 | (5,365) |
| Printing | 506 | 12,968 | 21,700 | 8,732 |
| Postage & Delivery | - | 11,007 | 13,500 | 2,493 |
| Office Supplies | 3,694 | 54,785 | 79,780 | 24,995 |
| Subscriptions & Publication | 525 | 5,743 | 9,860 | 4,117 |
| Equipment Rental | 7,676 | 79,585 | 118,200 | 38,615 |
| Repair & Maintenance - Furniture & Fixtures | - | 165,274 | 180,000 | 14,726 |
| Repair & Maintenance - Equipment | - | 2,205 | 27,000 | 24,795 |
| Rents & Lease - Offsite Storage | 473 | 14,044 | 23,700 | 9,656 |
| Los Angeles County Overhead | (55) | 11,725 | 27,000 | 15,275 |
| Contingency | 8,375 | 49,662 | 70,200 | 20,538 |
| Facilities & Other Supplies | 169 | 8,224 | 12,150 | 3,926 |
| Utilities | - | 134,544 | 165,000 | 30,456 |
| Educational Supplies | 77 | 525 | 5,300 | 4,775 |
| Cell Phones | 3,213 | 30,312 | 43,350 | 13,038 |
| Hardware & Software Maintenance | 4,717 | 120,026 | 228,000 | 107,974 |
| | **44,056** | **840,588** | **1,343,390** | **502,802** |
| **Professional Services** | | | | |
| Audit and Accounting Fees | - | 46,780 | 70,000 | 23,220 |
| Legal Fees | 12,563 | 79,595 | 175,000 | 95,405 |
| Membership Dues | 7,017 | 23,349 | 86,350 | 63,001 |
| Professional Development | 7,604 | 45,296 | 202,945 | 157,649 |
| Professional Dues First 5 Association | - | - | 50,000 | 50,000 |
| Staff Recruitment | 13,320 | 22,700 | 25,000 | 2,300 |
| Commission Stipends | 4,950 | 15,000 | 34,000 | 19,000 |
| Human Resources Related Costs | 1,448 | 33,657 | 68,000 | 34,343 |
| | **46,901** | **266,377** | **711,295** | **444,918** |
| **Consultant Services** | | | | |
| Consultant Fees | 51,455 | 471,129 | 1,488,705 | 1,017,576 |
| Other Professional Fees | 3,650 | 224,242 | 276,950 | 52,708 |
| External Reviewers | 390 | 11,600 | 12,800 | 1,200 |
| | **55,495** | **706,971** | **1,778,455** | **1,071,484** |
| **Travel & Meetings** | | | | |
| State Prop 10 Commission Activities | - | 2,820 | 40,000 | 37,180 |
| Conferences - Travel & Lodging | 5,421 | 35,101 | 95,242 | 60,141 |
| Conference - Registration Fees | 4,807 | 66,066 | 101,665 | 35,599 |
| Local Meeting Expenses | 4,165 | 31,777 | 94,320 | 62,543 |
| Lodging | 8,677 | 34,490 | 95,276 | 60,786 |
| Per Diem | 3,205 | 20,380 | 46,738 | 26,358 |
| | **26,276** | **190,633** | **473,241** | **282,608** |
| **Capital Improvements** | | | | |
| Capital Outlay (Equipment Purchases) | - | 30,653 | 120,000 | 89,347 |
| **TOTAL OPERATING EXPENSES** | **1,683,165** | **13,682,951** | **20,794,362** | **7,111,411** |

**NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:**

*The admnistrative expenses are within the maximum authorized under the Board policy.*

* The FY 2015-16 Operating Budget was approved by the Board of Commissioners on June 11, 2015, with mid-year budget adjustments approved on April 14, 2016

**Los Angeles County Children and Families First -**
**Proposition 10 Commission**
**Statement of Net Assets**
**April 30, 2016, Unaudited**

| | | | |
|---|---|---|---|
| **Assets** | | | |
| **Current Assets:** | | | |
| Cash | $ | 4,594,396 | |
| Cash- Morlin Mgmt Corp | | 26,950 | |
| Investment: | | | |
| Operating and Allocated funds | | 443,103,986 | |
| Operating Fund - SRI | | - | |
| Advance - LA Care Health Plan | | 8,442,795 | |
| Advance - LAUP | | 46,037,087 | |
| Advance - UCLA Dental Home Project | | 3,343,591 | |
| Interest Receivable | | - | |
| Other Receivables | | 44,076 | |
| **Total Current Assets** | **$** | **505,592,881** | |
| **Fixed Assets:** | | | |
| Land | $ | 2,039,000 | |
| Building & Improvements | | 12,076,512 | |
| Furniture & Fixtures | | 627,671 | |
| Computer, Software & Accessories | | 1,755,170 | |
| Office Equipment | | 331,033 | |
| Accumulated Depreciation | | (4,944,345) | |
| **Total Fixed Assets** | **$** | **11,885,041** | |
| **Total Assets** | **$** | **517,477,922** | |
| **Liabilities and Net Assets** | | | |
| **Current liabilities:** | | | |
| Other Liabilities | $ | 228,735 | **(1)** |
| **Total Current Liabilities** | **$** | **228,735** | |
| **Net Assets:** | | | |
| Investment in capital assets | $ | 11,885,041 | |
| Restricted | | 505,364,147 | |
| **Total Net Assets** | **$** | **517,249,188** | |
| **Total Liabilities and Net Assets** | **$** | **517,477,922** | |

**NOTES:**

(1) Other Liabilities include accounts payable, security deposit from La Petite Academy and other related liabilities.

**Agenda Item: 2C**
**Date: June 9, 2016**

**FIRST 5 LA**

**SUBJECT:**
**Contracts for approval**

**RECOMMENDATION:**
**Approve 73 renewals and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board**

**BACKGROUND:**

Funding for the renewals below is included in the budget for FY 2016-17 for board approval under agenda item 5. Contractors and grantees are proposed for renewals to continue or complete a multiyear project. A description of each contractor and grantee's project and scope of work for FY 16-17 is provided in Attachment A. Staff analyzed the progress of each contractor and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A. Upon approval of the FY 16-17 budget, staff will complete final execution of the renewals presented below. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the contract in future fiscal years, First 5 LA may terminate the contract. Upon approval of the agreement presented below, staff will complete final execution.

There is **one renewal** with Miller Children's Hospital dba Long Beach Memorial for the Baby-Friendly Hospital project. This investment enhances and supports a continuum of care to achieve the goals of improving the initiation and duration of exclusive breastfeeding by improving breastfeeding policies and procedures in birthing hospitals. Hospitals are required to implement policy changes recommended by Baby-Friendly USA in their effort to attain Baby-Friendly Hospital designation.

There are **three renewals** for the Black Infant Health projects. The renewals are with the City of Long Beach, the City of Pasadena Public Health Department, and the County of Los Angeles Department of Public Health to implement the new model of the State Black Infant Health (BIH) Program. The program aims to reduce African American maternal and infant health disparities by increasing social support and empowerment through group intervention, case management and care coordination. In FY 16-17, these Grantees will continue to implement the new model of the BIH program and serve more participants.

There are **two renewals** for the Children's Dental Care Program. One with The Regents of the University of California at Los Angeles to increase the capacity of 10 community clinics to serve as quality dental homes for at least 40,500 0-5 children. The Contractor will ensure outreach to key CA stakeholders to implement policy recommendations to strengthen preventative care for children in Federally Qualified Health Centers and work with the Childcare Alliance of LA County to train 200 ECE providers to provide parent outreach and education in the clinics' service areas. One with the University of Southern California to increase access to oral health care services for 45,700 children ages 0-5 over a five year period. The project also expands the number of pediatric dentists trained and practicing in LA County by focusing on delivering provider education and training. Entering the 4th year of the CDCP Project, USC will serve over 7,000 children and provide oral health education to 5,000 parents.

There are **two renewals** for the Children's Vision Care project. One renewal is with The Regents of the University of California at Los Angeles and will provide vision screenings, eye examinations conducted by ophthalmologists, referrals to specialists for further treatment and prescription eyeglasses for children ages 3-5 in preschools. For the remainder of the project, the Grantee will provide vision screenings and vision care services to 25,000 children. One is with Vision to Learn and will provide vision screenings, and, as needed, eye exams, prescriptions for glasses, and referrals for children ages 2-5 in LA County. Additionally, the Grantee has been successful in sustainability efforts, leveraging new Medi-Cal contracts with Health Net and LA Care (pilot program established by SB 870). With Medi-Cal covering a majority of exams and eyeglasses, more children will be screened by the First 5 LA program. For the remainder of the project, the Grantee will provide vision screenings and vision care services to 13,900 children.

There are **two renewals** for grantees which provide support to all 14 Best Start Communities. One is with the South Bay Center for Counseling to continue to conduct outreach and community engagement in the 14 Best Start Communities. During FY 15-16, the Grantee conducted outreach to parents within the Best Start Communities connecting families through Neighborhood Action Councils (NACs) and worked to increase parent and resident participation in the Best Start Community Partnerships using a relationship-based model, which includes resident outreach conducted by Resident Outreach Coordinators (ROCs). In FY 16-17, the Grantee will continue implementing activities to support community engagement in the 14 Best Start Communities. Due to the importance of parent and resident participation in *Best Start* Community Partnerships, ROCs will continue conducting resident outreach for one additional year through FY 16-17 while the NACs will continue through FY 19-20. The other renewal is with the Center for the Study of Social Policy which provides capacity building support (particularly in six core capacities of the Building Stronger Families Framework) directly to the Best Start Community Partnerships to be high functioning Partnerships that lead community change efforts. In FY 15-16, the Grantee worked closely with the Community Partnerships to develop action plans that identified key milestones to improve their capacities in three core areas: Building Neighborhood Capacities, Effective Collaboration and Governance. The Grantee has also successfully implemented a coaching approach to the capacity building work that provided a process for more involvement from Community Partnership members to develop and facilitate their meeting agendas. In FY 16-17, the Grantee will continue to serve in its current role. Continuation of this Grantee is necessary in order to ensure continuity of support for the Community Partnerships as First 5 LA looks to transition to a long-term support structure with ongoing customized technical assistance and training.

There are **11 renewals** for grantees that were selected through a competitive solicitation to work in collaboration with *Best Start* Community Partnerships to implement the strategies that were selected by each community through the "Learning by Doing" process. The 11 renewals are listed below:

Antelope Valley Partners for Health (#00846)
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Palmdale Community Partnership. During FY 15-16, the Grantee established a working group, hired key staff members and began planning future activities with the Community Partnership. For the next contract period, the Grantee will work to establish parent groups and launch an informational campaign on Best Start Communities and Early Childhood Education. The Grantee will offer incentives for completion of training/ modules for parents and volunteers participating in events and/or parent groups (200 people x $10/quarter x 4 quarters = $8,000.00). Additionally, Parent Advocates will receive stipends (20 Advocates x $150/quarter x 5 quarters = $15,000.00).

Antelope Valley Partners for Health (#00852)
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Lancaster Community Partnership. During FY 15-16, the Grantee hired staff and

conducted trainings to orient staff with the Community Partnership and initiative goals. For the next contract period, the Grantee will coordinate several community events, promote existing parent groups, and promote participation in other existing parents groups available within the Best Start Lancaster boundaries. The Grantee will provide a quarterly stipend of $150 to participants in the Community Information Ambassadors (CIA) activity once the initial training is completed to maintain engagement (60 CIA's x $150 a quarter x 6 quarters in a 20 month period = $54,000.00).

City of Long Beach, Department of Health and Human Services
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Central Long Beach Community Partnership. During FY 15-16, the Grantee worked in collaboration with the Community Partnership to implement activities, which included an early learning festival, successful police convenings and ongoing collaborative work at the City level. For the next contract period, the Grantee will continue to build systems and resident collaboration by conducting outreach for activities which focus on resident leadership and organizational capacity building while incorporating learnings about how the two intersect.

El Nido Family Centers
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Compton-East Compton Community Partnership. In FY 15-16, the Grantee worked to implement activities with young parents to forge positive relationships with other families and peers to create a community-wide support network and safe space for dialogue around community resources and systems change; become leaders among their peers and in the community to make young parents' unique needs known; and improve service providers' cultural awareness and sensitivity to these needs. For the next contract period, the Grantee will continue to conduct outreach for activities and implement a young parent conference planned for June 2016. The Grantee will be providing incentives for 50 parents that participate in trainings to become life skill coaches ($600 per coach) and 50 young parent participants (up to $450 per parent) for successfully completing a 2-hour training and all other sessions, including one-on-one contacts with Life Skill Coaches.

Koreatown Youth and Community Center, Inc.
The Grantee was selected to implement strategies and activities selected by and in partnership with the Metro LA Community Partnership. In FY 15-16, the Grantee worked to implement activities which included training of over 200 Partnership members through 130 trainings and workshops, communications activities, linking residents to services, and 7 community events. For the next contract period, the Grantee will continue to conduct outreach for activities and implement all project activities selected by the Partnership to promote a culture of respect in the community.

Los Angeles Universal Preschool (#00847)
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Southeast Los Angeles Community Partnership. In FY 15-16, the Grantee worked to implement activities which included conducting trainings to strengthen the leadership skills of parents and residents to increase the number of parent leaders who actively influence and advocate for the needs of their children. For the next contract period, the Grantee will continue to conduct outreach for activities and implement trainings to enhance the capacity of parents to become leaders and change agents for children and families; provide organizational capacity building; establish a network of parents and community organizations; and provide opportunities and supports for parents and organizations to lead and create positive changes for children 0-5 and their families. Incentives will be provided to participants in the Parent Leadership Development and Advocacy Trainings and Parent Leaders in Action. Participants will receive a $25 gift card for first activity and a $50 gift card after completion of trainings and tasks related to the activities.

Los Angeles Universal Preschool (#00845)
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Northeast Valley Community Partnership. In FY 15-16, the Grantee worked to implement ECE workshops to inform parents and caregivers of quality childcare services, which included an overview of the Protective Factors and the Ages and Stages of child development. For the next contract period, the Grantee will continue to develop participant capacity to become trainers on these topics and plan a second Annual Summer Fest and recruit members for an ECE Community Coalition in the Northeast Valley. The Grantee will provide workshop participants with a $10 gift card if they attend four consecutive trainings. Additionally, parents that become trainers after participating in the entire “Train–the–Trainer” series (12 parents) will be provided with an incentive. Incentives will not to exceed $600 per participant.

Providence Little Company of Mary Foundation
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Wilmington Community Partnership. In FY 15-16, the Grantee worked to implement activities that aim to increase social connections and reduce social isolation among parents with children prenatal to age 5 living in Best Start Wilmington by raising awareness about social connections, and engaging in a community-wide effort to build and strengthen parents' positive social networks of support. For the next contract period, the Grantee will continue to implement activities focused on strengthening the leadership skills of parents, establish a Task Force to promote practices and policies, provide training to organizations to improve their ability to help reduce social isolation among parents and implement neighborhood and other community activities that help strengthen social connections within the community. The Parent Resident Leadership training will provide incentives for up to 125 participants who complete the training. The budgeted amount for each incentive will not exceed $600 per participant.

Proyecto Pastoral
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start East Los Angeles Community Partnership. In FY 15-16, the Grantee implemented the first cohort of the Parent Leadership Academy trainings and collaborated with the Community Partnership to create an implementation plan for future activities. For the next contract period, the Grantee will continue to implement activities aimed to 1) expand parent leadership in the community so that parents have more influence on the systems, structures and policies that impact their lives; 2) increase community awareness and access to information about parental stress, its impact on child development, and available resources; and 3) increase access to quality programs in open spaces for families. Incentives will be provided to participants of the Parent Leadership Academy training after completing the series. Incentives will include medals ($5 for medals x $135 = $750) and children’s books (in-kind). Additionally, the 40 participants who complete the intensive Peer Educator or Systems Navigators training series will be offered stipends not to exceed $600 per participant.

Spiritt Family Services
The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start South El Monte/El Monte Community Partnership. In FY 15-16, the Grantee worked to conduct outreach and engage parents in activities that build group cohesiveness and understanding of the Building Stronger Families Framework. For the next contract period, the Grantee will incorporate lessons learned about reaching the Asian Pacific Islander community while working to implement the remaining activities, which include stakeholder engagement, organizational capacity building, and the establishment of a coalition. The Grantee will offer incentives such as gas and food gift cards to help recognize participants during the leadership and advocacy trainings, organizational trainings, and coalition participation.

Uplift Family Services

The Grantee, formerly EMQ Families First, was selected to implement strategies and activities selected by and in partnership with the Best Start Broadway-Manchester Community Partnership. In FY 15-16, the Grantee laid the ground work for implementation of the projects by hiring three full-time staff. The Grantee's staff has begun to collaborate with the Community Partnership and other Contractors that provide support to the Partnership. The Grantee researched local resources available to the community and has started to develop a Community Resource Guide. For the next contract period, the Grantee will work with the Community Partnership to develop a parent navigator training program, create parent circles, finalize a community resource guide, hold community fairs, create a coalition of service providers, create a Learning Community of providers, conduct parent leadership trainings, and conduct a community based action research project. The Grantee will provide incentives ($20 gift cards) for participants of Parent Circle and Parent Navigator trainings and become facilitators and sources of information related to available resources in their communities. Incentives will not exceed $600 per participant and are intended to acknowledge that the Circles and Navigator trainings require the highest level of time commitment and dedication from parents to support leadership among community participants and sustain activities beyond the project term.

There are **18 renewals** for the Select Home Visiting program which consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused longer-term support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to: 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, grantees will continue to service clients with a focus on increasing enrollment. The 18 grantees are Child and Family Guidance Center, Child Care Resource Center, The Children's Bureau, Children's Institute, El Nido Family Centers, Families in Good Health, Foothill Family Service, Friends of the Family, Human Services Association, Intercommunity Child Guidance Center dba The Whole Child, Los Angeles Biomedical Research Institute at Harbor UCLA, Los Angeles Child Guidance Clinic, Pacific Asian Counseling Services, Plaza Community Services, Richstone Family Center, Shields for Families, Spiritt Family Services, and The Children's Clinic.

There are **13 renewals** for the Welcome Baby program. The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety, and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, Grantees will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. The 13 grantees are Antelope Valley Partners for Health, Centinela Hospital Medical Center, Citrus Valley Health Partners, Dignity Health dba California Hospital Medical Center, Martin Luther King Jr. Community Hospital, Miller Children's Hospital dba Long Beach Memorial, Northridge Hospital, Providence Holy Cross Medical Center, Providence Little Company of Mary, St. Mary Medical Center, St. Francis Medical Center, Valley Presbyterian Hospital, and White Memorial Community Benefit Corporation.

Welcome Baby Program-related renewals also include **one renewal** with Dignity Health dba California Hospital Medical Center as the Oversight Entity to provide oversight to the Welcome Baby and Select Home Visiting Grantees and provide training, fidelity monitoring, technical assistance, database support, and provision of program materials. In FY 15-16, accomplishments included provision of technical assistance to 14 WB and 19 SHV Grantees, six regional peer learning workshops, fidelity monitoring, and organization of a Network Summit with over 400 attendees. In FY 16-17, goals include ongoing technical assistance and fidelity monitoring; coordination with 14 WB sites to support F5LA evaluation efforts; and 4 regional peer learning workshops.

There are three research-related renewals. **One renewal** is with Netchemistry, Inc. to continue the development and maintenance of the Welcome Baby & Select Home Visitation Program Database. During FY 15-16, the Home Visitation programs began using the database. In 16-17, the Contractor will build further integration between the two program types and continue to maintain the database for Welcome Baby and Select Home Visitation.

There is **one renewal** with the Child Care Alliance of Los Angeles to continue to operate the LA County Office of the California Early Care and Education (ECE) Workforce Registry. The primary goal of this project is to capture comprehensive education, training, and employment data from ECE professionals in LA County. During FY 15-16, the Contractor achieved the goal of 3,000 active users in LA County, launched the Training Calendar and Gateways Passport program and began negotiations of Memoranda of Understanding (MOUs) with seven LA County Resource and Referrals, the California Department of Education Early Education Support Division and LACOE. In FY 16-17, the Contractor will increase the number of active users to 4,600 in LA County, launch the Quality Rating Improvement System and Career Ladder components of the Registry, finalize MOUs and begin the certification process with the National Workforce Registry.

There is **one renewal** with the University of Southern California for the Children's Data Network focused on the use of administrative data to inform children's programs and policies in Los Angeles County and throughout California. During FY 15-16 the Contractor: acquired new datasets; continued building infrastructure and building out the database; continued partnership building; developed six (6) data snapshots; published data linkage research; designed the sustainability plan and identified new funding partners. In FY 16-17, the Contractor will continue to acquire new datasets, explore sustainability options, continue development of data snapshots, and continue building out the database.

There is **one renewal** with the Los Angeles Conservation Corps for the Children's Garden Collaborative – Little Green Fingers project. The goals of this project are to provide families with small children access to affordable, fresh, healthy produce and decrease obesity rates in children 0-5 and their families. The project builds community gardens in food desert areas throughout Los Angeles County, provides leadership development, hosts bilingual educational events such as gardening, and cooking/nutrition classes in order to promote community engagement and healthy cooking in the home. During FY 15-16, the Contractor built the 8th and final community garden at Belvedere Park in East Los Angeles. These eight (8) gardens provide families with small children access to affordable, fresh, healthy produce and decrease obesity rates in children 0-5 and their families. In FY 16-17, the focus of the project will be increasing garden sustainability, completing data collection for all eight (8) gardens, and producing a final evaluation report.

There is **one renewal** with The Ecology Center to leverage the existing statewide Market Match (fruit and veggie voucher) program to increase the purchase and consumption of fresh produce by families with children ages 0-5. In FY 15-16, the project served 24 farmers' markets throughout LA County, providing families with $350,000 in matching voucher funds for fresh fruits and vegetables. For the remainder of the project, the Contractor will expand to a total of 37 farmers' markets and provide more than $450,000 in matching voucher funds.

There is **one renewal** with Public Health Foundation Enterprises, Inc. to coordinate, oversee and implement the Little by Little (LBL) program at ten (10) selected Women, Infants, and Children (WIC) site locations. The Grantee, in partnership with six (6) other WIC agencies, provides early literacy counseling, safety message, handouts and safety and literacy items to WIC participants. For the remaining life of the project, the Grantee will coordinate, implement, and administer the LBL program to all seven (7) local WIC agencies at ten (10) specified WIC locations, working closely with First 5 LA staff. The Grantee will also be responsible for program administration and oversight including managing sub-contracts with six (6) WIC agencies, maintaining vendor relationships, continuing execution of a multi-year fund development/sustainability plan and providing training and technical assistance to WIC staff on the LBL program model.

There is **one renewal** with the Seedling Consulting Group to implement the Parent-Child Interaction Therapy (PCIT) Evaluation. The goal of the PCIT Evaluation is to describe the efforts and progress towards achieving the desired outcomes of the First 5 LA-funded PCIT Training Program. During FY 15-16, the Contractor 1) analyzed data from the data collection activities performed in FY 14-15, 2) generated a Mid-Project Report that discussed the results of the data analyses, and 3) generated a revised Evaluation Plan. During FY 16-17, the Contractor will 1) conduct a final round of qualitative interviews with County stakeholders, as well as PCIT therapists, clients, and agency representatives; and 2) obtain Data Use Agreement/Institutional Review Board approval/exemption from Los Angeles County Department of Mental Health.

There is **one renewal** with The Regents of the University of California dba UC Davis Health System for the Parent-Child Interaction Therapy (PCIT) project. Contractor seeks to expand access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in Los Angeles County and expanding the number and capacities of clinical programs to provide PCIT services. UC Davis is the Training Contractor for this project and is responsible for the design, development, and implementation of training. Key activities planned by the Contractor in FY 16-17 include new provider training and advanced training for all identified agencies.

There are **four renewals** under Cycle II of the Policy Advocacy Fund.  One with the California Child Care Resource and Referral Network to strengthen California's licensing infrastructure by supporting policies to increase the quality of child care programs in Los Angeles County. The Contractor will develop and advocate for policies that increase the frequency of inspections of licensed child care facilities from once every five years to annually in California. In addition, the Contractor will support policy recommendations to incentivize providers to obtain training and reduce financial penalties associated with licensing violations. In FY 16-17, the Contractor will be working to strengthen policies that will incentivize providers to obtain required trainings that meet health and safety standards to reduce financial penalties associated with licensing violations. One with the Child Care Law Center to advocate to 1) streamline and simplify eligibility, enrollment and retention processes to help low-income families with children ages 0-5 obtain and retain child care subsidies and 2) improve health and safety regulatory practices in licensed child care generally, and specifically to target childhood obesity in child care settings. The Contractor will identify policy opportunities to establish uniform guidelines for contractors in delivering child care subsidies to low-income children. The Contractor will continue its work in FY 16-17 by providing technical assistance to policymakers and advocates on the Child Care and Development Block Grant and its impact on the 0-5 population in Los Angeles County. One with the Coalition For Humane Immigrant Rights of Los Angeles to promote the health care enrollment of immigrant children and children of immigrants in LA County and the easing of enrollment barriers faced by this demographic in Los Angeles and throughout California. In this way, the Contractor will help to address some of the primary obstacles facing 0-5 year old immigrant children in accessing health care by seeking policy interventions that do the following: 1) Ease barriers to enrollment; 2) Include immigrant children in legislative reform that might deny them access; and 3) Protect funding for the providers through which immigrant children receive access to care. The Contractor will be working in FY 16-17 to advocate for Senate Bill 4 related to health care coverage and immigration status and Senate Bill 4 and Senate Bill 75 (Medi-Cal for All Children) for automatic enrollment for children at the county level. One with the Western Center on

Law and Poverty to advocate to strengthen CalWORKs and minimize the impact of proposals to reduce the CalWORKs program. The Contractor also identifies and supports policies for expansion or additional funding for home visiting programs for CalWORKS participants. The Contractor analyzes federal and state Temporary Assistance for Needy Families (TANF)/CalWORKS and identifies recommendations for changes; collaborates with community stakeholders to monitor program impact on recipients; addresses challenges with policymakers; and engages in administrative advocacy to address challenges. In FY 16-17, the Contractor will continue its work to identify and support policies that provide expansion or additional access to home visiting programs for CalWORKs participants with children 0-5 years of age.

There is **one renewal** with Ersoylu Consulting to provide technical assistance to the policy Grantees in the areas of policy evaluation planning and implementation, course corrections and strategic guidance on programmatic and research related issues. The Contractor also supports the development of the quarterly Grantee meeting plans, facilitation and implementation of capacity building workshops and mini fund development. In FY 16-17, the Contractor will continue to work with policy Grantees by planning/convening quarterly meetings, providing ongoing technical assistance support to the Policy Department in documenting overall technical assistance needs, and providing individual one-on-one consultations with Grantees.

There are **two renewals** to support First 5 LA's Policy Agenda. One with Children Now to provide on-the-ground support in Sacramento to engage stakeholders, support the development of written materials and analysis of key issues and execution of related advocacy strategies by working in close coordination with and under the direction of First 5 LA and its state advocacy team. The Contractor will provide technical assistance on Early Care and Education (ECE) and Home Visitation (HV) policy issues, the coordination of two state level coalitions, technical assistance and participation in the Los Angeles County Local Control Funding Formula (LCFF) Coalition efforts and taking lead on the materials associated with those coalitions. In FY 16-17, the Contractor will provide expertise and technical assistance on analyzing ECE and HV opportunities related to state and federal policy implementation. One with the California Strategies and Advocacy, LLC as First 5 LA's state advocate to support First 5 LA priority policy and sustainability issues and the policy agenda in the state policy arena. The Contractor employs a variety of strategies and activities to support First 5 LA's advocacy priorities, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; meetings with key stakeholders and officials; and participating in coalitions on the agency's behalf. In FY 16-17, the Contractor will continue to provide support on First 5 LA's legislative agenda and priorities in the state budget process and also advocate in Sacramento for issues impacting the families of children 0-5 and early care and education programs at the state and local level to support the implementation of the Local Control Funding Formula (LCFF).

There is **one renewal** with The Los Angeles Trust for Children's Health to create and administer the Early Childhood Linkage to the Wellness demonstration project at six select Los Angeles Unified School District (LAUSD) Wellness Center sites to target the 0-5 population to receive services offered by Wellness Centers. Over the past year, the Contractor expanded its case management capabilities through a contract with 211's CareLinq referral system. In FY 16-17, staff will work on continued program operations and sustaining the project through LAUSD negotiations and partnership development. Staff will also work on collecting remaining program implementation data as part of the project's evaluation plan and compile a final public document highlighting the impact of the dollars invested.

There are **three renewals** for Evaluation projects. One with Abt Associates for the Reducing Early Childhood Obesity (RECO) Collective Impact Evaluation which seeks to: describe the reach of the RECO investments and identify those who still need to be targeted; assess how the RECO investments impacted individual, community, and systemic/policy-level change, and the interaction of these three domains; assess the added value of the RECO investments, within the context of other First 5 LA investments (e.g., Best Start Communities) and non-First 5 LA obesity-related efforts in LA County; and to estimate the economic impact of the RECO investments from multiple perspectives and determine the extent to which these investments result in net benefits to society, the health care system, communities, families, and individuals. During FY 16-17, Contractor will continue data collection, conduct data analysis, submit an annual status report and provide an oral presentation of interim findings. One with Mathematica Policy Research, Inc. to conduct a longitudinal evaluation of the effectiveness of five programs in First 5 LA's Early Childhood Education (ECE) Workforce Development Portfolio. In the final year of the study, the Contractor will complete data analysis from multiple years of data collection and disseminate findings via reports, research briefs and presentations. One with The Rand Corporation to conduct the Welcome Baby Implementation and Outcomes Evaluation. The purpose of the Welcome Baby Implementation and Outcomes Evaluation is to generate implementation and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the Welcome Baby program. The primary goals of the evaluation are to 1) Understand the factors that affect Welcome Baby program fidelity across replication sites, 2) Document the participant experience in participating in Welcome Baby, 3) Monitor selected Welcome Baby participant outcomes, 4) Understand the relationship between implementation and outcomes and 5) Develop a process for ongoing implementation and outcomes monitoring. In FY 16-17, the Contractor will collect and analyze primary and secondary data, disseminate findings and design a system to maintain monitoring of the Welcome Baby program beyond the contract period.

There is **one renewal** with Morlin Asset Management, LP to continue to provide facility management services for First 5 LA in FY 16-17. The contract amount includes the management fee of $36,000 and administration costs (Wages and Benefits) of $212,664.

**DISCUSSION:**
Staff seeks the Commission's approval of the agreements summarized in Attachment A.

**Attachment A**
**June 2016**



| RENEWALS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **DEPARTMENT** | **INITIATIVE AND PROGRAM** | **CONTRACT (PROJECT) INFORMATION** | **BOARD APPROVAL DATE** | **PROCUREMENT METHOD** | **PROJECT LENGTH** | **ESTIMATED TOTAL PROJECT COST** | **CONTRACT AMOUNT** | **ANTICIPATED CONTRACT START DATE** | **ANTICIPATED CONTRACT END DATE** | **ANTICIPATED PROJECT END DATE** | ***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?** |
| 1 | Program Development | Baby Friendly Hospitals \ Baby Friendly Hospital Project - Cycle 4 | **MILLER CHILDREN'S HOSPITAL DBA LONG BEACH MEMORIAL (#09047)**<br>This investment enhances and supports a continuum of care to achieve the goals of improving the initiation and duration of exclusive breastfeeding by improving breastfeeding policies and procedures in birthing hospitals. Hospitals are required to implement policy changes recommended by Baby-Friendly USA in their effort to attain Baby-Friendly Hospital designation. In FY 15-16, an administrative infrastructure to manage the project was developed including the hiring of staff. In FY 16-17, staff will be trained to meet Baby Friendly USA requirements. | 1/8/2015 | RFP | 2 years, 8 months | $696,257 | $523,530<br><br>Estimated FY 16-17 Spending $261,765<br><br>Impact to FY 17-18 Budget $261,765 | 7/1/2016 | 6/30/2018 | 6/30/2018 | Yes |
| 2 | Grants Management | Black Infant Health \ Black Infant Health Program | **CITY OF LONG BEACH (#07500)**<br>The Grantee will implement the State Black Infant Health (BIH) Program(new model). The program aims to reduce African American maternal and infant health disparities by increasing social support and empowerment through group intervention, case management and care coordination. In FY 15-16, the Grantee served 40 African American pregnant or parenting women. For the remaining life of the project, the Grantee will continue to implement the new State BIH model of service for 70 participants annually. | 11/14/2013 | Strategic Partnership | 9 years, 9 months | $1,945,845 | $660,966<br><br>Estimated FY 16-17 Spending $220,324<br><br>Impact to FY 17-18 Budget $220,321<br><br>The remaining amount of $220,321 will be spent in FY 18-19 | 7/1/2016 | 6/30/2019 | 6/30/2019 | Yes |
| 3 | Grants Management | Black Infant Health \ Black Infant Health Program | **CITY OF PASADENA PUBLIC HEALTH DEPARTMENT (#07503)**<br>The Grantee will implement the State Black Infant Health (BIH) Program(new model). The program aims to reduce African American maternal and infant health disparities by increasing social support and empowerment through group intervention, case management and care coordination. In FY 15-16, the Grantee served 50 African American pregnant or parenting women. For the remaining life of the project, the Grantee | 11/14/2013 | Strategic Partnership | 9 years, 4 months | $1,945,845 | $702,529<br><br>Estimated FY 16-17 Spending $249,067<br><br>Impact to FY 17-18 Budget $229,268 | 7/1/2016 | 6/30/2019 | 6/30/2019 | Yes |

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**June 2016**

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| | | | will continue to implement the new State BIH model of service for 32 participants annually. | | | | | The remaining amount of $224,194 will be spent during FY 18-19 | | | | |
| 4 | Grants Management | Black Infant Health \ Black Infant Health Program | **COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC HEALTH (#07499)** The Contractor subcontracts with three community-based organizations to implement the State Black Infant Health (BIH) Program (new model). The program aims to reduce African American maternal and infant health disparities by increasing social support and empowerment through group intervention, case management and care coordination. In FY 15-16, subcontractors delivered the old State BIH model of service and served 1,364 African American pregnant or parenting women. For the remaining life of the project, subcontractors will implement the new State BIH model of service for 264 participants. | 11/14/2013 | Strategic Partnership | 9 years, 9 months | $9,180,655 | $3,740,633<br><br>Estimated FY 16-17 Spending $1,246,878<br><br>Impact to FY 17-18 Budget $1,246,878<br><br>The remaining amount of $1,246,878 will be spent during FY 18-19 | 7/1/2016 | 6/30/2019 | 6/30/2019 | Yes |
| 5 | Program Development | Children's Dental Care \ Children's Dental Care Program | **THE REGENTS OF THE UNIVERSITY OF CALIFORNIA AT LOS ANGELES (#08393)** The Contractor will increase the capacity of 10 community clinics to serve as quality dental homes for at least 40,500 0-5 children. The Children's Dental Care Program (CDCP) is a 5-year $38 million initiative with three strategic partners: UCLA, USC and Western University to serve at least 95,000 children with preventative and treatment dental services. In FY 15-16, the Contractor provided preventative dental services to 8,000 children, trained 80 dental/medical providers, and convened the quality improvement (QI) learning collaborative. The clinics also implemented their enhancement plans to improve 0-5 services and service learning was established at 2 clinics for UCLA dental residents. In FY 16-17, UCLA will provide preventative dental services to 14,000 children; continue the QI | 7/12/2012 | Strategic Partnership | 5 years | $10,820,000 | $3,195,321 | 7/1/2016 | 6/30/2017 | 2/28/2018 | No<br><br>Contractor has experienced significant delays in project implementation. A corrective action plan (CAP) was negotiated on December 2015. Although progress has been made, an updated CAP will be incorporated into the FY 16-17 contract to ensure compliance. |

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**Agenda Item: 2C**

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| | | | Learning Collaborative; train 40 clinic dental/oral health care service providers, and at least 2 UCLA residents will participate in service learning at the clinics. Finally, the project will ensure outreach to key CA stakeholders to implement policy recommendations to strengthen preventative care for children in Federally Qualified Health Centers and work with the Childcare Alliance of LA County to train 200 ECE providers to provide parent outreach and education in the clinics' service areas. | | | | | | | | | |
| 6 | Grants Management | Children's Dental Care \ Children's Dental Care Program | **UNIVERSITY OF SOUTHERN CALIFORNIA (#08392)**<br>The Contractor is expected to increase access to oral health care services for 45,700 children ages 0-5 over a five year period. The project also expands the number of pediatric dentists trained and practicing in LA County by focusing on delivering provider education and training. During the last 20 months of the project, USC will provide oral health care services to 10,700 children and oral health education to 7,000 parents. The 5-year CDCP project which began in March 2013 will conclude in February 2018. During FY 15-16, USC celebrated a major milestone when they opened the new pediatric dental clinic on the grounds of the LA + USC Medical Center. The clinic is expected to serve 2,000 children between the ages of 0-5 in the coming year and provide much needed oral health care services to families. Entering the 4th year of the CDCP Project, USC will serve over 7,000 children and provide oral health education to 5,000 parents. | 7/12/2012 | Strategic Partnership | 5 Years | $18,396,687 | $8,669,986<br><br>Estimated FY 16-17 Spending $5,067,033<br><br>Impact to FY 17-18 Budget $3,602,953 | 7/1/2016 | 2/28/2018 | 2/28/2018 | Yes |
| 7 | Grants Management | Children's Vision Care \ Children's Vision Care | **REGENTS OF THE UNIVERSITY OF CALIFORNIA AT LOS ANGELES (#08315)**<br>The Grantee will provide vision screenings, eye examinations conducted by ophthalmologists, referrals to specialists for further treatment and prescription eyeglasses for children ages 3-5 in preschools. In FY 15-16, Grantee completed vision screenings for 21,800 children. For the | 7/12/2012 | Strategic Partnership | 5 years | $4,100,000 | $1,135,000<br><br>Estimated FY 16-17 Spending $1,044,200<br><br>Impact to FY | 7/1/2016 | 9/30/2017 | 9/30/2017 | Yes |

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| | | | remainder of the project, Grantee will provide vision screenings and vision care services to 25,000 children. | | | | | 17-18 Budget $90,800 | | | | |
| 8 | Grants Management | Children's Vision Care \ Children's Vision Care | **VISION TO LEARN (#00833)** The Grantee provides vision screening, and, as needed, eye exams, prescriptions for glasses, and referrals for children ages 2-5 in LA County. Additionally, the Grantee has been successful in sustainability efforts, leveraging new Medi-Cal contracts with Health Net and LA Care (pilot program established by SB 870). With Medi-Cal covering a majority of exams and eyeglasses, more children will be screened by the F5LA program. During FY 15-16, the Grantee completed vision screenings for 9,000 children. For the remainder of the project, the Grantee will provide vision screenings and vision care services to 13,900 children. | 11/14/2013 | Strategic Partnership | 4 years | $1,200,000 | $454,530<br><br>Estimated FY 16-17 Spending $294,300<br><br>Impact to FY 17-18 Budget $160,230 | 7/1/2016 | 1/31/2018 | 1/31/2018 | Yes<br><br>124 |
| 9 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **SOUTH BAY CENTER FOR COUNSELING (#08969)** The Grantee conducts outreach and community engagement in the 14 Best Start Communities. During FY 15-16, the Grantee conducted outreach to parents within the Best Start Communities connecting families through Neighborhood Action Councils (NACs) and worked to increase parent and resident participation in the Best Start Community Partnerships using a relationship-based model, which included resident outreach conducted by Resident Outreach Coordinators (ROCs). In FY 16-17, the Grantee will continue implementing activities to support community engagement in the 14 Best Start Communities. Due to the continued need for parent and resident participation in *Best Start* Community Partnerships, ROCs will continue conducting resident outreach for one additional year through FY 16-17 while the NACs will continue through FY 19-20. | 6/11/2015 | Strategic Partnership | 5 years, 11 months | $12,500,000 | $3,520,000 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 10 | Best Start Communities | Communities Strategy 1 – | **CENTER FOR THE STUDY OF SOCIAL POLICY (#07854)** | 6/12/2014 | RFQ | 6 years, 1 month | $10,000,000 | $1,774,641 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |

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| | | Shared Vision & Collective Action / Community Engagement | The Grantee provides capacity building support (particularly in six core capacities of the Building Stronger Families Framework) directly to the Best Start Community Partnerships to be high functioning Partnerships that lead community change efforts. In FY 15-16, the Grantee worked closely with the Community Partnerships to develop action plans that identified key milestones to improve their capacities in three core areas: Building Neighborhood Capacities, Effective Collaboration and Governance. The Grantee has also successfully implemented a coaching approach to the capacity building work that provided a process for more involvement from Community Partnership members to develop and facilitate their meeting agendas. In FY 16-17, the Grantee will continue to serve in their current role. Continuation of this Grantee is necessary in order to ensure continuity of support for the Community Partnerships to transition to being supported by a long-term support structure with ongoing customized technical assistance and training. | | | | | | | | | |
| 11 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **ANTELOPE VALLEY PARTNERS FOR HEALTH (#00846)**<br>The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Palmdale Community Partnership through the "Learning By Doing" process. During FY 15-16, the Grantee established a working group, hired key staff members and began planning future activities with the Community Partnership. For the next contract period, the Grantee will work to establish parent groups and launch an informational campaign on Best Start Communities and Early Childhood Education. The Grantee will offer incentives for completion of training/ modules for parents and volunteers participating in events and/or parent groups (200 people x $10/quarter x 4 quarters = $8,000.00). Additionally, Parent Advocates will receive stipends (20 Advocates x | 11/14/2013 | RFP | 2 years | $1,300,000 | $1,074,940<br><br>Estimated FY 16-17 Spending $716,627<br><br>Impact to FY 17-18 Budget $358,313 | 7/1/2016 | 12/31/2017 | 12/31/2017 | Yes |

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| | | | $150/quarter x 5 quarters = $15,000.00). | | | | | | | | | |
| 12 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **<u>ANTELOPE VALLEY PARTNERS FOR HEALTH (#00852)</u>** The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Lancaster Community Partnership through the "Learning By Doing" process. During FY 15-16, the Grantee hired staff and conducted trainings to orient staff with the Community Partnership and initiative goals. For the next contract period, the Grantee will coordinate several community events, promote existing parent groups, and promote participation in other existing parents groups available within the Best Start Lancaster boundaries. The Grantee will provide a quarterly stipend of $150 to participants in the Community Information Ambassadors (CIA) activity once the initial training is completed to maintain engagement (60 CIA's x $150 a quarter x 6 quarters in a 20 month period = $54,000.00). | 11/14/2013 | RFP | 2 years | $1,200,000 | $1,066,340<br><br>Estimated FY 16-17 Spending $639,804<br><br>Impact to FY 17-18 Budget $426,536 | 7/1/2016 | 2/11/2018 | 2/11/2018 | Yes |
| 13 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **<u>CITY OF LONG BEACH, DEPARTMENT OF HEALTH AND HUMAN SERVICES (#08882)</u>** The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Central Long Beach Community Partnership through the "Learning By Doing" process. During FY 15-16, the Grantee worked in collaboration with the Community Partnership to implement activities, which included an early learning festival, successful police convenings and ongoing collaborative work at the City level. For the next contract period, the Grantee will continue to build systems and resident collaboration by conducting outreach for activities which focus on resident leadership and organizational capacity building while incorporating learnings about how the two intersect. | 11/14/2013 | RFQ | 2 years, 3 months | $750,000 | $323,423 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |
| 14 | Best Start Communities | Communities Strategy 1 – | **<u>EL NIDO FAMILY CENTERS (#00843)</u>** The Grantee was selected to implement | 11/14/2013 | RFP | 2 years | $963,356 | $730,706 | 7/1/2016 | 11/30/2017 | 11/30/2017 | Yes |

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| | | Shared Vision & Collective Action / Community Engagement | strategies and activities selected by and in partnership with the Best Start Compton-East Compton Community Partnership through the “Learning By Doing” process. In FY 15-16, the Grantee worked to implement activities with young parents to forge positive relationships with other families and peers to create a community-wide support network and safe space for dialogue around community resources and systems change; become leaders among their peers and in the community to make young parents’ unique needs known; and improve service providers’ cultural awareness and sensitivity to these needs. For the next contract period, the Grantee will continue to conduct outreach for activities and implement a young parent conference planned for June 2016. The Grantee will be providing incentives for 50 parents that participate in trainings to become life skill coaches ($600 per coach) and 50 young parent participants (up to $450 per parent) for successfully completing a 2-hour training and all other sessions, including one-on-one contacts with Life Skill Coaches. | | | | | Estimated FY 16-17 Spending $515,793<br><br>Impact to FY 17-18 Budget $214,913 | | | | |
| 15 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **<u>KOREATOWN YOUTH AND COMMUNITY CENTER, INC (#08972)</u>**<br>The Grantee was selected to implement strategies and activities selected by and in partnership with the Metro LA Community Partnership through the “Learning By Doing” process. In FY 15-16, the Grantee worked to implement activities which included communication activities, linking residents to services, 7 community events, and training of over 200 Partnership members through 130 trainings and workshops focused on parent leadership, social media and evaluation. For the next contract period, the Grantee will continue to conduct outreach for activities and implement all project activities selected by the Partnership to promote a culture of respect in the community. | 11/14/2013 | RFP | 2 years | $1,240,000 | $640,032 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |
| 16 | Best Start Communities | Communities Strategy 1 – | **<u>LOS ANGELES UNIVERSAL PRESCHOOL (#00847)</u>** | 11/14/2013 | RFP | 2 years | $1,145,205 | $804,804 | 7/1/2016 | 11/30/2017 | 11/30/2017 | Yes |

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| | | Shared Vision & Collective Action / Community Engagement | The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Southeast Los Angeles Community Partnership through the "Learning by Doing" process. In FY 15-16, the Grantee worked to implement activities which included conducting trainings to strengthen the leadership skills of parents and residents to increase the number of parent leaders who actively influence and advocate for the needs of their children. For the next contract period, the Grantee will continue to conduct outreach for activities and implement trainings to enhance the capacity of parents to become leaders and change agents for children and families; provide organizational capacity building; establish a network of parents and community organizations; and provide opportunities and supports for parents and organizations to lead and create positive changes for children 0-5 and their families. Incentives will be provided to participants in the Parent Leadership Development and Advocacy Trainings and Parent Leaders in Action. Participants will receive a $25 gift card for first activity and a $50 gift card after completion of trainings and tasks related to the activities. | | | | | Estimated FY 16-17 Spending $568,096<br><br>Impact to FY 17-18 Budget $236,708 | | | | |
| 17 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | <u>**LOS ANGELES UNIVERSAL PRESCHOOL (#00845)**</u><br>The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Northeast Valley Community Partnership through the "Learning by Doing" process. In FY 15-16, the Grantee worked to implement ECE workshops to inform parents and caregivers of quality childcare services, which included an overview of the Protective Factors and the Ages and Stages of child development. For the next contract period, the Grantee will continue to develop participant capacity to become trainers on these topics and plan a second Annual Summer Fest and recruit members for an ECE Community Coalition in the | 11/14/2013 | RFP | 2 years | $1,166,00 | $976,986<br><br>Estimated FY 16-17 Spending $586,191<br><br>Impact to FY 17-18 Budget $390,795 | 7/1/2016 | 2/11/2018 | 2/11/2018 | Yes |

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| | | | Northeast Valley. The Grantee will provide workshop participants with a $10 gift card if they attend four consecutive trainings. Additionally, parents that become trainers after participating in the entire “Train–the–Trainer” series (12 parents) will be provided with an incentive. Incentives will not to exceed $600 per participant. | | | | | | | | | |
| 18 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **PROVIDENCE LITTLE COMPANY OF MARY FOUNDATION (#00850)** The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start Wilmington Community Partnership through the “Learning by Doing” process. In FY 15-16, the Grantee worked to implement activities that aim to increase social connections and reduce social isolation among parents with children prenatal to age 5 living in Best Start Wilmington by raising awareness about social connections, and engaging in a community-wide effort to build and strengthen parents' positive social networks of support. For the next contract period, the Grantee will continue to implement activities focused on strengthening the leadership skills of parents, establish a Task Force to promote practices and policies to increase social connections among parents, provide training to organizations to improve their ability to help reduce social isolation among parents and implement neighborhood and other community activities that help strengthen social connections within the community. The Parent Resident Leadership training will provide incentives for up to 125 participants who complete the training. The budgeted amount for each incentive will not exceed $600 per participant. | 11/14/2013 | RFP | 2 years | $ 1,495,258 | $1,175,129<br><br>Estimated FY 16-17 Spending $829,503<br><br>Impact to FY 17-18 Budget $345,626 | 7/1/2016 | 11/30/2017 | 11/30/2017 | Yes |
| 19 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **PROYECTO PASTORAL (#00844)** The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start East Los Angeles Community Partnership through the “Learning by Doing” process. In FY 15-16, the Grantee | 11/14/2013 | RFP | 2 years | $1,236,769 | $943,037<br><br>Estimated FY 16-17 Spending $665,673 | 7/1/2016 | 11/30/2017 | 11/30/2017 | Yes |

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| | | | implemented the first cohort of the Parent Leadership Academy trainings and collaborated with the Community Partnership to create an implementation plan for future activities. For the next contract period, the Grantee will continue to implement activities aimed to 1) expand parent leadership in the community so that parents have more influence on the systems, structures and policies that impact their lives; 2) increase community awareness and access to information about parental stress, its impact on child development, and available resources; and 3) increase access to quality programs in open spaces for families. Incentives will be provided to participants of the Parent Leadership Academy training after completing the series. Incentives will include medals ($5 for medals x $135 = $750) and children's books (in-kind). Additionally, the 40 participants who complete the intensive Peer Educator or Systems Navigators training series will be offered stipends not to exceed $600 per participant. | | | | | Impact to FY 17-18 Budget $277,364 | | | | |
| 20 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **<u>SPIRITT FAMILY SERVICES (#00848)</u>** The Grantee was selected to implement strategies and activities selected by and in partnership with the Best Start South El Monte/El Monte Community Partnership through the "Learning by Doing" process. In FY 15-16, the Grantee worked to conduct outreach and engage parents in activities that build group cohesiveness and understanding of the Building Stronger Families Framework. For the next contract period, the Grantee will incorporate lessons learned about reaching the Asian Pacific Islander community while working to implement the remaining activities, which include stakeholder engagement, organizational capacity building, and the establishment of a coalition. The Grantee will offer incentives such as gas and food gift cards to help recognize participants during the leadership and advocacy trainings, organizational trainings, and coalition participation. | 11/14/2013 | RFP | 2 years | $836,032 | $617,056<br><br>Estimated FY 16-17 Spending $435,569<br><br>Impact to FY 17-18 Budget $181,487 | 7/1/2016 | 11/30/2017 | 11/30/2017 | Yes |

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| 21 | Best Start Communities | Communities Strategy 1 – Shared Vision & Collective Action / Community Engagement | **UPLIFT FAMILY SERVICES (#00842)**<br>The Grantee, formerly EMQ Families First, was selected to implement strategies and activities selected by and in partnership with the Best Start Broadway-Manchester Community Partnership through the “Learning By Doing” process. In FY 15-16, the Grantee laid the ground work for implementation of the projects by hiring three full-time staff. The Grantee’s staff has begun to collaborate with the Community Partnership and other Contractors that provide support to the Partnership. The Grantee researched local resources available to the community and has started to develop a Community Resource Guide. For the next contract period, the Grantee will work with the Community Partnership to develop a parent navigator training program, create parent circles, finalize a community resource guide, hold community fairs, create a coalition of service providers, create a Learning Community of providers, conduct parent leadership trainings, and conduct a community based action research project. The Grantee will provide incentives ($20 gift cards) for participants of Parent Circle and Parent Navigator trainings and become facilitators and sources of information related to available resources in their communities. Incentives will not exceed $600 per participant and are intended to acknowledge that the Circles and Navigator trainings require the highest level of time commitment and dedication from parents to support leadership among community participants and sustain activities beyond the project term. | 11/14/2013 | RFP | 2 years | $736,136 | $571,839<br><br>Estimated FY 16-17 Spending $403,651<br><br>Impact to FY 17-18 Budget $168,188 | 7/1/2016 | 11/30/2017 | 11/30/2017 | Yes |
| 22 | Research & Evaluation | Data Development & Integration \ Stronger Families Database | **NETCHEMISTRY, INC. (#08359)**<br>The Contractor will continue development and maintenance of the Welcome Baby & Select Home Visitation Program Database. During FY 15-16, the Home Visitation programs began using the database. In 16-17, the Contractor will build further integration between the two program types | 6/14/2012 | RFQ | 7 years, 5 months | $4,200,000 | $767,700 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | and continue to maintain the database for Welcome Baby and Select Home Visitation. | | | | | | | | | |
| 23 | Research & Evaluation | ECE Strategy 3 – Professional Development/ ECE Workforce Registry | **CHILD CARE ALLIANCE OF LOS ANGELES (#08503)** The Contractor will continue to operate the LA County Office of the California Early Care and Education (ECE) Workforce Registry. The primary goal of this project is to capture comprehensive education, training, and employment data from ECE professionals in LA County. During FY 15-16, the Contractor achieved the goal of 3,000 active users in LA County, launched the Training Calendar and Gateways Passport program and began negotiations of Memoranda of Understanding (MOUs) with seven LA County Resource and Referrals, the California Department of Education Early Education Support Division and LACOE. In FY 16-17, the Contractor will increase the number of active users to 4,600 in LA County, launch the Quality Rating Improvement System and Career Ladder components of the Registry, finalize MOUs and begin the certification process with the National Workforce Registry. | 5/16/2013 | Procurement Exception | 4 years | $2,000,000 | $655,619 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |
| 24 | Research & Evaluation | Data Partnership with Funders \ Children's Data Network (CDN) | **UNIVERSITY OF SOUTHERN CALIFORNIA (#08576)** The Children's Data Network is a university, agency, and community collaborative focused on the use of administrative data to inform children's programs and policies in Los Angeles County and throughout California. During FY 15-16 the Contractor: acquired new datasets; continued building infrastructure and building out the database; continued partnership building; developed six (6) data snapshots; published data linkage research; designed the sustainability plan and identified new funding partners. In FY 16-17, the Contractor will continue to acquire new datasets, explore sustainability options, continue development of data snapshots, and continue building out the database. | 10/14/2010 | RFQ | 3 years, 6 months | $3,000,000 | $845,000 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |



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| 25 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **CHILD AND FAMILY GUIDANCE CENTER (#00822)** The Select Home Visiting strategy consists of the intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment | 9/9/2010 | Solicitation to the Pool | 6 years, 6 months | $4,451,892 | $749,241 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 26 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **CHILD CARE RESOURCE CENTER (#00826)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $11,235,482 | $1,805,801 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 27 | Program Development | Families Strategy 1 - Home Visiting/ Select Home | **THE CHILDREN'S BUREAU (#00831)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,098,037 | $526,044 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | Visiting Programs | families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 28 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **CHILDREN'S INSTITUTE (#00821)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $9,757,249 | $1,417,706 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 29 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **EL NIDO FAMILY CENTERS (#00813)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $7,704,485 | $1,498,774 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 30 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **FAMILIES IN GOOD HEALTH (#00816)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $4,714,266 | $664,066 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 31 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **FOOTHILL FAMILY SERVICE (#00823)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,068,838 | $667,779 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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**Agenda Item: 2C**

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| | | | parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 32 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **FRIENDS OF THE FAMILY (#00827)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $2,832,814 | $466,525 | 7/1/2016 | 6/30/2017 | 6/30/2020 | 136 Yes |
| 33 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **HUMAN SERVICES ASSOCIATION (#00814)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $2,841,291 | $516,447 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 34 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **INTERCOMMUNITY CHILD GUIDANCE CENTER DBA THE WHOLE CHILD (#00820)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 6 months | $3,462,064 | $513,839 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 35 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **LOS ANGELES BIOMEDICAL RESEARCH INSTITUTE AT HARBOR UCLA (#00829)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,244,823 | $567,520 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 36 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **<u>LOS ANGELES CHILD GUIDANCE CLINIC (#00812)</u>** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,632,607 | $555,847 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 37 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **<u>PACIFIC ASIAN COUNSELING SERVICES (#00818)</u>** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,573,290 | $513,718 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| 38 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **PLAZA COMMUNITY SERVICES (#00811)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,604,429 | $586,668 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 39 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **RICHSTONE FAMILY CENTER (#00830)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $2,750,388 | $456,856 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 40 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **SHIELDS FOR FAMILIES (#00817)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,742,894 | $933,490 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 41 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **SPIRITT FAMILY SERVICES (#00824)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $3,913,699 | $626,476 | 7/1/2016 | 6/30/2017 | 6/30/2020 | 140<br>Yes |
| 42 | Program Development | Families Strategy 1 - Home Visiting/ Select Home Visiting Programs | **THE CHILDREN'S CLINIC (#00819)** The Select Home Visiting strategy consists of intensive, home visiting services to benefit families residing within a Best Start Community and needing more focused support. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based | 9/9/2010 | Solicitation to the Pool | 6 years, 7 months | $4,161,590 | $775,484 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and success. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to service clients with a focus on increasing enrollment. | | | | | | | | | |
| 43 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **<u>ANTELOPE VALLEY PARTNERS FOR HEALTH (#00810)</u>** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety, and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee continued to enroll clients into the Welcome Baby program and successfully refer them to both the Healthy Families America program if needed. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 7 years | $21,062,682 | $2,961,451 | 7/1/2016 | 6/30/2017 | 6/30/2020 |  Yes |
| 44 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **<u>CENTINELA HOSPITAL MEDICAL CENTER (#00835)</u>** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital | 6/11/2015 | Strategic Partnership | 6 years, 5 months | $4,081,810 | $874,419 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | | | | | | | | | |
| 45 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **<u>CITRUS VALLEY HEALTH PARTNERS (#00805)</u>**<br>The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 7 years, 2 months | $13,530,536 | $1,535,613 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 46 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **<u>DIGNITY HEALTH DBA CALIFORNIA HOSPITAL MEDICAL CENTER (#07408)</u>**<br>The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the | 6/11/2015 | Strategic Partnership | 11 years, 3 months | $13,690,000 | $2,970,308 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | First 5 LA research and evaluation team. | | | | | | | | | |
| 47 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **MARTIN LUTHER KING JR. COMMUNITY HOSPITAL (#08979)** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 4 years, 9 months | $5,030,069 | $1,049,089 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 48 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **MILLER CHILDREN'S HOSPITAL DBA LONG BEACH MEMORIAL (#00809)** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 7 years | $19,952,399 | $2,238,322 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 49 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **NORTHRIDGE HOSPITAL FOUNDATION (#00799)** The Welcome Baby program is a voluntary, universally provided hospital and home-based | 6/11/2015 | Strategic Partnership | 7 years, 5 months | $9,240,354 | $1,320,957 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In fiscal year 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | | | | | | | | | |
| 50 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **<u>PROVIDENCE HOLY CROSS MEDICAL CENTER (#00800)</u>** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as a hospital visit at the time of the child's birth. In FY 15-16, the Grantee continued to enroll clients into the Welcome Baby program and successfully refer them to the Healthy Families America program if needed. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 7 years, 5 months | $9,937,829 | $1,535,555 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 51 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **<u>PROVIDENCE LITTLE COMPANY OF MARY (#00801)</u>** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate | 6/11/2015 | Strategic Partnership | 7 years, 5 months | $11,122,242 | $1,622,141 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | | | | | | | | | |
| 52 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **ST. MARY MEDICAL CENTER (#00803)** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 7 years, 5 months | $14,402,624 | $1,741,794 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 53 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **ST. FRANCIS MEDICAL CENTER (#00802)** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a | 6/11/2015 | Strategic Partnership | 7 years, 5 months | $18,750,498.27 | $2,379,959 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | number of evaluation studies conducted by the First 5 LA research and evaluation team. | | | | | | | | | |
| 54 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **VALLEY PRESBYTERIAN HOSPITAL (#00832)** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as a hospital visit at the time of the child's birth. In FY 15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 6 years, 7 months | $10,158,691 | $1,778,804 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 55 | Program Development | Families Strategy 1 - Home Visiting/ Welcome Baby Hospitals | **WHITE MEMORIAL COMMUNITY BENEFIT CORPORATION (#00804)** The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The Welcome Baby program includes prenatal and postpartum home visits, as well as hospital visits at the time of the child's birth. In FY15-16, the Grantee provided referrals to clients for needed services and resources. In FY 16-17, the Grantee will continue to serve clients with a focus on increasing enrollment and participate in a number of evaluation studies conducted by the First 5 LA research and evaluation team. | 6/11/2015 | Strategic Partnership | 7 years, 5 months | $12,137,417 | $1,856,112 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |
| 56 | Program Development | Families Strategy 1 – Home Visiting/ Family Strengthening Oversight Entity | **DIGNITY HEALTH DBA CALIFORNIA HOSPITAL MEDICAL CENTER (#08426)** The Oversight Entity provides oversight to the Welcome Baby and Select Home Visiting Grantees to provide training, fidelity monitoring, | 9/9/2010 | RFQ | 7 years, 2 months | $22,560,500 | $3,433,126 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

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| | | | technical assistance, database support, and provision of program materials. In FY 15-16, accomplishments included provision of technical assistance to 14 WB and 19 SHV Grantees, six regional peer learning workshops, fidelity monitoring, and organization of a Network Summit with over 400 attendees. In FY 16-17, goals include ongoing technical assistance and fidelity monitoring; coordination with 14 WB sites to support F5LA evaluation efforts; and 4 regional peer learning workshops. | | | | | | | | | |
| 57 | Grants Management | Healthy Food Access \ Children's Garden Collaborative | **<u>LOS ANGELES CONSERVATION CORPS (#08182)</u>**<br>The Children's Garden Collaborative – Little Green Fingers project goals are to provide families with small children access to affordable, fresh, healthy produce and decrease obesity rates in children 0-5 and their families. The project builds community gardens in food desert areas throughout Los Angeles County, provides leadership development, hosts bilingual educational events such as gardening, and cooking/nutrition classes in order to promote community engagement and healthy cooking in the home. During FY 15-16, the Contractor built the 8th and final community garden at Belvedere Park in East Los Angeles. These eight (8) gardens provide families with small children access to affordable, fresh, healthy produce and decrease obesity rates in children 0-5 and their families. In FY 16-17, the focus of the project will be increasing garden sustainability, completing data collection for all eight (8) gardens, and producing a final evaluation report. | 11/18/2010 | RFP | 5 years 3 months | $5,000,000 | $441,480 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |
| 58 | Grants Management | Healthy Food Access \ Market Match | **<u>THE ECOLOGY CENTER (#08457)</u>**<br>The Contractor will leverage the existing statewide Market Match (fruit and veggie voucher) program to increase the purchase and consumption of fresh produce by families with children ages 0-5. In FY 15-16, the project served 24 farmers' markets throughout LA County, providing families with $350,000 in matching | 11/18/2010 | RFP | 5 years | $2,500,000 | $1,096,210<br><br>Estimated FY 16-17 Spending $737,028<br><br>Impact to FY | 7/1/2016 | 9/11/2018 | 9/11/2018 | Yes |

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| | | | voucher funds for fresh fruits and vegetables. For the remainder of the project, the Contractor will expand to a total of 37 farmers' markets and provide more than $450,000 in matching voucher funds. | | | | | 17-18 Budget $349,778<br><br>The remaining amount of $9,404 will be spent during FY 18-19 | | | | |
| 59 | Program Development | Little by Little/One Step Ahead \ Little by Little/One Step Ahead Program | **PUBLIC HEALTH FOUNDATION ENTERPRISES, INC. (#08551)**<br>The Grantee will continue to coordinate, oversee and implement the Little by Little (LBL) program at ten (10) selected Women, Infants, and Children (WIC) site locations. The Grantee, in partnership with six (6) other WIC agencies, provides early literacy counseling, safety message, handouts and safety and literacy items to WIC participants. Major accomplishments in this past contract period include: delivery of LBL services to ten (10) WIC sites, maintained and upgraded LBL database, developed partnerships and maintained connections with at least one community literacy organization, and built a learning community of LBL sites. For the remaining life of the project, the Grantee will coordinate, implement, and administer the LBL program to all seven (7) local WIC agencies at ten (10) specified WIC locations, working closely with First 5 LA staff. The Grantee will also be responsible for program administration and oversight including managing sub-contracts with six (6) WIC agencies, maintaining vendor relationships, continuing execution of a multi-year fund development/sustainability plan and providing training and technical assistance to WIC staff on the LBL program model. | 5/16/2013 | Strategic Partnership | 6 years | $27,399,547 | $12,253,825<br><br>Estimated FY 16-17 Spending $3,311,175<br><br>Impact to FY 17-18 Budget $3,978,999<br><br>The remaining amount of $4,963,651 will be spent between FY 18-19 and FY 19-20 | 7/1/2016 | 9/30/2019 | 9/30/2019 | Yes |
| 60 | Research & Evaluation | Program Evaluation/ Parent Child Interaction Therapy Evaluation | **SEEDLING CONSULTING GROUP (#08671)**<br>The Contractor implements the Parent-Child Interaction Therapy (PCIT) Evaluation. The goal of the PCIT Evaluation is to describe the efforts and progress towards achieving the desired outcomes of the First 5 LA-funded PCIT Training | 6/9/2016 | RFQ | 3 years, 6 months | $400,000 | $113,600 | 7/1/2016 | 6/30/2017 | 12/31/2017 | Yes |

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| | | | Program. During FY 15-16, the Contractor 1) analyzed data from the data collection activities performed in FY 14-15, 2) generated a Mid-Project Report that discussed the results of the data analyses, and 3) generated a revised Evaluation Plan. During FY 16-17, the Contractor will 1) conduct a final round of qualitative interviews with County stakeholders, as well as PCIT therapists, clients, and agency representatives; and 2) obtain Data Use Agreement/Institutional Review Board approval/exemption from Los Angeles County Department of Mental Health. | | | | | | | | | |
| 61 | Program Development | Parent Child Interaction Therapy \ Parent Child Interaction Therapy | **<u>THE REGENTS OF THE UNIVERSITY OF CALIFORNIA DBA UC DAVIS HEALTH SYSTEM (#08309)</u>** The Parent-Child Interaction Therapy (PCIT) project seeks to expand access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in Los Angeles County and expanding the number and capacities of clinical programs to provide PCIT services. UC Davis is the Training Contractor for this project and is responsible for the design, development, and implementation of training. In FY15-16, 13 new mental health agencies were trained to provide PCIT services. Key activities planned by the Contractor in FY 16-17 include new provider training and advanced training for all identified agencies. More specifically, the Contractor will train 40 therapists in agencies with no existing PCIT program (Year 5) to a predetermined level of competency. The Contractor will also complete training of an estimated 67 therapists that began but did not complete PCIT training in the last fiscal year with coaching and consultation as needed. | 2/10/2011 | RFQ | 5 years | $3,000,000 | $510,441 | 7/1/2016 | 6/30/2017 | 10/31/2017 | Yes |
| 62 | Policy and Intergovernmental Affairs | Policy Advocacy Fund \ Policy Advocacy Fund - II | **<u>CALIFORNIA CHILD CARE RESOURCE AND REFERRAL NETWORK (#08404)</u>** The Contractor strengthens California's licensing infrastructure by supporting policies to increase | 6/10/2010 | RFP | 4 years, 5 months | $500,000 | $149,604 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |

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| | | | the quality of child care programs in Los Angeles County. The Contractor will develop and advocate for policies that increase the frequency of inspections of licensed child care facilities from once every five years to annually in California. In addition, the Contractor will support policy recommendations to incentivize providers to obtain training and reduce financial penalties associated with licensing violations. In FY 15-16, the Contractor educated state and local policymakers on the need for new regulations to be established by the Community Care Licensing Division and the California Department of Social Services focused on the health and safety of children in child care settings with respect to inspections of safe sleep practices. In FY 16-17, the Contractor will be working to strengthen policies that will incentivize providers to obtain required trainings that meet health and safety standards to reduce financial penalties associated with licensing violations. | | | | | | | | | 150 |
| 63 | Policy and Intergovernmental Affairs | Policy Advocacy Fund \ Policy Advocacy Fund - II | **<u>CHILD CARE LAW CENTER (#08402)</u>** The Contractor advocates to 1) streamline and simplify eligibility, enrollment and retention processes to help low-income families with children ages 0-5 obtain and retain child care subsidies and 2) improve health and safety regulatory practices in licensed child care generally, and specifically to target childhood obesity in child care settings. The Contractor will identify policy opportunities to establish uniform guidelines for contractors in delivering child care subsidies to low-income children. In FY 15-16, the Contractor identified methods and recommendations to integrate child care eligibility with child welfare programs and benefits under Cal Fresh and Medi-Cal to strengthen health and safety programs for children 0-5. The Contractor will continue its work in FY 16-17 by providing technical assistance to policymakers and advocates on the Child Care and Development Block Grant and its impact on the 0-5 population | 6/10/2010 | RFP | 5 years | $500,000 | $98,834 | 7/1/2016 | 6/30/2017 | 3/18/2018 | Yes |

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| | | | in Los Angeles County. | | | | | | | | | |
| 64 | Policy and Intergovernmental Affairs | Policy Advocacy Fund \ Policy Advocacy Fund - II | **COALITION FOR HUMANE IMMIGRANT RIGHTS OF LOS ANGELES (#08398)** The Contractor promotes the health care enrollment of immigrant children and children of immigrants in LA County and the easing of enrollment barriers faced by this demographic in Los Angeles and throughout California. In this way, the Contractor will help to address some of the primary obstacles facing 0-5 year old immigrant children in accessing health care by seeking policy interventions that do the following: 1) Ease barriers to enrollment; 2) Include immigrant children in legislative reform that might deny them access; and 3) Protect funding for the providers through which immigrant children receive access to care. In FY 15-16, the Contractor advocated for the Children's Health Insurance Program (CHIPRA) through informational meetings with six (6) Congressional Representatives on how the health care needs of the 0-5 population of immigrant families are impacted. The Contractor will be working in FY 16-17 to advocate for Senate Bill 4 related to health care coverage and immigration status and Senate Bill 4 and Senate Bill 75 (Medi-Cal for All Children) for automatic enrollment for children at the county level. | 6/10/2010 | RFP | 5 years | $500,000 | $99,611 | 7/1/2016 | 6/30/2017 | 3/14/2018 | Yes |
| 65 | Policy and Intergovernmental Affairs | Policy Advocacy Fund \ Policy Advocacy Fund - II | **WESTERN CENTER ON LAW AND POVERTY (#08396)** The Contractor advocates to strengthen CalWORKs and minimize the impact of proposals to reduce the CalWORKs program. The Contractor also identifies and supports policies for expansion or additional funding for home visiting programs for CalWORKS participants. The Contractor analyzes federal and state Temporary Assistance for Needy Families (TANF)/CalWORKS and identifies recommendations for changes; collaborates with community stakeholders to monitor program | 6/10/2010 | RFP | 5 years | $450,000 | $89,502 | 7/1/2016 | 6/30/2017 | 3/14/2018 | Yes |

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| | | | impact on recipients; addresses challenges with policymakers; and engages in administrative advocacy to address challenges. In FY 15-16, the Contractor worked to advocate and strengthen CalWORKs by leading the implementation of new CalFresh and CalWORKs reporting, streamlining and clarification, and developed an online assessment tool to identify barriers for families to apply for CalWORKs programs. In FY 16-17, the Contractor will continue its work to identify and support policies that provide expansion or additional access to home visiting programs for CalWORKs participants with children 0-5 years of age. | | | | | | | | | |
| 66 | Policy and Intergovernmental Affairs | Policy Advocacy Fund \ Policy Advocacy Fund Technical Assistance Provider | **ERSOYLU CONSULTING (#08782)** The Contractor provides technical assistance to the policy Grantees in the areas of policy evaluation planning and implementation, course corrections and strategic guidance on programmatic and research related issues. The Contractor also supports development of the quarterly Grantee meeting plans, facilitation and implementation of capacity building workshops and mini fund development. In FY 15-16, the Contractor completed 22 as-needed technical assistance requests, four (4) quarterly Grantee meetings and three (3) capacity and organization development trainings related to external partnership building. In FY 16-1, the Contractor will continue to work with policy Grantees by planning/convening quarterly meetings, providing ongoing technical assistance support to the Policy Department in documenting overall technical assistance needs, and providing individual one-on-one consultations with Grantees. | 6/10/2010 | Solicitation to the Pool | 3 years, 8 months | $250,000 | $111,631 | 7/1/2016 | 6/30/2017 | 3/14/2018 | Yes |
| 67 | Policy and Intergovernmental Affairs | Policy Agenda/Advocacy / Strategic Plan Advocacy Strategies | **CHILDREN NOW (#08765)** The Contractor will provide on-the-ground support in Sacramento to engage stakeholders, support the development of written materials and analysis of key issues and execution of related advocacy strategies by working in close coordination with | 4/14/16 | Solicitation to the Pool | 5 years, 8 months | $1,700,000 | $350,000 | 7/1/2016 | 6/30/2017 | 6/30/2020 | Yes |

*Satisfactory progress is based on whether contractors and grantees are making or will be expected to make satisfactory progress towards completion in the current agreement by the contract expiration date.

# Attachment A
## June 2016

RENEWALS

| | DEPARTMENT | INITIATIVE AND PROGRAM | CONTRACT (PROJECT) INFORMATION | BOARD APPROVAL DATE | PROCUREMENT METHOD | PROJECT LENGTH | ESTIMATED TOTAL PROJECT COST | CONTRACT AMOUNT | ANTICIPATED CONTRACT START DATE | ANTICIPATED CONTRACT END DATE | ANTICIPATED PROJECT END DATE | *SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR? |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | and under the direction of First 5 LA and its state advocacy team. The Contractor will provide technical assistance on Early Care and Education (ECE) and Home Visitation (HV) policy issues, the coordination of two state level coalitions, technical assistance and participation in the Los Angeles County Local Control Funding Formula (LCFF) Coalition efforts and taking lead on the materials associated with those coalitions. In FY 15-16, the Contractor supported the coordination and execution of statewide ECE and HV stakeholder meetings focused on the education, health and safety needs of children 0-5 years of age. In FY 16-17, the Contractor will provide expertise and technical assistance on analyzing ECE and HV opportunities related to state and federal policy implementation. | | | | | | | | | |
| 68 | Policy and Intergovernmental Affairs | Policy Agenda/Advocacy \ State Policy and Sustainability Advocate | **<u>CALIFORNIA STRATEGIES AND ADVOCACY, LLC (#08406)</u>** The Contractor serves as First 5 LA's state advocate and supports First 5 LA priority policy and sustainability issues and the policy agenda in the state policy arena. The Contractor employs a variety of strategies and activities to support First 5 LA's advocacy priorities, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; meetings with key stakeholders and officials; and participating in coalitions on the agency's behalf. In FY 15-16, the Contractor successfully provided support on First 5 LA's legislative agenda and priorities in the state budget process. In FY 16-17, the Contractor will continue the same work and also advocate in Sacramento for issues impacting the families of children 0-5 and early care and education programs at the state and local level to support the implementation of the Local Control Funding Formula (LCFF). | 4/14/16 | RFQ | 4 years | $1,550,000 | $314,000 | 7/1/2016 | 3/15/2017 | 3/15/2017 | Yes |
| 69 | Community Investments | Resource Mobilization - Health \ Early | **<u>THE LOS ANGELES TRUST FOR CHILDREN'S HEALTH (#08554)</u>** The Contractor will create and administer the | 5/16/2013 | Strategic Partnership | 3 years, 4 months | $2,900,000 | $283,210 | 7/1/2016 | 12/31/2016 | 12/31/2016 | Yes |

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**Attachment A**
**June 2016**

| RENEWALS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **DEPARTMENT** | **INITIATIVE AND PROGRAM** | **CONTRACT (PROJECT) INFORMATION** | **BOARD APPROVAL DATE** | **PROCUREMENT METHOD** | **PROJECT LENGTH** | **ESTIMATED TOTAL PROJECT COST** | **CONTRACT AMOUNT** | **ANTICIPATED CONTRACT START DATE** | **ANTICIPATED CONTRACT END DATE** | **ANTICIPATED PROJECT END DATE** | ***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?** |
| | | Childhood Linkages to Wellness | Early Childhood Linkage to the Wellness demonstration project at six select Los Angeles Unified School District (LAUSD) Wellness Center sites to target the 0-5 population to receive services offered by Wellness Centers. Over the past year, the Contractor expanded its case management capabilities through a contract with 211's CareLinq referral system. In FY 16-17, staff will work on continued program operations and sustaining the project through LAUSD negotiations and partnership development. Staff will also work on collecting remaining program implementation data as part of the project's evaluation plan and compile a final public document highlighting the impact of the dollars invested. | | | | | | | | | |
| 70 | Research & Evaluation | Program Evaluation \ Obesity Prevention & Nutrition Collective Impact Evaluation | **ABT ASSOCIATES (#08834)** The Reducing Early Childhood Obesity (RECO) Collective Impact Evaluation seeks to describe the reach of the RECO investments and identify those who still need to be targeted; assess how the RECO investments impacted individual, community, and systemic/policy-level change, and the interaction of these three domains; assess the added value of the RECO investments, within the context of other First 5 LA investments (e.g., Best Start Communities) and non-First 5 LA obesity-related efforts in LA County; and to estimate the economic impact of the RECO investments from multiple perspectives and determine the extent to which these investments result in net benefits to society, the health care system, communities, families, and individuals. During FY 15-16, Contractor finalized the evaluation plan, obtained IRB approval, began collecting data with a primary focus on the Reach Study and developed a plan for dissemination. During FY 16-17, Contractor will continue data collection, conduct data analysis, submit an annual status report and provide an oral presentation of interim findings. | 6/12/2014 | RFP | 4 years, 4months | $3,000,000 | $675,003 | 7/1/2016 | 6/30/2017 | 6/30/2019 | Yes |

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Agenda Item: 2C

**Attachment A**
**June 2016**

| RENEWALS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **DEPARTMENT** | **INITIATIVE AND PROGRAM** | **CONTRACT (PROJECT) INFORMATION** | **BOARD APPROVAL DATE** | **PROCUREMENT METHOD** | **PROJECT LENGTH** | **ESTIMATED TOTAL PROJECT COST** | **CONTRACT AMOUNT** | **ANTICIPATED CONTRACT START DATE** | **ANTICIPATED CONTRACT END DATE** | **ANTICIPATED PROJECT END DATE** | ***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?** |
| 71 | Research & Evaluation | Program Evaluation / Professional Development Program Evaluation | **MATHEMATICA POLICY RESEARCH, INC. (#08578)** The Contractor is conducting a longitudinal evaluation of the effectiveness of five programs in First 5 LA's Early Childhood Education (ECE) Workforce Development Portfolio. In FY 15-16, the Contractor completed data collection, including early educator interviews, classroom observations and administrator surveys; analyzed data; wrote multiple reports and research briefs; and presented findings to stakeholders. In the final year of the study, the Contractor will complete data analysis from multiple years of data collection and disseminate findings via reports, research briefs and presentations. | 6/14/2012 | RFP | 3 years, 7 months | $5,000,000 | $534,128 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |
| 72 | Research & Evaluation | Program Evaluation / Welcome Baby Implementation and Outcomes Evaluation | **THE RAND CORPORATION (#08870)** The Contractor is conducting the Welcome Baby Implementation and Outcomes Evaluation. The purpose of the Welcome Baby Implementation and Outcomes Evaluation is to generate implementation and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the Welcome Baby program. The primary goals of the evaluation are to 1) Understand the factors that affect Welcome Baby program fidelity across replication sites, 2) Document the participant experience in participating in Welcome Baby, 3) Monitor selected Welcome Baby participant outcomes, 4) Understand the relationship between implementation and outcomes and 5) Develop a process for ongoing implementation and outcomes monitoring. In the first project period, the Contractor developed a comprehensive evaluation plan, obtained Institutional Review Board approval and trained staff on data collection activities. In the second project period, the Contractor will collect and analyze primary and secondary data, disseminate findings and design a system to maintain monitoring of the Welcome Baby program beyond | 9/11/2014 | RFP | 2 years, 6 months | $1,583,700 | $1,090,150<br><br>Estimated FY 16-17 Spending $851,037<br><br>Impact to FY 17-18 Budget $239,113 | 7/1/2016 | 9/30/2017 | 9/30/2017 | Yes |



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## Attachment A
## June 2016

| | | | RENEWALS | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **DEPARTMENT** | **INITIATIVE AND PROGRAM** | **CONTRACT (PROJECT) INFORMATION** | **BOARD APPROVAL DATE** | **PROCUREMENT METHOD** | **PROJECT LENGTH** | **ESTIMATED TOTAL PROJECT COST** | **CONTRACT AMOUNT** | **ANTICIPATED CONTRACT START DATE** | **ANTICIPATED CONTRACT END DATE** | **ANTICIPATED PROJECT END DATE** | ***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?** |
| | | | the contract period. | | | | | | | | | |
| 73 | Executive | F5LA Operational Activities / Facilities | **MORLIN ASSET MANAGEMENT, LP (#06895)** The Contractor has provided facility management services for First 5 LA since 2005 and will continue to do so in FY 16-17. The contract amount includes the management fee of $36,000 and administration costs (Wages and Benefits) of $212,664. | 6/9/2016 | Procurement Exception | 12 years | $1,505,670 | $248,664 | 7/1/2016 | 6/30/2017 | 6/30/2017 | Yes |



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**FIRST 5 LA**

**SUBJECT:**
**Contract with First 5 California (F5CA) to receive funding beginning April 1, 2016 and ending June 30, 2020 to establish a Regional Coordination and Training and Technical Assistance Hub (T/TA Hub) in Los Angeles County to support ongoing work toward a uniform Quality Rating and Improvement System (QRIS) ($2,440,944). The work of the T/TA Hub will be supported through Data Systems and Planning Funds ($280,800) and Planning Information Support Funds ($16,000) from F5CA. The total funding for this contract over the period beginning April 1, 2016 and ending June 30, 2020 is not to exceed $2,737,744.**

**RECOMMENDATION:**
First 5 LA staff recommends that the Board authorize staff to receive funds and execute a contract with First 5 CA (F5CA) for First 5 LA to establish a Regional Coordination and Training and Technical Assistance Hub (T/TA Hub) in Los Angeles County to support the work of the QRIS Architects toward a uniform Quality Rating and Improvement System (QRIS) in Los Angeles County.

The following information was provided to the Special Meeting of the Board of Commissioners Program and Planning Committee on May 26, 2016 as a written information item and provides an overview of the Regional Coordination and Training and Technical Assistance Hub, details of the proposed contract with First 5 LA, and the rationale for the staff recommendation for First 5 LA to undertake this work.

***Overview of Regional Coordination and Training and Technical Assistance Hub***
The T/TA Hub funding serves as a mechanism for coordination in Los Angeles County. The primary focus of the Hub is to provide coordination and specialized support to consortia implementing IMPACT and the CA-QRIS within a region or with similar technical assistance needs to create economies of scale while building a local early learning system.

Due to both its geographic and population size, First 5 CA has identified Los Angeles County as its own hub region. Therefore, while F5CA refers to a consortium as being comprised of multiple counties, for Los Angeles County, consortium will refer to the parties participating in the QRIS Architects process, established during the initial IMPACT planning process in August 2015. In addition to First 5 LA, these partners include the Child Care Alliance of Los Angeles (CCALA), Child Care Planning Committee (Los Angeles County's Local Planning Council), LAUP (Los Angeles Universal Preschool); Los Angeles County Office of Child Care (LACOCC), Los Angeles County Office of Education (LACOE), and Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH).

As a regional body, the Hubs are required to:
- Help consortia identify local and regional strengths and assets, and determine local and regional gaps and needs
- Coordinate regional activities to implement the CA-QRIS elements and systems functions
- Reduce regional duplication of efforts
- Build local and regional expertise, and incorporate state and federal evidence-based practice models
- Maintain a strong connection to the CA-QRIS

***Purpose and Breakdown of F5CA Funding Allocations***

*T/TA Hub Funds ($2,440,944)*
First 5 LA is eligible to receive funding of $2,440,944 from First 5 CA to establish a Regional Coordination and Training and Technical Assistance Hub for the period beginning April 1, 2016 through June 30, 2020. In addition, First 5 LA is also eligible to receive additional funding for Data Systems and Planning and Planning Information Support from First 5 CA in the amounts of $280,800 and $16,000 for the period between April 1, 2016 and June 30, 2020, respectively. Because the QRIS Architects in their initial IMPACT application proposed a number of systems-building functions, the Architects collectively

agreed to instead request from First 5 CA that T/TA Hub funding be used for these activities. The advantage of this approach is that these activities are not only directly aligned with the stated goals of the T/TA Hub, but also allows Los Angeles County to reserve significantly more IMPACT funding for the expansion of QRIS beginning in FY 2018-2019. The primary activities to be supported through the T/TA Hub funding are as follows:

- VIVA Strategy + Communications (VIVA) contract to serve as facilitator of the QRIS Architects
- Research and evaluation contract to evaluate QRIS efforts to date in Los Angeles County (contractor to be determined)

VIVA's contract was previously to be paid for through IMPACT funding from F5CA. Staff have discussed with F5CA the ability to shift VIVA's contract to be paid for through T/TA Hub funding. This strategy allows more IMPACT funding to be used to expand QRIS in LA County following the conclusion of the QRIS Architects process proposed to the Board of Commissions Program and Planning Committee in September 2015 (Agenda Item: 9).

*Data Systems and Planning Funds ($280,800)*
In order to support the county's data collection needs, First 5 LA is also eligible to receive additional funding to support aligned data systems in Los Angeles County. For this function, First 5 LA is eligible to receive $280,800 for this purpose for the period beginning July 1, 2016 through June 30, 2020.

*Planning Information Support ($16,000)*
Lastly, through the T/TA Hub application, First 5 LA is eligible to receive $3,200 per year to utilize the Early Learning Needs Assessment Tool (ELNAT) in order to support assessment and program development, ELNAT is a database developed by the American Institutes for Research (AIR), which provides demographic and early childhood program enrollment data at the ZIP code level, including estimates of the number of children eligible for the Title 5 program and those with working parents, that may be useful for regional needs assessment or program planning.

***First 5 LA Role***
In order to receive these funds, First 5 LA is required to serve as the Fiscal Lead Agency for the Hub. Though F5LA is the Fiscal Lead Agency for this funding, it is important to note that the Hub is neither a single agency nor is it F5CA's intent that the Fiscal Lead Agency make decisions for the region. With this in mind, F5LA has engaged the QRIS Architects in its approach to applying to T/TA Hub funds and plans to utilize the majority of T/TA Hub funds to support the convening of the QRIS Architects through the first several years of IMPACT funding.

**GOVERNANCE GUIDELINES: LEVERAGING AND SUSTAINABILITY**
This project is a time-limited, deliverables based project, with First 5 LA serving as the contracted agent. As such, it does not require sustainability or leveraging considerations. The project work is established within the Local Area Agreement considered final upon completion of those requirements.

**Agenda Item: 2E**
**Date: June 9, 2016**

**FIRST 5 LA**

**SUBJECT:**
**Request to Establish a Strategic Partnership with Children Now in an Amount Not to Exceed $475,000 for a Period of One Year and Authorize First 5 LA Staff to Execute a Contract.**

**RECOMMENDATION:**
This memo was provided as information for the Board's consideration at the May 26, 2016 Special Meeting of the Board of Commissioners/Program and Planning Committee for the establishment of a Strategic Partnership with Children Now for an amount not to exceed $475,000 for a period of one year and authorize staff to execute a contract from July 1, 2016 to June 30, 2017. The funds have been included in the First 5 LA FY 2016-2017 Programmatic Budget under the ECE Strategy 1 - Policy/Advocacy Initiative.

**BACKGROUND:**
First 5 LA's overarching goal in the 2015-20 Strategic Plan is to ensure that all children enter kindergarten ready to succeed in school and life. First 5 LA supports a continuum of services and systems change efforts to advance this goal. Starting at birth with Welcome Baby and continuing with developmental screening, quality early learning efforts, and trauma-informed care, First 5 LA is engaged in a multi-faceted approach to supporting a child's readiness for school and schools' readiness for young children.

One approach, as stated in the 2015-20 Strategic Plan's ECE Strategy 1 - Policy/Advocacy Initiative, is to "*partner with others to identify and implement a Kindergarten Readiness Assessment (KRA) in L.A. County that can be used as a platform to advocate for policy, fiscal, and systems change*." Currently, there is no way of knowing if children in L.A. County enter kindergarten ready to succeed. KRAs are tools that collect data about the school readiness of children when they first enter kindergarten. These tools are typically completed by teachers for their transitional kindergarten/kindergarten students and collect information about children's knowledge and skills in a range of child development domains, including physical well-being/motor development, socio-emotional development, approaches to learning, language and literacy development, and cognition and general knowledge.

There are two main objectives of KRAs:

1) Individual-level (or formative assessments) can support teachers to tailor their instruction to individual student needs and/or
2) Population-level (or summative assessments) can support policymakers to craft policies and reforms that address readiness gaps identified at the population level by aggregating data at a district, county, and/or statewide level

Tools employed throughout California vary on their validity to support one or both of the objectives listed above.

To better understand current use of KRAs across the county and determine our next steps in supporting a KRA and to understand the priority objective for L.A. County, First 5 LA partnered with Children Now, a leading national, state and local research, policy development, and advocacy organization with extensive experience working on issues related to KRAs. Between April – November 2015, Children Now conducted a scan of KRAs currently used in the county's 75 school districts serving elementary school students. The scan identified what KRA tools are currently used in the county's kindergarten classrooms, what developmental domains the KRAs assess, what factors impede or facilitate effective KRA implementation, and for what purposes are KRA tools used and valued. Findings were presented at the April 14, 2016 Commission Meeting and included:

- Use, tools, and deployment strategies vary greatly in L.A. County. While most kindergarten teachers use some type of a readiness assessment, few districts reported that all teachers use the same readiness assessment, especially one that aggregates data at the district level.

- Sixty-eight percent of surveyed staff would value a countywide KRA. Survey respondents included deputy superintendents, assistant superintendents, and directors and/or administrators of: elementary education, educational and/or instructional services, curriculum and instruction, assessment and research, child development, or early childhood education. In a few cases, respondents were teachers
- Understandably, district staff value individual-level more than population-level kindergarten readiness information
- Non-academic skills (e.g., socio-emotional development) are rarely assessed within KRAs currently in place
- Barriers to countywide implementation of a readiness assessment exist. For example, (a) limited capacity, training, or buy-in from teachers, (b) different priorities and approaches in different schools, (c) lack of technological resources and/or infrastructure, (d) lack of prioritization or support from administrators, and (e) community opposition to assessment/testing
- District representatives provided many recommendations for a countywide readiness assessment system. Among the recommendations provided were the following:
    - A countywide readiness assessment should include more than just academic domains
    - A countywide assessment must be “quick and easy,” but also “useful”
    - Implementation in L.A. County should leverage the knowledge, experience and lessons learned from other KRA implementations in California and nationally.
    - Readiness assessment data should link with the district data systems
    - A recommendation from the County Office of Education would be well received, but a mandate may lead to resistance
    - “Wiggle room” is important- approaches should be tailored to specific needs in L.A. County, and countywide requirements should not be too rigid
    - Information on demographics and “prior to school” experiences should be included in the population-level KRA such as type of preschool experience
    - Dual-language learners should be explicitly considered in the countywide assessment
    - Special considerations are needed for TK and charter schools is needed

In addition to First 5 LA’s interest in a countywide KRA, there is also interest in KRAs across the state. For example:

- The Race to the Top- Early Learning Challenge Grant supports states in building statewide systems that raise the quality of Early Learning and Development Programs and increase access to high-quality programs for children with high needs, so that all children enter kindergarten ready to succeed. Priority 1 in this grant is to use “Early Learning and Development Standards and Kindergarten Entry Assessments to Promote School Readiness.” This priority recognizes the importance of KRAs across the nation
- A resolution authored by State Senator Ben Allen (former school board member in L.A. County) would put the Legislature on record as supportive of a statewide, uniform readiness assessment, and will help to cultivate additional allies
- The State Superintendent’s Accountability and Continuous Improvement Task Force (ACITF) has drafted a factsheet on suggested considerations and guiding principles for including KRA in the accountability and continuous improvement system
- The L.A. County Campaign for Grade Level Reading (GLR; led in partnership with First 5 LA) is focused on improving 3rd grade reading proficiency for students in L.A. County through policy change, system coordination and alignment, and parent engagement. One priority of this group is to advance policies and systems that support the adoption and implementation of a KRA that aggregates data on school readiness across L.A. County. The group includes representatives from First 5 LA, L.A. Area Chamber of Commerce, Children Now, L.A. County Office of Education, L.A. Unified School District, Los Angeles Universal Preschool, Advancement Project, and others
- Recently, multiple foundations (The David and Lucile Packard Foundation, Kenneth Rainin Foundation, Heising-Simons Foundation, and Silicon Valley Community Foundation) have collaborated to host convenings to understand interest in and use of KRAs across the state. Attendance by numerous First 5 Commissions and communities indicate a strong interest in KRAs

- Several communities across California have expressed interest in learning more about KRAs and how they can be implemented in their own counties

Findings from the L.A. County KRA scan, First 5 LA's experience in the L.A. County Campaign for GLR, and the momentum building across the state, all highlight the need to further develop and implement a KRA strategy that will be appropriate and feasible in L.A. County. To achieve our goal in the 2015-20 Strategic Plan of "*partner[ing] with others to identify and implement a Kindergarten Readiness Assessment (KRA) in L.A. County that can be used as a platform to advocate for policy, fiscal and systems change,"* our proposed next steps include partnering with Children Now to (a) learn about the local and national KRA context, (b) build local and statewide support for a uniform KRA system, and (c) monitor and leverage existing local and statewide KRA efforts and policy opportunities that will lead to a uniform KRA in L.A. County and possibly across the state. Examples of activities included in Children Now's scope of work are provided in the table below. Throughout implementation, activities will be refined and adjusted as necessary based on lessons learned.

| **Activity** | **Planned Activities** |
|---|---|
| Learn about the Local & National KRA Context | • Understand key conditions that have led to the adoption of KRAs in other states<br>• Convene a Community of Practice to learn about KRAs from experts, each other, and the national context. Participants will include L.A. County school districts, CORE districts, Grade Level Reading communities across California, funders, etc.<br>• Increase understanding of labor negotiations regarding the implementation of a uniform KRA system in L.A. County school districts |
| Build Local & Statewide Support for a Uniform KRA System | • Establish Executive Leadership Team consisting of funders and leaders in early childhood, K-12, and policy. This team will guide key decisions, provide overall guidance, and champion KRAs within their respective sectors. Members will mainly be representatives of LA County<br>• Develop communication materials to help build cohesive messaging within the field<br>• Educate local stakeholders (e.g., First 5 LA Commission, school boards, district leaders, principals, LA County Office of Education) about the importance of a uniform KRA system<br>• Educate state Administration officials and legislative leaders about the importance of a uniform KRA system<br>• Develop a database of state and local core influencers and their networks (Power Mapping) |
| Monitor & Leverage Existing Local & Statewide KRA Efforts & Policy Opportunities | • Monitor statewide policy opportunities to inform local strategy<br>• Coordinate information sharing among local and statewide KRA efforts (e.g., KRA table convened by The David and Lucile Packard Foundation, Kenneth Rainin Foundation, Heising-Simons Foundation, and Silicon Valley Community Foundation; Grade Level Reading Campaign KRA table, Grade Level Reading Campaign) to inform local strategy and leverage resources |
| Manage the Overall Project | • Provide overall project management and coordination of L.A. County KRA efforts<br>• Maintain open communication with First 5 LA throughout life of project to inform all work |

Pursuant to the First 5 LA 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 $475,000 to comply with this policy. Section IV.5 of the

Procurement Policy also states that contracts of $75,000 or more require Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 1, 2016 to June 30, 2017.

**GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):**

The proposed scope covers time-limited efforts that will potentially lead to policy adoption, supporting the sustainability of a countywide KRA system. While we recognize policy change can be unpredictable, we expect the activities within this contract scope will end as planned and will help inform the next phase of KRA work.

First 5 LA's investment in Children Now supports critical foundational activities that will contribute to the adoption and implementation of policies to sustain a KRA system. As described above, First 5 LA funds will enable Children Now to support First 5 LA's deeper understanding of the local and national KRA context; educate influential stakeholders in order to build support for a uniform KRA system in LA County; and monitor and leverage local and statewide KRA-related policy opportunities.

Children Now will monitor existing and emerging policy opportunities and work with First 5 LA and other partners to coordinate related advocacy efforts to advance the adoption and implementation of a uniform KRA system at the state, county and/or district levels. First 5 LA will work with Children Now to explore the feasibility of implementing a KRA system across L.A. County and the necessary conditions for success. For example, Children Now will identify specific conditions that have led to sustained support for KRA in other states and counties, which can be applied to L.A. County's KRA efforts. As part of this research, Children Now will also examine how the existing public education finance system (i.e., the Local Control Funding Formula (LCFF)) can support KRA.

Throughout this contract, Children Now will provide monthly memos of key findings and resources that will be used to inform the next phase of First 5 LA's work to advance a KRA system.

First 5 LA's investment will leverage $283,000 in fiscal resources invested in Children Now by philanthropy, including the David and Lucile Packard Foundation, W.K. Kellogg Foundation, Morgan Family Foundation, and the Campaign for Grade Level Reading, to work toward a uniform KRA system throughout the state. Children Now will also leverage $100,000 in funding provided by the LA Partnership for Early Childhood Investment and Heising-Simons Foundation to utilize the LCFF as a vehicle for creating better linkages between the ECE and K-12 systems.

Further, First 5 LA's demonstrated support of a KRA system in L.A. County has the potential to serve as a catalyst to attract other First 5 Commissions and funders interested in leveraging resources to advance a statewide KRA system.

**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 though 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 strategic partner, Children Now, brings over 18 years of experience leading research and advocacy to raise children's well-being to the top of the national policy agenda. Children Now has extensive experience working on issues related to KRAs:

- The organization completed a scan of KRA use across the state and a scan of KRA use specifically within L.A. County (via a strategic partnership with First 5 LA). Through their work on both scans, Children Now has relevant contacts in school districts and is knowledgeable about the current use of KRAs across both L.A. County and California.
- Kendra Rogers, the Managing Director of Early Childhood Policy at Children Now, has extensive experience leading countywide KRA efforts. In her previous role as Executive Director of First 5 Fresno, Kendra led school districts to adopt a countywide KRA.
- The organization participates in multiple statewide efforts related to KRA, including convenings hosted by The David and Lucile Packard Foundation, Kenneth Rainin Foundation, Heising-Simons Foundation, Silicon Valley Community Foundation, and the national and local Grade Level Reading Campaign (which is led in partnership with First 5 LA). They also participate in the State Superintendent's Accountability and Continuous Improvement Task Force (ACITF), which has drafted a factsheet on suggested considerations and guiding principles for including KRA in California's accountability and continuous improvement system.
- Children Now is sponsoring a resolution this year (authored by State Senator Ben Allen, who has experience with this issue as a school board member in L.A. County) that will put the Legislature on record as supportive of a statewide, uniform readiness assessment, and will help to cultivate additional allies.

Establishing this Strategic Partnership is in the best interests of the Commission because it leverages previous and current work Children Now has conducted related to KRAs. Children Now's familiarity with KRAs and their current use, leadership with policy and systems changes, and contacts within L.A. County would allow this scan to be completed more cost-effectively and expeditiously.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan and the Early Care and Education (ECE) Systems strategy that seeks to improve access to affordable, quality, sustainable ECE through improving policies and systems. One activity within this priority focus area involves partnering with others to encourage school districts within L.A. County to adopt a single KRA. Before promoting the use of a specific KRA, it is essential to understand the needs and priorities of school districts, build support for a universal KRA system, and monitor and leverage ongoing local and statewide KRA activities. This Strategic Partnership will allow First 5 LA to continue working towards a universal KRA in L.A. County.

**Agenda Item: 2E**
**Date: June 9, 2016**

**FIRST 5 LA**

**SUBJECT:**

**Request to Establish a Strategic Partnership with the Child Care Alliance of Los Angeles (fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education: PEACH) for the ECE Credential Advocacy Project for A Period of Four Years in an Amount not to exceed $1,750,000 and Authorize First 5 LA Staff to Execute a Contract**

**RECOMMENDATION (Provided As Action):**

The strategic partnership with the Child Care Alliance of Los Angeles (fiscal agent for Partnerships for Education, Articulation and Coordination through Higher Education: PEACH) will enhance First 5 LA's early care and education (ECE) quality improvement efforts by advocating for an ECE teaching credential. This project was presented as information for the Board's consideration at the November 19, 2015 Special Meeting of the Board of Commissioners & Program and Planning Committee as part of the ECE Workforce Consortium remaining funds memo (Item 5). First 5 LA staff recommend the Board approve a Strategic Partnership with the Child Care Alliance of Los Angeles (fiscal agent for PEACH) for a period of four years for an amount not to exceed $1,750,000 and authorize staff to execute an initial contract from July 1, 2016 to June 30, 2017 for an amount not to exceed $558,000. The funds have been included in the First 5 LA 2016-2017 ECE Systems Program Budget under ECE Professional Development. All subsequent contracts will be brought to the Board for approval on consent prior to execution.

**BACKGROUND:**

In 2011, PEACH was launched as a part of the Los Angeles County ECE Workforce Consortium (Consortium), a multi-faceted collaboration of partners working together to support the ECE professional development system. PEACH is a higher education systems initiative that works with faculty from colleges and universities to strengthen the preparation and career pathways in the ECE field. The Consortium has been a five year investment of over $52 million and will end on June 30, 2016. On November 19, 2015, staff presented information to the Board about the ECE Workforce Consortium's history, the connection between the Consortium and First 5 LA's Strategic Plan, and a recommendation for the use a portion of the Consortium's remaining funds to support PEACH's work around the ECE teaching credential. On January 14, 2016, the Commission approved the recommendation to allocate the Consortium's remaining funds to support activities that are aligned with the ECE Outcome Area which includes advocacy work to revise the Child Development Permit and establish an ECE teaching credential.

**Overview of the ECE Credential –** The primary purpose of developing an ECE credential is to support the effective preparation of teachers to provide quality early care and education to children. California first established the Standard Early Childhood Credential under the provisions of the Fisher Act and it was available from 1961 until 1974. With the passage of the Ryan Act in 1974, the Standard Early Childhood Credential was phased out due to a revamping of the credential system that eliminated options not considered flexible enough for teacher mobility. In short, the Ryan Act created a new governance structure and language for California credentialing.

Recently, the California ECE landscape has shifted again with numerous resources from the California Department of Education (CDE) like the California Early Childhood Educator Competencies and the Preschool Learning Foundations. In January 2014, CDE's Child Development Division was renamed the Early Education and Support Division and revised their age span focus from 0-5 years to 0-13 years. Research tells us that educators working with younger children need a different skill set. Bornfreund (2011) identifies that the skills needed for teachers of preschool through third grade are different than those needed by teachers of higher grades. Teachers working with young children need knowledge and skills based on child development and early education, including social-emotional development and family engagement, as well as effective strategies for teaching early literacy, math, and science. In addition, research from workforce leader, Marcy Whitebook, reveals that having credentialed teachers strengthens the ECE system by 1) increasing the quality of education and care given to children, 2) lowering teacher turnover rates 3) providing more flexibility in assignment of teachers for school administrators, 4) providing a smoother transition for children and 5) increasing the capacity of all teachers to work with diverse families. For these reasons, it is clear that in order to fortify the ECE workforce and improve the quality of early education, California needs to adopt an ECE teaching credential.

**PEACH and the ECE Credential -** As an advocacy and systems change coalition, PEACH is currently comprised of college and university faculty members, as well as representatives from ECE organizations. PEACH's partner organizations include 15 Los Angeles County community colleges, 6 California State University (CSU) campuses and the CSU Chancellor's Office, 2 private universities (University of La Verne and Pepperdine University), UCLA Education Extension and Applied Developmental Psychology Minor, Child Care Alliance of Los Angeles, ZERO to THREE, the Program for Infant/Toddler Care (PITC), Los Angeles Unified School District ECE Division and the Los Angeles County Office of Education ECE Professional Learning Communities. Over the past five years, PEACH has laid the groundwork for institutions of higher education and ECE leaders to speak in a singular voice around the need for an ECE Credential. Highlights include:

- 2012 - PEACH collaborated in presentations to the California Commission on Teacher Credentialing (CTC) regarding the development of an ECE credential and related elements of ECE teacher professional preparation.
- 2013 - The CTC ECE Task Group was formed and PEACH members made recommendations regarding the appropriate preparation of California ECE teachers.
- 2014 - PEACH members continued to conduct stakeholder's meetings and CTC voted unanimously to establish a panel to revise the Child Development Permit Matrix, a tool that defines California's six levels of Child Development Permits and the issuance requirements of each level.
- 2015 - CTC released the application for the Child Development Permit Advisory Panel and two PEACH members were appointed to the panel, thereby continuing their influence on this important statewide policy issue.
- 2016 – PEACH's recommendations on the Child Development Permit Matrix continued to be modified throughout the winter and spring of 2016 to inform the work of the advisory panel.

The strides that PEACH has made to date around this issue provides a strong foundation on which to build the ECE Credential Advocacy Project. One of the four outcome areas outlined in First 5 LA's 2015-2020 Strategic Plan is ECE Systems: Increased access to quality early care and education. Within this outcome area, there is a priority focus to improve the quality of the ECE system through the adoption of an ECE credential.

**The ECE Credential Advocacy Project -** The Early Childhood Education (ECE) Credential Advocacy Project increases access to quality ECE by supporting 1) the modification and implementation of the Child Development Permit Matrix and 2) the development and implementation of an ECE Credential, a professional credential for teachers who work with children in 0-8 years old. The key objectives of the ECE Credential Advocacy Project over the next four years include:

- <u>Influencing the Child Development Permit:</u> PEACH will continue their work convening stakeholders, providing recommendations to drafts of the Child Development Permit Matrix and providing testimonies at CTC meetings regarding the revisions.
- <u>Advocating for the ECE Credential:</u> As ECE systems change leaders, PEACH will develop an advocacy plan to secure an ECE teaching credential in California. Action steps may include conducting a power analysis, assessing barriers, creating a strategy map, building public will and cultivating champions.
- <u>Building the Readiness of the Professional Development System:</u> While PEACH is advocating for an ECE credential, it also will work to build a higher education system that is ready to

implement a credentialing program. This means 1) ensuring that early education classes from community colleges are transferable to 4-year universities, 2) strengthening bachelors programs so they are ready to support an ECE credential and 3) developing an ECE focused doctoral program so that there are faculty ready to teach in a credential-related program.

In Fiscal Year 2016-2017, PEACH will continue to advocate for Child Development Permit Matrix revisions and the adoption of an ECE Credential by creating an advocacy plan, convening stakeholders, testifying at CTC meetings and building strategic alliances. It has taken several years to arrive at this critical moment in time when the CTC has created a task force to revise the child development permit and has begun conversations around the need for an ECE credential. By continuing to support PEACH, First 5 LA ensures that momentum is not lost in this key ECE quality strategy identified in its 2015-2020 Strategic Plan.

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 approval to establish a strategic partnership to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 1, 2016 to June 30, 2017 for up to $558,000.

**GOVERNANCE GUIDELINES: LEVERAGING AND SUSTAINABILITY:**

The following outlines how First 5 LA and PEACH will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

**Sustainability –** First 5 LA's strategic partnership with PEACH will advance the ultimate goal of creating a sustainable policy through the adoption of an ECE teaching credential that would systemically change early education in California. Once an ECE teaching credential is established in California, it would be embedded within CTC, the state's credentialing system. The major purpose of CTC is to serve as a state standards board for educator preparation for the public schools of California, the licensing and credentialing of professional educators in the State, the enforcement of professional practices of educators, and the discipline of credential holders in the State of California. Currently, CTC offers various credentials to education professionals including the Single Subject Teaching Credential, Multiple Subject Credential, Special Education Teaching Credential, Designated Subjects Teaching Credentials (i.e. Career Technical Information) and Other Teaching Credentials (i.e. American Indian Language and Culture Teaching). While PEACH is advocating for an ECE Credential, they will also be conducting the necessary work of building a higher education system poised to implement an ECE Credential by improving the transfer rate of ECE college courses, reinforcing ECE related bachelors programs and advancing the need for an ECE doctoral program. The long-term implementation of the ECE Credential will be sustained through CTC and California's institutions of higher education as college students pursue their credential as a part of their career pathways.

**Leveraged Resources –** As PEACH moves into the next phase of its work and grows as a coalition, it has been developing fundraising strategies to support its work, especially in terms of advocating for the ECE credential. The PEACH team has been working with Laura Valles and Associates to develop a fundraising plan for the collaborative. Currently, PEACH is exploring different funders to help support this key systems change work. PEACH's leadership has been in conversations with the David and Lucille Packard Foundation over the past year. Packard staff have requested meetings with PEACH, expressing interest in the growth of PEACH's advocacy efforts California-wide. PEACH has been invited to submit a proposal to Packard before the end of the year with the strategic priority of expanding the geographic reach of PEACH and adding PEACH partners throughout the state. Two additional targeted funders include the California Community College Chancellor's Office and the California State University Chancellor's Office to support increased access to ECE coursework within and across institutions of higher education.

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

- Over the past 5 years, PEACH has been the catalyst for conversations about the ECE teaching credential in California. PEACH is a unique collaborative of college and university faculty that have specific content expertise about the ECE preparation and professional development system, especially through the perspective of colleges and universities. PEACH is the only collaborative of its kind in California and has been gaining recognition across the state. Their partners hold positions of influence throughout the state through their participation in committees like the CTC Child Development Permit Matrix Advisory Panel and the state workgroup for Transforming the Workforce for Children Birth through Age 8. Through the strategic partnership with PEACH, First 5 LA can leverage the coalition's expertise and resources, which are exclusively focused on the strengthening the ECE professional development system through institutions of higher education.

**The proposed Strategic Partnership is aligned with the adopted Strategic Plan:**

- As a strategy to improve the quality of early learning for children 0-5, the ECE Credential Advocacy Project aligns with the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. One of the four outcome areas outlined in First 5 LA's 2015-2020 Strategic Plan is to increase access to quality early care and education. Within this outcome area, there is a priority focus to improve the quality of ECE services by strengthening the professional development system for early care and education providers. The ECE Credential Advocacy Project is an initiative that will strengthen the quality of ECE programs by professionalizing the qualifications of early educators.

**Agenda Item: 2E**
**Date: June 9, 2016**

**FIRST 5 LA**

**SUBJECT:**
**Request to Establish a Strategic Partnership with the Child Care Alliance of Los Angeles (CCALA) in the Amount of $1,200,000 for a Period of Two Years and Authorize First 5 LA Staff to Execute a Contract.**

**RECOMMENDATION:**
On January 14, 2016, the Board of Commissioners voted to allocate remaining funds from the ECE Workforce Consortium to support activities that are aligned to the Strategic Plan ECE Outcome Area. First 5 LA staff recommends that the Board approve a Strategic Partnership with the Child Care Alliance of Los Angeles (CCALA) for an amount not to exceed $1,200,000 and authorize staff to execute a contract from July 1, 2016 to June 30, 2017 for $600,000. The funds have been included in the First 5 LA 2016-2017 Programmatic Budget under the Early Childhood Educators Improving Quality Initiative. All subsequent contracts will be brought to the board for approval on consent prior to execution. The proposed work of this Strategic Partnership serves to advance First 5 LA's goals outlined in the Strategic Plan around QRIS and ECE Workforce Development.

**BACKGROUND:**
Improving the quality of early care and education settings through QRIS is a major component of First 5 LA's 2015-2020 Strategic Plan. As shared at several Board meetings throughout Fall 2015, efforts are currently underway through the LA County QRIS Architects group (LACOE, LAOCC, LAUP, Child Care Alliance of Los Angeles County, Local Planning Council, and PEACH) convened by First 5 LA to establish a single, uniform QRIS in Los Angeles County. The proposed Strategic Partnership will allow sites that have already made a commitment to quality to maintain that commitment, and will help advance First 5 LA's goal of improving young children's access to quality ECE experiences.

**Los Angeles County Early Care and Education Workforce Consortium Fund Balance** - The Los Angeles County Early Care and Education (ECE) Workforce Consortium (Consortium) established under First 5 LA's previous 2009-2015 Strategic Plan, is a five year investment of over $52 million that began in 2011 and will end on June 30, 2016. At the conclusion of the ECE Workforce Consortium's contract in June 2016, it is estimated that there will be $2.5-3 million in remaining funds. On November 19, 2015, staff presented information to the Board about the ECE Workforce Consortium's history, the alignment between the Consortium and First 5 LA's current 2015-2020 Strategic Plan, and a recommendation for the use of the Consortium's remaining funds to support the ECE outcome area (Agenda Item: 5).

While the ECE Workforce Consortium includes a broad spectrum of projects, the strategic alignments between First 5 LA's ECE quality outcome and the ECE Workforce Consortium involve the specific components focused on the advocacy work of Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), and the Gateways for Early Educators Program (Gateways). The estimated remaining funds from the Consortium will be used to fund these two projects aligned with the strategic plan after June 30, 2016.

The proposed Strategic Partnership will allow CCALA to continue the work of Gateways with providers who had already been engaged in existing LA County QRIS programs, funded by the federal Race to the Top - Early Learning Challenge Grants, leveraging providers already engaged in Quality Improvement efforts. Gateways offers diverse and individualized pathways to implementation of best practices and career advancement by providing quality and career coaching to early care and education child care providers. The program will offer three main components to providers:

- Comprehensive training program developed to align with the areas of the California Preschool Learning Foundations.
- Individualized coaching to support early childhood educators in their career development pathways.
- Individualized coaching to support early childhood educators in increasing the quality of their child care environment.

The Gateways for Early Educators program provides the "improvement" component in the Los Angeles County Quality Rating and Improvement System (QRIS).

Pursuant to the Procurement Policy, Strategic Partnerships of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting the establishment of a Strategic Partnership for an amount not to exceed $1,200,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 1, 2016 to June 30, 2017 for $600,000.

## GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):

### *Sustainability Plan and Funding Landscape*

Policy and advocacy efforts are the preferred way to sustain and expand F5LA's investments in quality in the future. At the completion of this Strategic Partnership, it is expected that the QRIS Architects, including CCALA, will have maximized opportunities to draw down public funding to support quality ECE through a combination of aligned policy and advocacy efforts as well as engaging in a detailed cost modeling process through the QRIS Architects.

*Advocacy and Policy Efforts*
CCALA is currently a subcontractor to the Los Angeles County Office of Education (LACOE) on both the California State Preschool Program (CSPP) QRIS Block Grant as well as the recently awarded Infant-Toddler QRIS Block Grant. While the Infant-Toddler QRIS Block Grant is currently one-time funding, efforts are under way to advocate for increased and ongoing state funding for this work. CSPP QRIS Block Grant funding is renewable on an annual basis. Policy and advocacy are the preferred methods to sustain this critical work and coordinated policy efforts to increase funding for high quality ECE among First 5 LA, CCALA, and other key stakeholders are underway through the state ECE Budget Coalition to sustain these grants over time and to increase the funding available from these grants to ensure that this work can be sustained in the long-term in Los Angeles County.

CCALA is also actively engaged in a number of stakeholder groups and coalitions that are currently working on policy and advocacy initiatives to increase funding for and access to high quality early care and education, including the Campaign for Grade Level Reading and the Child Care Planning Committee, creating a potential pathway for this work to be continued beyond the term of this Strategic Partnership. Lastly, First 5 LA, through an open, competitive solicitation process, will infuse the majority of F5CA IMPACT funds ($8.3 million) to expand QRIS more broadly following the completion of the Architects' work in refining a uniform QRIS for Los Angeles County.

*Architects Planning Expected to Reduce Costs*
In addition, through *Test* phase of QRIS Architects process (FY 17-18), stakeholders in Los Angeles County will be assessing the cost of implementing a countywide QRIS. The expectation of the Architects is that as information is gathered about best practices around providing QRIS services, efficiencies will be realized and costs will be reduced where possible in order to create an affordable QRIS structure in Los Angeles County that delivers outcomes but is not so cost prohibitive that it cannot be brought to scale.

***Leveraged Resources***
First 5 LA has the ability to include the providers served through Gateways in our First 5 CA IMPACT reporting. First 5 CA has set aside $9 million statewide to incentivize counties who exceed the target number of sites. Because these additional sites exceed IMPACT site target requirements, First 5 LA is eligible to receive additional Incentive Layer IMPACT funds from First 5 LA. The amount of incentive funds Los Angeles County would be eligible to receive is unknown at this time as that figure is dependent on the number of counties exceeding their site target requirements and the degree to which site target requirements are exceeded.

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

- The early care and education sites being proposed to be served through this Strategic Partnership are already committed and engaged in QRIS with CCALA. CCALA is a trusted organization for these sites, and their staff has established relationships with CCALA staff. It is well-established in the research on coaching and professional development that the personal relationships and trust between teachers and their coaches is essential for the success of the coaching and professional development. This strategic partnership will allow their engagement to continue without interruption, thereby eliminating the additional cost and time that would be needed to recruit providers and build trust between the coaching staff and the teachers they support.

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

- The Strategic Partnership with CCALA creates the possibility for First 5 LA to provide quality improvement services to sites in excess of what is required by F5CA's IMPACT funding. In doing so, First 5 LA may be eligible to receive Incentive Layer IMPACT funds from First 5 LA. Incentive Layer funds represent a $9 million statewide set-aside from F5CA with the intention of incentivizing consortia exceeding the target number of sites required under IMPACT.

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

- The work of this Strategic Partnership is also directly aligned with all three of First 5 LA's strategies under the ECE Systems outcome area: (1) to support the implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to support advocacy and policy change, (2) to strengthen the professional development system for early care and education, and (3) to advocate for greater public investment in early care and education, with a focus on both infant/toddler and preschool.

**Agenda Item: 2E**
**Date: June 9, 2016**
**First 5 LA**

**FIRST 5 LA**

**SUBJECT:**
**Request to Extend a Strategic Partnership with Third Sector New England (fiscal sponsor for Opportunities Exchange) for Shared Services Technical Assistance for an Amount not to exceed $600,000 and Authorize First 5 LA Staff to Execute a Contract**

**RECOMMENDATION (PROVIDED AS ACTION):**
The strategic partnership with Third Sector New England (fiscal agent for Opportunities Exchange) enhances First 5 LA's early care and education (ECE) quality improvement efforts by strengthening the capacity of ECE providers to work through a shared services approach. This information was presented as information for the Board's consideration at the May 26, 2016 Program and Planning Commission Meeting (Item 4). First 5 LA staff recommend the Board approve the extension of a Strategic Partnership with Third Sector New England (fiscal sponsor for Opportunities Exchange) for a period of four years for an amount not to exceed $600,000 and authorize staff to utilize $200,000 of those funds to execute a contract from July 1, 2016 to June 30, 2017. The funds have been included in the First 5 LA 2016-2017 Early Care and Education (ECE) Systems Program Budget under the QRIS Initiative to support ECE Shared Services. All subsequent contracts will be brought to the Board for approval on consent prior to execution.

**BACKGROUND:**
A child's early learning is critical to their success in school and beyond. By participating in high quality ECE programs, children are more likely to have higher social-emotional skills, be school ready and achieve key academics benchmarks such as third grade reading proficiency. However there are significant gaps in the quality of ECE programs. An approach that can increase the effectiveness of administrating ECE programs and influence the quality of ECE providers is a model called shared services.

***Overview of Shared Services Model*** - Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure and improve the quality of services by sharing resources and administrative functions. There are a range of shared service strategies—from information sharing via a website to intensive collaboration and integration of back-office administrative services, such as payroll. By applying the shared services model, ECE providers are able to improve their long-term financial strength and management, as well as overall capacity to provide affordable, high-quality early care and education to children. A shared service alliance is a membership organization, or a multi-site ECE organization, through which shared services are provided. These alliances can take many forms, but have the following in common:

- Reduced or shared costs and time, through joint purchasing, staff sharing, centralized administration, or some combination of these.
- Shared capacity building in program and/or administration through use of common tools and systems, mentoring and supervision, and/or quality improvement processes.
- Cost and time savings reinvested into enhanced program quality.

***First Phase of Shared Services Technical Assistance*** - In November 2014, the First 5 LA Commission approved a partnership with Third Sector New England (Opportunities Exchange) for $345,000 to pilot a shared services model to support the sustainability of L.A. County ECE providers. Opportunities Exchange (OppEx) is a national non-profit consulting group focused solely on promoting, developing and supporting shared services specifically for the ECE industry. Through research and lessons gleaned from existing alliances, OppEx has developed a wide range of resources focused exclusively on ECE shared services. The first phase of this project has successfully increased awareness and understanding of shared services among L.A. ECE providers. A survey administered at a shared services training institute revealed that 93% of attendees were “extremely or very interested” in continuing to explore opportunities for a shared service model at their agency. In FY 2015-2016, First 5 LA funded OppEx to support ECE providers with in-depth training and technical assistance on the application of shared services. As a result of this work, two shared services alliances were launched, one serving South Central Los Angeles (Early Learning Alliance) and the other serving Pasadena (Foothill ECE Shared Services). OppEx continues to provide capacity-building support to these ECE provider networks to help further their business planning and resource development efforts. In addition, OppEx has established a LA County Shared Services Facebook page as a platform to share resources with ECE providers. The page is updated regularly and currently has 483 followers.

***Next Phase of Shared Services Technical Assistance*** - The Los Angeles County system of ECE providers is fragile and capacity-building support to maximize resources is critical to sustaining access to quality ECE. In this challenging economic time, increasing administrative demands and limited resources are forcing providers to reconsider their current operating models. Providers are exploring different ways of working and welcome opportunities to leverage their existing network to promote efficiencies and sustainability, but successful shared services efforts come together organically and take time to build trusting relationships among partners.

As First 5 LA embarks on its ECE quality improvement strategy, the Shared Services Technical Assistance project is a key component to ensuring that providers have the training and coaching needed to administer efficient, high-quality programs. During the next phase of the project, OppEx will strive to 1) increase awareness and understanding of shared services among Los Angeles County ECE providers and 2) build alliances among Los Angeles County ECE providers to maximize administrative resources and improve program quality. Over the next four years, the project’s key activities will consist of:

- Alliances: Foster and launch four new shared services alliances among ECE providers and continue coaching the two existing alliances in South Central Los Angeles and Pasadena.
- Purchasing: Engage 50 ECE providers in shared purchases of workers compensation insurance and other products and services to reduce administrative costs.
  Technical Assistance, Training and Coaching: Provide business training and coaching to 300 ECE providers consisting of both center-based and family child care providers.
- Online Resources: Maintain an effective social media campaign through Facebook to support Los Angeles County shared services with at least 1,000 followers who are ECE providers.

In FY 16-17, OppEx will focus on increasing Los Angeles ECE provider’s foundational knowledge about shared services, provide technical assistance to the two existing shared service alliances and launch at least one new shared service alliance.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is requesting that at the June 9, 2016 Commission meeting, the Board approve the extension of a Strategic Partnership with Third Sector New England (fiscal sponsor for Opportunities Exchange) for a period of four years for an amount not to exceed $600,000. First 5 LA staff also recommends that the Commission authorize staff to execute a contract from July 1, 2016 to June 30, 2017 for an amount not to exceed $200,000. The estimated breakdown of subsequent funding will be negotiated annually based on proposed scope and consideration of current environmental context and other leveraged resources.

**GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):**
The following outlines how First 5 LA and OppEx will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability – The vision of Shared Service Technical Assistance is to create sustainable alliances of ECE providers that continue to work together and share services past the life of First 5 LA's investment. At the end of the strategic partnership, the expectation is that six shared service alliances will be able to sustain themselves through a no-cost/low-cost structure. Through First 5 LA's funding, shared service alliances are developed and nurtured so they can continue to operate after the initial incubation period at a minimal cost to member organizations. In each alliance, members are center and/or home-based ECE providers who receive shared services through their membership. In both the Early Learning Alliance and Foothill ECE Shared Services, membership is by invitation only. Any member may invite another ECE organization to join, but membership must be approved by a 2/3 vote of the existing member organizations. Currently, the Early Learning Alliance has 12 member organizations and Foothill ECE Shared Services has 8 member organizations. The design of each shared service alliance is unique to its participants, but all have the mutual goal of strengthening business and leadership across participating sites by enable sharing of staff, information and resources. The Shared Services Technical Assistance project provides the technical assistance, training and coaching needed to support the alliances' initial development. By 2020, the expectation is to have membership fees from partner ECE providers support each of the six alliances. A membership fee from the alliance members solidifies their commitment to the partnership for the long-term. Membership fees vary and each alliance sets its own fee structure according to its needs. Cost drivers also may include personnel (such as a portion of time for an alliance manager and/or staff for fiscal management and other quality supports) and technology costs for activities such as implementing automated financial and information-sharing systems.

Leveraged Resources - In addition to fostering the establishment of sustainable ECE shared service alliances, a part of OppEx's work has been to provide the alliances with technical assistance to leverage resources and funding. Recently, OppEx supported the successful grant application by the Girls Club of Los Angeles (GCLA), representing the Early Learning Alliance, for $40,000 from the Nonprofit Sustainability Initiative (NSI) to develop a business plan for a shared services alliance.

Currently, the California Community Foundation (CCF) is considering a $50,000 investment over two years to GCLA (fiscal agent for the Early Learning Alliance) to support the development and implementation of a shared professional development program with member agencies of the Early Learning Alliance. With grant support from CCF, GCLA will work with 12 member agencies from the Early Learning Alliance providing ECE services through 32 centers across L.A. County to support the development and implementation of a shared professional development program. The program will assist teachers from the Early Learning Alliance to improve their practice by participating in workshops, in-service trainings and communities of practice. The CCF Program Committee will review the request on May 11, 2016 and a second review by full board is scheduled for June 9, 2016. Over the next four years of the project, OppEX will provide support to both the current and emerging shared services alliances to leverage additional resources for planning and implementation.

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

- In March 2015, OppEx introduced the shared services model to Los Angeles County ECE providers by facilitating a successful “Shared Services 101” institute for almost 70 participants. After the institute, OppEx conducted 24 group and individual meetings with ECE stakeholders across L.A. County—representing Resource and Referral agencies, center-based child care, family child care providers, and nonprofit service providers—to explore shared services in more detail. OppEx has spent the 18 months building relationships and fostering trust with L.A. County ECE providers. Because of the momentum that has been developed by OppEx around the shared services model, a strategic partnership is more expeditious than a competitive solicitation for this project.

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

- Over the past 18 months, OppEx has laid the foundation to build a successful ECE shared services strategy for Los Angeles County. By extending the strategic partnership with OppEx, First 5 LA can leverage the organization’s expertise and resources, which are exclusively focused on the learning and application of shared services within the ECE sector. As all OppEx clients are ECE providers or funders and all of OppEx’s research and technical assistance has been focused on the ECE industry, OppEx has a high level of expertise and has been instrumental in the development of a wide range of resources focused exclusively on ECE shared services.

**The proposed Strategic Partnership is aligned with the adopted Strategic Plan:**

- As a strategy to improve the quality of early learning for children 0-5, Shared Services Technical Assistance aligns with the ECE Outcome Area in First 5 LA’s 2015-2020 Strategic Plan. One of the four outcome areas outlined in First 5 LA’s 2015-2020 Strategic Plan is to increase access to quality early care and education. Within this outcome area, there is a priority focus to improve the quality of the ECE system. Shared Services is a framework that supports multiple ECE sites as they seek to pool needs and share resources. By strengthening business skills and leadership across participating sites, the alliances can improve the quality of the early learning system and outcomes for children by building organizational capacity, improving job quality, strengthening community partnerships and promoting long-term sustainability.

# Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: June 9, 2016

Subject: **EXECUTIVE DIRECTOR'S REPORT**

## EXECUTIVE DIRECTOR'S HIGHLIGHTS

I'm pleased to report to the Board that we are making good progress on filling out the First 5 LA executive leadership team. Last week, I appointed Kim Pattillo Brownson as Vice President of the new Policy & Strategy Division. In this capacity, Kim will oversee the Departments of Policy and Intergovernmental Affairs, Communications and Marketing, and Strategic Partnerships. Kim has a strong track record in strategy development, partnership and coalition-building, government relations, strategic communications, and state and local campaign advocacy. And, she brings a deep commitment to large-scale systems change to address inequality, expand opportunity, and promote upward mobility. Kim is well-known to many First 5 LA Commissioners and staff members as a result of our close work with her at the Advancement Project. We are delighted to have her join First 5 LA and lend her talents to our collective effort to make First 5 LA a high performing, high impact organization on behalf of LA County's youngest children. Kim will begin June 30.

Regarding the appointment of the Vice President of Integration & Learning position, we are close to wrapping up the process for this final member of the new executive leadership team. In addition, we are moving forward with the Director assessment and selection process as well as other efforts to align First 5 LA's structure and staffing with the strategic direction embodied in the Strategic Plan for 2015-2020.

I am grateful to the staff for their engagement – and patience – as we move through this process. Our phased approach to organizational alignment – where we begin with the Vice Presidents – is a deliberate and thoughtful approach. It's also one that takes time, but is grounded in both best practices and our shared goal that we select the right people for the right roles. I'm delighted by the addition of such new colleagues as Christina Altmayer and Carl Gayden – and now Kim Pattillo Brownson – to our First 5 LA team, and look forward to sharing news soon regarding the Vice President of Integration & Learning.

On other matters, our visits with each of the 14 Best Start Community Partnerships continue. These meetings have been terrific opportunities for First 5 LA to listen to and learn with parents, residents, family-serving organizations, and others about community efforts to define and drive an agenda on behalf of families with young children. Our discussions with Partnership members have also given us good insight to opportunities for First 5 LA to be a better partner in these place-based efforts.





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We are grateful that so many members of the Commission and nearly all members of our senior management team have been able to attend these Best Start meetings. The two final tours will take place in West Athens (June 23) and Palmdale (June 28). We encourage Commissioners to join one of these meetings, if you haven't yet had the opportunity to attend to date.

Once our tours are completed, we will return to the Commission this summer/early fall with our reflections and learnings from the tours. We are eager to solicit feedback from those Commissioners who have attended the meetings as well and will be following-up directly with those Commissioners. More to come.

While on the topic of Best Start, I want to return to a subject I've shared with the Board related to the infrastructure of Best Start Community Partnerships. Over the last few months, First 5 LA has been considering the question of how to strengthen the infrastructure of Best Start to achieve and sustain results that provide nurturing and enriching environments for children so that they're ready to succeed in school and life. We understand the need for strong infrastructure that optimizes community resources, increases local ownership, and promotes cross-sector collaboration and the sustainability of the results for children and families.

As Commissioners know, First 5 LA staff currently provides direct support to the Partnerships, including logistical support, capacity building and planning for community meetings. We have been discussing ways to support the Partnerships more efficiently and effectively.

We recognize that we don't have all the answers so staff is seeking information to identify organizations and/or networks that have the interest and capability to support the continued development and effectiveness of Best Start as it seeks to have a meaningful and transformative impact on communities for the long term.

Late last month, we released a Request for Information (RFI). The information collected from the RFI will help inform First 5 LA as it considers approaches to fulfill critical programmatic, administrative and capacity building functions to ensure that the Partnerships are viable and their results are sustainable beyond First 5 LA.

We will return to the Board in the late summer/early fall with learning and analysis based on the information gathered.

Finally, in the E.D. Report highlights related to our Health-Related Systems work, I want to call attention to an important milestone related to First 5 LA's work to improve developmental outcomes for young children in LA County – the May 20th launch of *Help Me Grow-Los Angeles*. Co-sponsored by First 5 LA, LA Care, the LA County Department of Public Health, and the American Academy of Pediatrics – California, Chapter 2, this event was an outstanding launch pad for the county-wide effort to help parents and providers to identify children at risk for developmental or behavioral concerns and connect them to necessary services and supports.

My thanks to Commissioner Harding for her keynote comments that set the stage for the convening relative to the importance of timely and appropriate developmental screenings and early interventions. My thanks as well to Christina Altmayer, who spoke about the *Help Me Grow-Orange County* framework and learning, as well as opportunities to improve developmental outcomes in Los Angeles through *the Help Me Grow* systems model. And, thanks to Commissioners Dennis, Swiley and Thompson, as well as Harding, for spending the morning to attend the launch. Finally, I want to thank the stellar Health team for their most excellent planning, organization, and execution of the May 20th launch. In so doing, they helped set the stage for the important work that lays ahead to ensure that all children in LA County have access to timely developmental screening and early intervention services to support their optimal development. Well done, team. Onward.



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## I. FAMILIES

On June 1, 2016, the second Family Strengthening Summit was held and attended by over 450 staff from Welcome Baby and Select Home Visitation grantees. As a critical component of the Families Outcome work of the 2015-2020 Strategic Plan, the Family Strengthening grantees consist of fourteen Welcome Baby and twenty Select Home Visitation sites across LA County. The Summit provided opportunity to reflect on implementation efforts in which sites are anticipated to serve a combined total of over 12,500 families in FY 15-16.

The goals of the Summit were to celebrate the achievements of a third year of implementation, highlight the role of home visiting in meeting the needs of families, and provide ongoing learning around the essential ingredients to support the social, emotional, and cognitive success of young children. The Summit was organized by the Family Strengthening Oversight Entity, led by Los Angeles Best Babies Network. Key speakers included Dr. Deborah Daro from the University of Chicago, who underscored the role of Los Angeles and First 5 LA's home visiting efforts in the national home visiting field; Dr. Terri Rose, a TED talk alumna and expert on supporting children's emotional readiness through home visiting; and a panel discussion from past program participants that addressed the impact of the program on their lives.

## II. COMMUNITIES

**Communities Outcome Strategy #1: Shared Vision/Collective Action**
This strategy is about creating opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors. The following discussions illustrate the ongoing and emerging opportunities to promote a shared vision and collective action around a shared agenda for children and families.

***Best Start* Collaboration with County Systems**
*Best Start* provides foundational infrastructure for current and future work within Los Angeles County to improve policies, systems, and environments that affect families. One example is the relationship between *Best Start* and the LA County Office of Child Protection (OCP). On May 13, 2016, the OCP convened the second meeting of its Prevention Committee. A resident of *Best Start* South El Monte/El Monte Community is serving as a member of this committee to bring parent voice and perspective to OCP's prevention planning. This group brings together the leadership of county agencies and other stakeholders to develop strategies that will help prevent families from entering the child welfare or juvenile justice systems. The *Best Start* parent representative commented that she is looking forward to actively participating and sharing what she learns with all *Best Start* Community Partnerships. First 5 LA aims to identify more parents to engage in similar opportunities.

**Staff Contact:** Michelle De Santiago (mdesantiago@first5la.org)

**First 5 LA Leadership Tours**
Since December 2015, the First 5 LA Executive Team has engaged in a series of tours across the 14 *Best Start* Communities. These tours have reaffirmed First 5 LA's commitment to *Best Start* and provided a platform for the Executive Team to express their gratitude for the community members' strong dedication to their work and community. The tours also provide an opportunity for First 5 LA leadership and staff to increase understanding of the community conditions impacting children 0-5 and their families by engaging in conversations facilitated by the Community Partnerships members. Invitations have been extended to commissioners for each community tour.

Between April and May, members of the First 5 LA Executive team, Senior Management team, and Commissioners attended Community Partnership meetings in eight *Best Start* Communities:

Southeast Los Angeles (April 19); Watts-Willowbrook (April 20); Compton-East Compton (April 28); Metro LA (May 13); Lancaster (May 19); South El Monte- El Monte (May 23); Panorama City and Neighbors (May 24); and Northeast Valley (May 26). Members of the *Best Start* Communities appreciated commissioners who could make the tours to their communities, and extend gratitude to: Commissioners Marlene Zepeda, Nancy Au, Duane Dennis, Sylvia Swilley, Patricia Curry, and Judy Abdo, and Christopher Thompson, as well as former Commissioner Suzanne Bostwick.

These tours have proven to be an important milestone in strengthening the relationship between First 5 LA and the *Best Start* Community Partnerships as evidenced by key takeaways at the conclusion of each tour. Community members have shared that they felt inspired, uplifted and proud of their work. During each of the meetings, the First 5 LA Leadership Team heard stories about the positive impacts that *Best Start* has had on their lives and those of their families. One community member shared: "We…were thrilled with your [Kim] energy and enthusiasm. Having these opportunities to meet with you will help motivate our community members to support the ongoing efforts that First 5 LA has for our *Best Start* Communities. We appreciate your willingness and flexibility to participate. It was truly enjoyed by everyone."

Previous tours included: Central Long Beach (December), East Los Angeles (February 24), Wilmington (March 10), and Broadway-Manchester (March 22). The final two tours will take place in June for West Athens (June 23) and Palmdale (June 28).

**Staff Contact:** Rafael Gonzalez (rgonzalez@first5la.org)

### ***Best Start* Learning Community**

The *Best Start* Learning Community is a strategy to engage community members across the 14 *Best Start* communities in conversations that foster peer-to-peer learning by sharing strategies, successes, and overcoming challenges in community change work.

On Friday, May 20 2016, the *Best Start* Learning Community convened representatives from the 14 Communities. The focus of the day was to:

- Increase skills and knowledge about other successful place-based strategies and opportunities for application in the *Best Start* Communities.
- Build a common language among other place-based efforts to understand the importance of parent and resident involvement.
- Increase parent and resident confidence in their ability to create change in their own communities.

As part of First 5 LA's continued effort to support community capacity building and leadership development, a resident from Palmdale opened the Learning Community by welcoming everyone. A community member from El Monte/South El Monte moderated a panel discussion on place-based efforts which included the California Endowment's Building Healthy Communities, Promesa Boyle Heights at Proyecto Pastoral, and El Monte Promise Foundation. Attendees participated in peer-to-peer learning sessions on advocacy, parent/resident leadership and moving ideas into action -- each of these facilitated by representatives from *Best Start* El Monte/South El Monte, Watts/Willowbrook, and Compton/East Compton.

Peter Barth, Director of Policy and Intergovernmental Affairs/First 5 LA, participated in the Learning Community to discuss and highlight the importance of parent and resident advocacy to create policies that positively affect families and communities.

**Staff Contact:** Gina Rodriguez (grodriguez@first5la.org)



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**Request for Information (RFI): Strengthening the Infrastructure of Best Start Community Partnerships**

On May 25, 2016, a Request for Information (RFI) was issued to invite community stakeholders to express interest, ideas and insights about key aspects of First 5 LA's investment in our 14 *Best Start* communities. The RFI is part of a larger landscape analysis to gather information that will be used to strengthen the infrastructure of the *Best Start* Community Partnerships in the near future. Based on six years of implementation experience and ongoing community feedback, we are looking to shift from a structure where First 5 LA is the sole funder and directs the work of the Community Partnerships to one in which there is strong local governance with the support of multiple partners, including but not limited to First 5 LA. We believe this shift will support the Community Partnerships in long term sustainability, becoming stronger, and doing more to promote community resiliency and improve conditions for children and families.

Community stakeholders are asked to submit responses to the RFI on or before July 8, 2016. Following the RFI, First 5 LA may follow up with respondents of this RFI and other key stakeholders to gather additional information to help further inform the design and implementation of infrastructure support of the *Best Start* Community Partnerships. First 5 LA will consider costs and potential risks associated with shifting from the current structure to a new one. Staff will also use the information obtained through this RFI to identify potential partnership and leveraging opportunities. All of the information gathered and subsequent decisions will be viewed in the context of our ability to achieve mission-critical outcomes through this strategy, consistent with our vision, values, and strategic direction.

Members of the Community Partnerships have participated on a cross-community committee (known as the *Best Start* Transition Team) to provide information, experiences, and insights, which serve as critical inputs into our thinking about how to continue to strengthen the infrastructure of the *Best Start* Community Partnerships. Discussions with the Transition Team, as well as internal discussions, have helped to shape the ideas and concepts described in the RFI. Moving forward, First 5 LA is the ultimate decision-maker about what the structure of the Best Start investment. However, consistent with our values, staff will continue to convene the Transition Team as partners in determining key messages, communication mechanisms, and appropriate involvement of community members in the design and selection of implementation partners.

In the coming months, staff will present the findings of the RFI and any other information-gathering efforts as the major considerations that will help shape how First 5 LA can continue to strengthen the overall *Best Start* effort.

**Staff Contact:** Adam Freer (afreer@first5la.org)

**Knowledge is Power: Community Conversations and Connections to Resources**

Community engagement is an essential feature of *Best Start* each month. Across all 14 *Best Start* communities, community members are having important community-wide conversations about issues that matter to them. Community members are also intentional about connecting families to resources and ensuring that organizations are visible in their community. This month, two communities are highlighted: *Best Start* Metro LA and Panorama City and Neighbors (PCN).

In *Best Start* Metro LA, the Community Partnership completed its series of seven "cultural events" to promote its *Culture of Respect* campaign to reduce violence inside and outside the home during the previous month. This Culture of Respect campaign represents their approach to Building Stronger Families in the *Best Start* Metro LA area. The final three events were held May 14, 15 and 21, hosted by three of Metro LA's seven Neighborhood Leadership Groups. Community members wrote and performed skits; puppet shows were utilized to educate children and representatives from Peace Over Violence facilitated educational discussions on violence and abuse. Representatives from LA

City Council Member Gil Cedillo's office and numerous local organizations were in attendance. Officers from the Los Angeles Police Department, Los Angeles County Sheriff's Department and the University of Southern California Department of Public Safety conducted violence prevention presentations and distributed information about programs they offer. As First 5 LA continues to explore the impact of trauma on young children and families, Metro LA is offering an opportunity in engage the broader community in similar conversations about what the community can do to buffer the impact of trauma.

PCN, Friends of the Family and Be Strong Families hosted a community resource fair, LEARN*PLAY*GROW, at Sepulveda Recreation Center on May 21, 2016 from 10 am – 1 pm. Over 300 community members (children and families) participated in interactive learning stations while also learning about community resources such as Welcome Baby, LA Public Library, South Bay Center for Counseling, New Economics for Women, The Help Group/Project Safe/San Fernando Community Mental Health, La Clave and Friends of the Family. The purpose of LEARN*PLAY*GROW is to provide resources for families and build stronger social connections. Like PCN, other *Best Start* communities are hosting resource fairs as a platform to increase community awareness about services and supports available to families to promote social connections. As First 5 LA implements its public education campaign, *Surround*, these types of events reinforce key messages by offering ways for parents to connect to the resources around them.

**Staff Contact:** Metro LA - Adam Freer (afreer@first5la.org) and PCN - Gina Rodriguez (grodriguez@first5la.org)

**Communities Outcome Strategy #2: Coordinated Services & Supports**

The focus of this strategy is strengthening the capacity of organizations and institutions to improve services and supports within Best Start communities. Based on community feedback and experiences, staff is developing a Community Resource Networks (CRN) project to enhance the ability of networks of organizations to coordinate services and supports as a means to more effectively connect and engage families. To date, staff has implemented three information-gathering strategies to inform the development of the CRN project:

1. Request for Information: In January and February 2016, staff collected information from 25 networks through a Request for Information (RFI) process to understand the needs, opportunities, and barriers to coordination of resource networks serving Best Start communities.

2. Interviews: Based on a preliminary analysis of the RFI findings, staff determined the need to interview key partners and funders of countywide services, including county departments (i.e. Department of Children Family Services (DCFS), Department of Public Health (DPH), Department of Mental Health (DMH), Community Development Commission (CDC), Department of Parks and Recreation, Los Angeles County Office of Education (LACOE), and Los Angeles County Office of Child Care (OCC). Interview date for Department of Social Services (DPSS) is pending.

Other interviewees included the Nonprofit Sustainability Fund as well as countywide networks, including Child Care Alliance of Los Angeles, Community Clinic Association of Los Angeles, and Early Learning Alliance. The interviews provided additional information, particularly from the funders/county systems perspective.

3. Convening of Parent and Organizational Representatives: On May 18, 2016, staff convened parents and organizational representatives from *Best Start* Community Partnerships to share findings from the first two information-gathering strategies as well as potential options to strengthen networks. First 5 LA heard from parents and organizational representatives what resonated with them about the findings and options and suggested refinements and additions.

During the June 2016 Program and Planning Committee meeting, staff will present the findings and engage the Board in a discussion about the opportunities to strengthen coordination of resources for families.

**Staff Contact:** Junette Sheen (jsheen@first5la.org) and Nancy Watson (nwatson@first5la.org)

**Coordinating First 5 LA Investments: A Pilot in the Valley**
On May 9, 2016, First 5 LA hosted a meeting in the San Fernando Valley with key grantees serving the *Best Start* Pacoima and Panorama communities, with the goal of increasing collaboration and connecting families to resources locally. The convening, allowed grantees from *Best Start*, Welcome Baby, Select Home Visitation, South Bay Center for Counseling (Neighborhood Action Council and Resident Outreach Coordinator) to share and learn about one another's current work and identify opportunities to increase collaboration and share information for the benefit of families. Participants appreciated the opportunity to intentionally focus on collaborating and increasing referrals so families are able to take advantage of the various resources and services. Given its success, the intent is to replicate these convenings regionally within other *Best Start* communities, as well as link them to other local First 5 LA investments like Project DULCE (**D**evelopmental **U**nderstanding and **L**egal **C**ollaboration of **E**veryone). In the coming months, staff will provide an update to the Board on the ways in which staff is coordinating investments in *Best Start* communities to increase access to the resources supported by First 5 LA.

**Staff Contact:** Manuel Fierro (mfierro@first5la.org)

**Strategy #3: Places & Spaces: Built Environment Policy & Advocacy**
This strategy focuses on strengthening the capacity of existing advocacy groups to set and advance a 0-5 agenda and work with communities to promote sustained investment and commitment by civic leaders and other stakeholders who influence resources for new and/or improved physical places and spaces. First 5 LA has a partnership with the Los Angeles County Department of Parks and Recreation and the Los Angeles Neighborhood Land Trust in support of the LA County Parks Needs Assessment. Another investment to improve the built environment is a strategic partnership with Investing in Place, an advocacy group that provides a coordinated voice for affordable, healthy and equitable transportation investments at the county level. Our investment builds on the momentum of other philanthropic partners to support the development of a Technical Working Group that will mobilize a broad range of stakeholders to work with the Los Angeles County Metropolitan Transportation Authority (Metro) as it begins to update its Long Range Transportation Plan. The Technical Workgroup convened by Investing in Place will work with Metro to consider the needs of other populations such as families with young children, the elderly and the disabled.

In addition to the workgroup, Investing in Place will conduct trainings on the topic of transportation needs and advocacy opportunities with *Best Start* Community Partnerships. The goal of these trainings is to increase community awareness and engage a broader and diverse range of community voices on the topic of transportation inequities.

In the Fall of 2016, staff will engage the Board in a discussion about how trauma manifests within the physical/built environment and what First 5 LA can do to support the field of built environment advocacy.

**Staff Contact:** Investing in Place - Joaquin Macias (jmacias@first5la.org)

## III. EARLY CARE AND EDUCATION SYSTEM

*No highlights to report this month.*

## IV. HEALTH-RELATED SYSTEMS

**Improving Developmental Outcomes for L.A.'s Young Children**
On May 20th, First 5 LA, in partnership with L.A. Care Health Plan, L.A. County Department of Public Health (DPH), and the American Academy of Pediatrics (AAP) - California Chapter 2 held a convening to introduce the *Help Me Grow* model to Los Angeles County stakeholders. This marks an exciting milestone for First 5 LA as it relates to the Health outcome area strategy focused on early identification, developmental screening and connection to services. The event drew more than 100 individuals representing a diverse range of fields, including early childhood education, healthcare and developmental services.

Entitled *Help Me Grow: Improving Developmental Outcomes for L.A.'s Young Children*, the convening was staged to introduce and build support for *Help Me Grow*, an innovative systems change framework that promotes increased awareness of developmental milestones, assists parents and providers to identify children at risk for developmental or behavioral concerns, and connect them to necessary services and supports. The success of a *Help Me Grow* network requires a working partnership of systems leaders composed of decision-makers, champions, influencers and community representatives that have prioritized early identification, developmental screening and connection to services.

Whitcomb Hayslip, former LAUSD Assistant Superintendent for Early Childhood Education, acted as emcee for the event, which featured the following speakers: John Baackes, CEO of L.A. Care Health Plan; Cynthia Harding, Interim Director of L.A. County DPH; and Christina Altmayer, Vice President of Programs at First 5 LA. The main portion of event consisted of a panel discussion, moderated by Christina Altmayer, and included as panelists Terri Delgadillo, former Director of California Department of Developmental Services; Dr. Edward Curry, Vice President/President Elect, AAP – California Chapter 2; and Whitcomb Hayslip. First 5 LA Executive Director, Kim Belshé provided the closing remarks, with a call to action for the audience to join Help Me Grow-LA planning activities, slated to begin in Summer 2016.

As a result of the event, more than 35 organizations submitted interest forms indicating their interest in playing a role in the development of *HMG-LA*, either as part of the *Help Me Grow* leadership team or as a participants in the workgroups that will guide the development of *Help Me Grow-LA* (*HMG-LA*). The event also received extensive coverage on social media.

In the coming months, First 5 LA staff will continue to have discussions with other potential key partners, including foundations and nonprofit organizations. Further outreach and education on *HMG-LA* will incorporate a broad range of online tools, including a newly created web page (www.helpmegrowla.org) which will house additional tools and resources.

**Staff Contact:** Faith Ramirez (FRamirez@first5la.org) and Ruel Nolledo (RNolledo@first5la.org)

## V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

**State Budget**
Governor Jerry Brown released his revised state budget on May 13, which proposes $400 million less spending than his January budget plan as a result of lower revenue projections. Total General Fund spending would be $122.2 billion.

As expected, the Governor maintained his focus on fiscal prudence, noting the impending sunset of Proposition 30 tax increases, general economic volatility, and the need to fully fund commitments including the increased minimum wage and Medi-Cal expansion. In addition to fully funding his previous commitments, the Governor's budget endorsed the Senate's $2 billion housing bond proposal.

The Governor also maintained his proposal to convert child care subsidies to vouchers over five years, and to block grant existing early education funding totaling $1.6 billion to Local Education Agencies (California State Preschool Program, Transitional Kindergarten), effectively eliminating Average Daily Attendance funding for Transitional Kindergarten. The May Revision provided more information about proposed implementation, including a structure which involves school districts implementing programs with coordination and technical assistance from county offices of education, and launching the block grant in 2017-18 to allow for a transition and preparation year.

First 5 LA continued to coordinate the state early care and education budget coalition, which submitted a joint letter (Attachment A) urging the lawmakers to reject the Governor's block grant proposal and instead embrace the Legislative Women's Caucus proposal to invest $800 million in new, ongoing funding for early care and education. In addition, First 5 LA released a press release highlighting our position (Attachment B).

On May 24, the Senate Budget and Fiscal Review committee approved their proposed budget, which rejects the Governor's Early Learning Block Grant proposal but only includes $99 million in new funding for child care. On May 25, the Assembly Committee on Budget approved their proposed budget which also rejects the Governor's Early Learning Block Grant proposal, expands eligibility to 12 months, creates a Blue Ribbon Commission on Early Learning, and provides $619 million in new funding to increase provider rates by 15% and create 16,000 new state preschool and Alternative Payment Program slots.

On June 1, the Legislature convened a Conference Committee to reconcile the Senate and Assembly budgets; the Committee is expected to release its recommended budget by June 10. State law requires the Legislature to pass a budget bill by June 15 for the Governor's signature.

First 5 LA, the First 5 Association, and First 5 California continue to work closely with advocacy partners to encourage Conference Committee members and staff to reject the Governor's Early Learning proposal and support the Assembly's budget requests.

**Staff Contact:** Peter Barth (pbarth@first5la.org)

**State Legislation**
For a copy of the most recent State Legislative Agenda, please see Attachment C.

**Staff Contact:** Ruel Nolledo (rnolledo@first5la.org)

**Joint Comments on the Every Student Succeeds Act**
First 5 LA joined other national advocacy organizations in signing onto joint comments submitted by the Grow America Stronger campaign, an initiative led by the First Five Years Fund, in response to the federal Department of Education's request for comments regarding implementation of the Every Student Succeeds Act (ESSA). The joint comments urge the Department to issue guidance to states and districts with examples of the most effective ways to expand access to high-quality early

childhood programs through ESSA provisions. See Attachment D for a copy of the Grow America Stronger comments.

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

## VI. MONITORING, EVALUATION & LEARNING

*No highlights to report this month.*

## VII. LEGACY INVESTMENTS

**LAUP Preschool Teacher of the Year - ED Update**
Given First 5 LA's Strategic Plan focus on high quality early education experiences for our county's children, we are proud to highlight the hard work and dedication of partners and providers who exemplify our vision for early learning in Los Angeles County. On May 31, LAUP hosted the 9th Annual Preschool Teacher of the Year Awards ceremony at the Kenneth Hahn Hall of Administration to acknowledge the quality, creativity and hard work of those who teach children during a time when, according to researchers, rapid brain development can be leveraged toward long-term academic achievement. During the ceremony, an outstanding preschool teacher was honored from each Supervisorial District in Los Angeles County. The winners of the prestigious honor for the 2015-2016 school year included Karina Rodriguez of Camino Nuevo Charter Academy ECE Center (District 1), Maria Cervantes of Moffett State Preschool (District 2), Sandy Chen of Canoga Park Early Education Center (District 3), Cynthia Gonzalez of Lydia Jackson Elementary, Deaf and Hard of Hearing Program (District 4), and Lizbeth Ruiz of The Glendale Disney Children's Center (District 5).

In addition to recognition of each teacher's significant contributions to the field of early childhood education, each awardee received a $2,000 cash stipend through the Elizabeth Lowe/Bob Weekley Award for Excellence as well as classroom supplies donated by Lakeshore Learning Materials. During the ceremony, each awardee also received an official scroll from the LA County Board of Supervisors. As First 5 LA and LAUP move forward as partners supporting high quality learning environments for the children of Los Angeles County, F5LA will maintain its support for this annual event in future years so we can continue to shine a light on the educators who help ensure that our earliest learners enter kindergarten ready to succeed in school and in life.

**Staff Contact:** Kevin Dieterle (kdieterle@first5la.org)

## VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

*No highlights to report this month.*

## IX. PAST CONFERENCES AND EVENTS

**4/19/16 - Liberty Hills Upton Sinclair Awards Dinner**
Liberty Hill's Upton Sinclair Awards Dinner, April 19, 2016, honored inspirational community leaders, artists and donor-activists in Los Angeles. The Upton Sinclair Award is bestowed each year upon someone who—like muckraking journalist Sinclair (author of The Jungle)—uses his or her talents and beliefs in tandem to advance social justice.

Liberty Hill advances movements for social change through a strategic combination of grants, leadership training and alliance building. Today Liberty Hill is a national leader in social justice. It's organizing and advocacy has changed national policies, launched movements, transformed neighborhoods and nurtured hundreds of community leaders who respond to the experience of injustice by fighting for their rights.

The sponsorship entitled First 5 LA to a half-page ad in the program book to help build our brand and the opportunity for five staff/community members to represent First 5 LA at the event, creating opportunities to develop relationships with organizations aligned to our mission.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

**4/21/16 CADRE's 15th year Anniversary of service in South Los Angeles Communities**
First 5 LA staff/community members had the opportunity to collaborate on a shared vision of impacting change and strengthening families across Los Angeles County through the strategic sponsorship of CADRE's (Community Asset Development Redefining Education) 15th Year Anniversary of Service in South Los Angeles Communities, which took place on April 21, 2016. First 5 LA believes every parent and caregiver in South LA is a valuable asset of the community and is capable of being a leader and full participant in the movement for social and racial justice. CADRE is a community-based parent membership organization in South Los Angeles that works towards systemic change by supporting parents in redefining their roles at schools and as leaders in their communities.

Sponsorship of CADRE's Anniversary celebration and participation in this event allows First 5 LA to support parent led efforts in South Los Angeles that are bringing parents to the foreground of the public education debate by placing them at decision-making and policy-making tables. First 5 LA's continued support of CADRE supports the long-term goals of promoting children's dignity, opportunities to learn, and self-determination.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

**4/21/16 - Skirball Center's Story Time**
To promote language and literacy development for children and their parents in Los Angeles County, First 5 LA partnered with the Skirball Cultural Center by participating in the Center's Free Thursdays and offering a reading activity on April 21, 2016. The readings allowed families the opportunity to discover the Cultural Center's exhibits and participate in an engaging activity.

In partnership with the Skirball Center's educational department and several Jumpstart volunteers, story time bilingual readings took place throughout the day allowing more than 100 children and their families to read bilingual books accompanied by songs.

The partner collaboration showcased the importance and long-term benefits of reading, talking and singing to children at an early age. First 5 LA distributed branded bilingual books and Parenting Guides.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

**4/23/16 - Drew Child Development Corporation 4th Annual "It Takes A Village" Community Awards**
First 5 LA sponsored Drew Child Development Corporation's Fourth Annual "It Takes a Village"

Community Awards which took place on April 23, 2016. As a sponsor, First 5 LA received recognition in the event program which helps build our brand. First 5 LA leadership and staff attending also had the opportunity to build relationships with key leaders in the ECE field. The event honored seven extraordinary leaders who have dedicated themselves to the betterment of youth, and serve the communities of South Los Angeles—First 5 LA attendees had the opportunity to network with leaders from other sectors who are also working on issues affecting young children and families including leaders in academia, government, media and sports.

More than 29 years ago, the Drew Child Development Corporation was founded so that all children and families in South Los Angeles would be safe, emotionally and physically healthy and educated. Drew CDC provides high quality child care, as well as educational, social, and mental health services to over 6,000 families annually in an effort to break the cycle of poverty in South Los Angeles. A significant milestone for Drew CDC is their successful operation of six Early Child Education Centers all throughout South LA, all of which serve South LA's most vulnerable children. The importance of these Early Childhood Education centers across the county but in particular in South LA is evident as per the First 5 LA study which found that that in some low-income areas of Los Angeles County, such as South LA, there is only 1 licensed ECE seat per 100 children under the age of 5; as compared to other areas of the County where there are as many as 482 licensed seats per 100 children.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

**4/30/16 - LAUSD's Cradle to College – Readiness Conference**

On April 30, 2016 the Early Childhood Linkages to Wellness Program and the Attendance Improvement Program hosted a School Readiness Parent Conference and Resource Fair to prepare families and kids for school. This conference connected families with children aged 0-5 years with resource providers across L.A. County. The goals of the conference were for participants to understand the importance of early childhood development and its connection to academic success; participants were provided the tools necessary to ensure their children are physically, socially and academically ready for school; participants connected with resources available to them in their community.

During the conference First 5 LA hosted a table providing more than 300 families with Parenting Guides, brochures and books. We also encouraged parents to sign up for our newsletters to connect them with our mission to serve kids 0-5.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

**5/7/16 - Grand Park's Bookfest**

Grand Park's 4th Annual Downtown Bookfest took place on May 7. Event attendees had the opportunity to meet and read books from local Los Angeles based authors and publishers. The event provided families a great space to promote language and literacy development. This year, the annual Grand Park's Downtown Bookfest explored, "Literary LA: Places, Spaces and Faces," a celebration and reflection of where Angelenos love to read and write – past, present and future.

First 5 LA hosted a booth with bilingual books promoting healthy eating and drinking water, provided brochures on Best Start communities as well as Parenting Guides, and signed up participants for our parenting newsletter serving parents with kids 0-5.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)



A PUBLIC ENTITY
750 N. Alameda Street, Suite 300 Los Angeles, CA 90012 Phone: 213.482.5902 Fax: 213.482.5903 First5LA.org

**5/7/16 - Los Angeles Education Partnership-Miramonte Resource Fair**
The Los Angeles Education Partnership (LAEP) is a nonprofit focused on closing the opportunity gap of children from birth to high school in high-poverty, multicultural communities across L.A. County, from the northeast San Fernando Valley to East and South Los Angeles. They are using a collaborative approach to foster great schools that support students' personal and academic success. First 5 LA hosted a booth at the community resource fair that took place on May 7.

Each year, LAEP serves more than 1,000 educators and 39,000 students and their families in these communities. They are an innovative leader in school transformation, known for proven, effective programs and collaboration that is responsive to student needs. Their Early Childhood Initiative promotes school readiness in children ages 0 to 5 and teaches parents to be their child's first teacher.

The community resource fair provided families the opportunity to connect with various local resources and general medical screens at no cost to community members. First 5 LA hosted a booth with bilingual books promoting healthy eating and drinking water, provided brochures on Best Start communities as well as Parenting Guides, and signed up participants for our parenting newsletter serving parents with kids 0-5.

**Staff Contact:** Violet Gonzalez (vgonzalez@first5la.org)

## X. UPCOMING EVENTS

*No highlights to report this month.*

## XI. CONTRACTS EXECUTED BETWEEN $25K-$75K

*No contracts to report this month.*



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For Immediate Release | Contact: Gabriel Sanchez
May 16, 2016 | (213) 482-7804

**For Immediate Release**
May 16, 2016

**Contact:** Gabriel Sanchez
(213) 482-7804

# Governor Brown Proposes No Funding Increases for Quality Early Childhood Education Programs and Services

*First 5 LA, a Leading Early Childhood Education Advocate, Calls on the California State Assembly and Senate to Ensure Quality Early Childhood Education Is Made a Top Funding Priority*

**LOS ANGELES** – Despite strong public support for increased investments in early education and care programs, Governor Jerry Brown's May Revision to the FY 2016-17 California state budget includes no increases in funding that could benefit young children prenatal to age 5, said Kim Belshé, Executive Director of First 5 LA, a leading public grantmaker and early childhood advocate.

"While it is encouraging that the Governor continues to look for ways to improve California's early learning system, now is the time to invest wisely in our most precious resource, our children," added Belshé. "More than 170,000 3- and 4-year-olds are eligible statewide, but do not have access to critically needed, subsidized child care or state preschool programs.

"The state's top priority needs to be supporting hard working families and ensuring that California's most disadvantaged children are given the chance to succeed. How will we ever close the achievement gap and solve income inequality if we don't take care of the state's youngest residents?

"Although the Governor has modified his early learning block grant, there is still a limit on the level of total investment that would constrain these programs, including their ability to pay our highly skilled workers a fair wage," Belshé continued. "We want to work with the Governor and Legislature so that common sense system reforms are made through a collaborative process."

The Governor's May Revise proposal would establish the Early Education Block Grant beginning in 2017-18. It would be administered by school districts with support from county offices of education and the California Department of Education and would provide one year of subsidized pre-kindergarten education for low-income and at-risk 4-year-olds.

Under this proposal Transitional kindergarten is eliminated as of July 1, 2017. These pre-kindergarten programs would prioritize service for children who are at-risk, non- or limited-English-speaking; or low-income, as defined as either eligible for free or reduced-price meals or income-eligible for state child care programs. The proposal also would set minimum state requirements, including a minimum school day and year equivalent to a school district's kindergarten program and a minimum quality rating on the county Quality Rating and Improvement System.

**(MORE)**





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**No Funding Increases for Quality Early Childhood Education Programs and Services – Page 2**

"Assembly Democrats, Senate leaders and the California State Women's Legislative Caucus have already made quality early learning opportunities for young children and their families a top priority," Belshé continued. "But despite this overwhelming consensus and the fact that there is a clear need, this current budget holds funding at the same level as we were a decade ago.

"We also know that Californians want these investments," Belshé said. "Last month's PPIC and Field polls showed overwhelming majorities in the state support investments in preschool and believe that a high-quality preschool experience is critical to a student's success in school and later life."

Last month, Belshé and First 5 LA Board Members Marlene Zepeda and Duane Dennis traveled to Sacramento as part of a statewide Advocacy Day for First 5 agencies across the state to speak with officials in the Governor's Office, and Legislative leaders and their staffs on the importance of making investments in quality early learning opportunities for our state's youngest children and working families a priority.

"We want to commend and thank the Women's Legislative Caucus for their continued commitment to child care. We are prepared to work with our advocacy partners, the Governor, and the Legislature to come up with a plan that will ensure all children have access to quality, affordable early care and education," Belshé concluded.

The May Revision to the Governor's Budget consists of an update to the Governor's economic and revenue outlook and revises, supplements, or withdraws the policy initiatives included in the Governor's budget proposal from January.

The Legislature has the authority to approve, modify, or reject the Governor's proposals, add new spending or make other changes that substantially revise the budget as proposed by the Governor. The Legislature typically waits for the May Revision update before final budget decisions are made on major programs such as Education, Corrections, and Health and Human Services.

The Legislature must pass a budget bill for the upcoming fiscal year by midnight on June 15. The Governor has until June 30 to sign the budget bill into law.

###

***ABOUT FIRST 5 LA***
*First 5 LA is a leading early childhood advocate organization created by California voters to invest Proposition 10 tobacco tax revenues in Los Angeles County. In partnership with others, First 5 LA strengthens families, communities, and systems of services and supports so that all children in L.A. County enter kindergarten ready to succeed in school and life. Please visit [www.first5la.org](http://www.first5la.org) for more information.*

May 19, 2016

The Honorable Marty Block, Chair
Senate Budget & Fiscal Review Sub. 1 on Education
State Capitol, Room 4072
Sacramento, CA 95814

The Honorable Kevin McCarty, Chair
Assembly Budget Sub. 2 on Education Finance
State Capitol, Room 2160
Sacramento, CA 95814

The Honorable Holly Mitchell, Chair
Senate Budget Sub. 3 on Health & Human Services
State Capitol Building, Room 5080
Sacramento, CA 95814

The Honorable Tony Thurmond, Chair
Assembly Budget Sub. 1 on Health & Human Services
State Capitol Building, Room 5150
Sacramento, CA 95814

**Re: Invest in Quality Early Education Funding in the 2016-2017 Budget**

Dear Chairs Block, McCarty, Mitchell, and Thurmond:

We are a partnership of statewide early childhood education advocacy organizations that advocate for access to high quality early learning and care for California's low-income children and families. In response to the May Revise, we strongly urge you to update and restore funding to the state's early learning and care system. The extreme reductions that occurred during our recent economic downturn have not been fully restored, and reimbursement rates and eligibility levels are lagging several years behind, making it more and more difficult for families to access care and providers to keep their doors open. After four years of an improving economy and healthy state budgets, it is critical to invest now in our early learning and care system in order to help those families and children who have not benefited from the economic gains.

While we understand and respect the Governor's proposal to aggressively save for the next recession, there are enough resources and good reasons to protect and restore existing programs. The May Revise continues to **over-appropriate $2 billion** into the State's Rainy Day fund. In addition, the May Revise proposes an increase to LCFF funding of $154 million in ongoing and $135 million in one-time funding. This is on top of the $2.8 billion in ongoing and $1.3 billion one-time funding proposed in the January budget.

It is a matter of priorities, and we ask that you champion the restoration of funding for our early learning and care system so that our current system can effectively weather any economic downturn and continue to serve working families and their children.

We appreciate the Governor's interest in early learning and care reform, but we now call upon the Legislature to make sure than any action taken this year represents a step forward for children and families. We continue to believe we cannot overhaul our early learning and care system in the remaining four weeks of the budget season. Despite offering more details, the Governor's May Revise still does not address significant policy issues outlined in our previous letter. These concerns include:

- Insufficient funding to operate quality programs, including to support attraction and retention of qualified staff.
- Inability to meet full-time, full-year needs of many working families currently served in early education programs.
- Despite the positive addition of quality standards in the proposal and changes to protect the QRIS block grant, there has been failure to provide sufficient funding or clear pathways to improve quality across programs.
- Lacks a transition plan with timelines recognizing the realities of implementation on the ground and allowing for communication between providers, their families, and the community, as well as recognizing the impacts on the broad early learning and care delivery system.

We welcome the opportunity to have this important conversation through a robust, transparent, and public process that allows time to weigh these significant policy changes and resolve unintended consequences of the current proposal. At the end of the day, the Administration and the Legislature should make sure that this new approach will "do no harm" to families, their children, providers, education agencies and others in the community.

We continue to support the proposal by the Legislative Women's Caucus for a down payment of $800 million to stabilize the system and move toward ensuring that all working families have access to quality, affordable early care and educational opportunities. Specifically, we propose the following:

***1. Increase reimbursement rates so that early care and education providers can maintain current services, and take up expansion contracts, thereby ensuring low-income families have continued access to affordable child care and preschool.***

- Invest in both the Standard Reimbursement Rate and the Regional Market Rate systems to ensure forward progress toward paying early care and education providers a rate that considers the most current cost of providing services to our youngest population, including the impact of the proposed state minimum wage increase.
- Take initial steps toward transitioning to a single reimbursement system for vouchers and contracted centers based on regional market rates and quality of care.

***2. Expand access to quality early learning for low-income young children and their families through increased slots as well as family-friendly policies to ensure eligibility and continuity of services.***

- Update eligibility guidelines to reflect the current State Median Income (SMI), and increase the exit eligibility level to 85% of current SMI so that families do not unnecessarily lose services.
- Promote 12-month eligibility and reduce administrative burden for families, consistent with AB 2150 (Santiago & Weber).

Contingent on securing reimbursement rate increases so that providers/programs can actually afford to expand services; we would recommend:

- Building off of last year's initial restoration of child care for infants and toddlers in both the General Child Care and Alternative Payment programs and expanding slots by an additional 20,000.
- Fulfilling the preschool promise of ensuring low-income 4-year-olds have access to early learning before kindergarten and expanding the California State Preschool Program (CSPP) by an additional 10,000 slots.

***3. Continue to focus on increasing quality in all settings, supporting the professional development of the workforce, and building the infrastructure to ensure a system that works efficiently for children, families and providers.***

The state continues to make incremental progress toward a more coherent quality improvement and professional development system that local entities can leverage to drive quality improvement efforts. However, long-term planning and investment will be necessary to ensure that children throughout the state have <u>equal access</u> to quality child care and preschool. New federal Child Care and Development Block Grant (CCDBG) requirements, including raising provider reimbursement rates, present an opportunity for the state to take foundational steps toward achieving a higher quality system. Additionally, we propose that you take the following actions this year:

- *Ensure expansion and sustainability of quality improvement systems throughout the state*:
  Increase the CSPP QRIS block grant by $25 million dollars and expand the one-time $25 million infant and toddler block grant into a $35 million ongoing program. Amend the current law relating to the block grants to: 1) ensure greater efficiency, local flexibility, and meaningful coordination so that local and federal resources and partners are leveraged, and 2) broaden the impact of quality improvement efforts in all early learning settings, with an emphasis on relevant and research-based coaching supports for providers.

- *Build out the statewide consumer education database to streamline access to affordable, quality care and move toward an integrated child care data system:*
  Leverage the 2015-16 investment for the Child Care Resource & Referral (R&R) Data Efficiency Project to build out the platform for a comprehensive statewide child care data system which will link consumer education, program eligibility, and provider information. To move toward this goal, we request $15 million in one-time funds to: 1) enable automatic data uploads between the 12 different databases currently used by the 69 R&R programs in California into the statewide database; 2) enhance the website design to improve parent engagement and build a mobile component; 3) provide a disaster preparedness function to notify child care providers of emergency situations; 4) build state level and local components for the Centralized Eligibility List (CEL) into the Data Efficiency Project; and 5) lay the groundwork for future linkages with relevant data systems and agencies.

Early care and education is critical to the current and long-term economic and educational viability of our state. In addition to providing critical support to working families, high-quality early learning programs have proved to be effective in significantly narrowing the readiness gap, reducing the high school dropout rate, and leading to savings from lower costs related to special education, public assistance, and crime. Particularly in light of the Governor's continued effort to restructure current preschool and child care programs, we respectfully ask you to prioritize our youngest children and their families in this year's state budget and urge your visionary leadership in addressing the long-term challenges facing the early learning system.

Sincerely,

Advancement Project
Child Care Alliance of Los Angeles
Child Care Development Administration Association
Child Care Resource Center
Children Now
Early Edge California
Fight Crime Invest in Kids
First 5 Association
First 5 California
First 5 Los Angeles
Kidango
LAUP
Mission Readiness
Ready Nation
United Way

Cc:

Members, Senate Budget Committee
Members, Assembly Budget Committee
Members, Senate Budget and Fiscal Review Sub. 1 on Education
Members, Assembly Budget Sub. 2 on Education Finance
Members, Senate Budget Sub. 3 on Health & Human Services
Members, Assembly Budget Sub. 1 on Health & Human Services

Attachment C

**First 5 LA 2016**
**DRAFT Legislative Agenda**

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| SB 1042 | Loni Hancock | **Child care: state preschool programs: age of eligibility** Defines 3-year-old children, for purposes of state preschool programs, as children who will have their 3rd birthday on or before December 1 of the fiscal year in which they are enrolled in a California state preschool program. | State Superintendent of Public Instruction Tom Torlakson | Senate Appropriations Committee—Suspense File | •LAO estimates $261 million |
| AB 1644 | Rob Bonta | **School-based early mental health intervention and prevention services** Renames the Early Mental Health Initiative (EMHI) as the HEAL Trauma in Schools Act, expands the program to serve preschool and transitional Kindergarten students. Requires DPH to provide outreach to LEAs and county mental health agencies to inform them of the program. | Children Now and Attorney General Kamala Harris | Assembly Appropriations Committee—Suspense File | $300K GF administrative costs to Department of Public Health; the program is contingent upon an appropriation in the annual budget act |
| AB 2150 | Miguel Santiago and Shirley Weber | **Subsidized Child Care and Development Services** Extends eligibility for child care assistance to families for a period no less than 12 months. The bill changes existing thresholds by establishing income eligibility upon the most recent State Median Income (SMI) data published by the US Census Bureau and raises the income limit of eligibility from 70% of the current SMI to 85% upon exit of the most recent SMI. | Parent Voices and the Child Care Law Center | Assembly Appropriations Committee—Suspense File | •Unknown, potentially in the range of $1M to $5M annually to California Department of Education (CDE) due to increased caseload for CalWORKS stages 2 and 3 childcare •$40K in FY 2016-17 and $23K in FY 2017-18 for administrative |

Attachment C

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| | | | | | costs to CDE to update regulations |
| AB 2770 | Adrin Nazarian | **Cigarette and Tobacco Product Licensing: Fees**<br>Requires a fee to be submitted with each license application. Requires a retailer to file an application for renewal of a retailer's license accompanied with a fee per retail location, in the form and manner prescribed by the State Board of Equalization (BOE). Two hundred sixty-five dollars ($265) shall be submitted with each application. Would require BOE to report to the Legislature no later than July 1, 2018, regarding the adequacy of funding for the Cigarette and Tobacco Licensing Act of 2003. | | Assembly Floor | •Minor cost to provide the required report six months sooner than required under current law |
| SCR 125 | Ben Allen | **Kindergarten Readiness Assessment Tool**<br>States that the Legislature will work towards the adoption of a statewide, developmentally appropriate kindergarten readiness assessment tool to assess the readiness of children entering transitional kindergarten and kindergarten | Children Now | SENATE Committee on EDUCATION. | •Non-Fiscal |
| | | | | | |

Attachment C

## Watch List Priority I

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| AB 2410 | Rob Bonta | **Local Control School Readiness Act of 2016**<br>This bill would enact the Local Control School Readiness Act of 2016. The bill would require the department to develop prekindergarten learning development guidelines, focused on preparing 4- and 5-year-old children for kindergarten, based on current science that reflects how publicly funded programs can close the school readiness gap. The bill would authorize a local educational agency, as defined, in partnership with community-based organizations, to apply to the State Board of Education for a waiver from the department's Desired Results Quality Improvement System. The bill would specify material to be submitted with such a waiver request. The bill would require the department to submit to the state board, by July 1, 2018, a kindergarten readiness definition that has clear benchmarks for skills that are predictive of later success in academics and social-emotional, health, and executive functioning skills as evidenced by current research. | | Committee on Appropriations | |
| AB 2631 | Miguel Santiago | **CalWORKs: Housing Assistance**<br>This bill would increase the duration of homeless assistance benefits to 30 days and would delete the limitation on the number of times a recipient may receive homeless assistance or permanent housing assistance benefits. The bill would also delete the authority for the county to require a homelessness avoidance case plan as a condition of eligibility for homeless assistance benefits. | | Assembly Appropriations Committee | |
| AB 2660 | Kevin McCarty | **Early Education**<br>This bill would require the State Department of Education, in consultation with the State Board of Education and the State Advisory Council on Early Learning and Care, on or before July 1, 2017, to submit to the Legislature and the Department of Finance a plan that provides a 3-year plan for providing access to income eligible children to high-quality prekindergarten programs for a minimum of one year before enrollment in kindergarten and a 3- | Early Edge California | Assembly Appropriations Committee | |

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| | | year plan for ensuring that publicly funded prekindergarten programs focus on certain areas associated with positive childhood outcomes. | | | |
| AB 2680 | Susan Bonilla | **Parent, Pupil and Family Engagement Support and Services: Plans** This bill would require local educational agencies, including state subsidized preschools and child development programs, that elect to participate in family, parent, and pupil engagement support and services to develop a plan that addresses at least one specified parent, pupil, and family engagement element relating to active and meaningful participation and training. If a local educational agency accepts funds appropriated in the annual Budget Act for purposes of this provision, as a condition of receiving those funds, the LEA would be required to develop an additional plan that aligns to the school district's or county office of education's local control and accountability plan that delineates how funds apportioned for purposes of this section would be spent. One year pilot program | | Assembly Appropriations Committee | |
| SB 1466 | Holly Mitchell | **Early and Periodic Screening: Trauma Screening** Requires screening services for individuals under a specified age include early and periodic screening, diagnosis, and treatment (EPSDT) under the Medi-Cal program to include screening for trauma. Provides that child abuse and neglect or removal of a child from the parent or legal guardian by a child welfare agency shall be prima facie evidence of trauma for purposes of conducting a screening under the program. | | Senate Appropriations Committee | |

Attachment C

**Watch List Priority II**

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| AB 598 | Ian Calderon | **Family Child Care Home Education Networks** Amends existing law that requires family child care home education network programs to include an assessment of each family child care home provider. This bill would require that tools used to make these assessments be appropriate to family child care home settings. The bill would require the network to complete the developmental profile in collaboration with the provider by including conducting a parent survey of a child's developmental progress as directed by the department and incorporating it into the profile; would also require a family child care home education network to conduct a minimum of 9 site visits to each affiliated provider in a calendar year, as provided, among other things; would require a provider in a family child care home education network to adopt and use a curriculum or curricula of the provider's choosing that is appropriate for the age range of children in the home, and include age and developmentally appropriate educational activities for children. | | SENATE Committee on EDUCATION. | |
| AB 1565 | Tom Lackey | **Developmental Services: Funding** Requires the State department of Developmental Services to submit a plan to the Legislature to ensure the sustainability, quality, and transparency of community-based services for individuals with developmental disabilities. Requires the Department to regularly consult with stakeholders in developing the plan. Relates to funding regional centers. Relates to rate increase negotiation. | | Assembly Human Services Committee | |
| AB 1568)/ SB 815 | Rob Bonta/ Ed Hernandez | **Medi-Cal 1115b Waiver Demonstration Pilots** Requires DHCS to implement a waiver or demonstration project authorized under a specified federal waiver that includes a delivery system transformation and alignment incentive | | Assembly Appropriations Committee | |

Attachment C

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| | | program for designated public hospital systems and district municipal hospitals. The bill would require DHCS to consult with interested stakeholders and the Legislature in implementing this waiver or demonstration project. | | | |
| AB 1679 | Shirley Weber | **Child care: state preschool programs eligibility military families** Excludes the amount of the basic allowance for housing provided to an individual who is on federal active duty, state active duty, active duty for special work, or Active Duty and Reserve duty in the military that is equal to the lowest rate of the allowance for the military housing area in which the individual resides from income for purposes of determining eligibility for state preschool services. | | (PASS) »» Ayes: 16; Noes: 0; Abstain: 0; | |
| AB 1897 | Kevin Mullin | **Day care centers: birth to first grade license option** Requires the State Department of Social Services to, adopt regulations that develop and implement a birth to entering first grade license option for day care careers. Requires the regulations to include age appropriate transition times, a requirement that a single integrated license option list the age groups of children being served at a day care center, a requirement that all other licensing regulations that apply to a day care center shall also apply to a birth to entering first grade license option | | Assembly Committee on Appropriations | |
| AB 2036 | Patty Lopez | **Online child care job posting services: consumer education background check service providers** Requires an online child care job posting service posting information on an Internet Web site to include, among other things, a statement about the trustline registry and, if the service provides access to a background check, a written description of the background check provided to it by the background check service provider | | ASSEMBLY Committee on Appropriations | |
| AB | Jim Wood | **Wood Medi-Cal: dental program** | | ASSEMBLY | |

Attachment C

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| 2207 | | Requires the Department of Health Care Services to undertake specified activities for the purpose of improving the Medi-Cal Dental Program, such as expediting provider enrollment and monitoring dental service access and utilization. Requires a Medi-Cal managed care health plan to provide dental health screenings for eligible beneficiaries and refer them to the appropriate Medi-Cal dental providers. Relates to data regarding the dental fee-for-service dental program | | Committee on Appropriations | |
| AB 2676 | Rocky Chavez | **Income taxes credit: dependent care**<br>Amends the Personal Income Tax Law to increase the amount of an applicable state credit percentage and revise adjusted gross income amounts for dependent care | | Assembly Revenue and Taxation Committee | |
| AB 2677 (Possible Oppose) | Rocky Chavez | **Subsidized child care limit on services**<br>Amends the Child Care and Development Services Act, which authorizes the Superintendent of Public Instruction to enter into and execute local contractual agreements with any public or private entity or agency for the delivery of child care and development services. Limits a family to a total of not more than 8 years of subsidized child care services under the act | | Assembly Human Services Committee | |
| SB 818 | Jim Neilsen | **Developmental Services: Medi-Cal: Rate Increases**<br>Appropriates certain sums to the Department of Developmental Services to provide a 10% rate increase for certain developmental service providers and regional center operating budgets, and appropriates certain sums to the Department of Health Care Services to restore rates paid to Medi-Cal providers to those levels in effect prior to the implementation of the provider rate reductions. | | SENATE Committees on HEALTH and HUMAN SERVICES. | |
| SB 1034 | Holly Mitchell | **Health Care Coverage: Autism Screening**<br>Modifies requirements to be a qualified autism service professional to include providing behavioral health treatment, such as clinical management and case supervision. The bill would require that a treatment plan be reviewed no more than | | Senate Committee on APPROPRIATIONS | |

Attachment C

| Bill # | Author | Description | Sponsors | Status | Fiscal Analysis |
|---|---|---|---|---|---|
| | | once every 6 months, unless a shorter period is recommended by the qualified autism service provider. | | | |
| SB 1071 | Ben Allen | **Special education funding: preschool-age individuals with exceptional needs**<br>Establishes a new formula for a permanent one-time total adjustment to the base funding calculation, to support special education as required under the individualized education program for each 3-and 4-year-old preschool individual with exceptional needs | | Senate Appropriations Committee | |
| SB 1113 | Jim Beall | **Pupil health: mental health services funding**<br>Declares the intent of the Legislature to enact legislation relating to mental health services in schools that would require counties to enter into agreements with special education local plan areas to allow access to Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) funding through the county mental health programs by providing EPSDT mental health services. | | Senate Appropriations Committee | |
| SB 1154 | Carol Liu | **Child care and development services: resource and referral**<br>Establishes the Patricia Siegal Child Care Resource and Referral Memorial Act of 2016. Requires a child care resource and referral program to provide specified additional services, including, providing training and workshops relating to child care services, providing community resource assistance, and collaborating with and assisting other community agencies in planning, coordinating and improving child care. Repeals provisions regarding short-term respite care. Requires written complaint procedures. | | Placed on Suspense file: (PASS) >> Ayes: 7; Noes: 0; Abstain: 0; | |

May 25, 2016

Secretary John King
U.S. Department of Education
Washington, D.C. 20202

Dear Secretary John King,

We are writing to offer input on ways to expand early learning in areas of the Every Student Succeeds Act (ESSA) on which the Department of Education could provide non-regulatory guidance to assist states, districts and other grantees in understanding and implementing the new law. The Grow America Stronger campaign is a coalition of early childhood advocates dedicated to making high-quality early childhood education a national priority and advancing greater federal investments. With respect to the need for guidance within Title I, we refer the Department to comments that were submitted by individual organizations that are part of the Grow America Stronger campaign. This letter restates a few of the Title I priorities, while also addressing additional provisions of the law that would benefit from targeted guidance to support the work of states and districts related to early learning.

The Elementary and Secondary Elementary Act (ESEA) previously included early learning as an allowable use of funds; the Every Student Succeeds Act (ESSA) takes the allowable use of funds a step further by explicitly naming early learning as an area for states, districts and other grantees to further their commitment to developing and expanding high quality early learning opportunities for their families. Ensuring that children can access a high-quality continuum of care and learning from birth through third grade is the best strategy to improve education, health and economic outcomes for children. ESSA's provisions highlight opportunities promoting early learning coordination within communities; supporting greater alignment and the early elementary grades; encouraging greater engagement between schools and families, and supporting early childhood education focused capacity building among teachers, leaders, and other staff serving young children. The law as a whole aims to prepare students for college and career readiness. Decades of research has established the importance of learning in the early years, when children's brains are rapidly developing, and ensuring children have access to high-quality early learning is critical to creating a strong foundation upon which all subsequent learning will follow. With the renewed charge to invest in high-quality early learning in ESSA, state and local leaders who have previously focused primarily on supporting K-12 will benefit from additional clarification. Through targeted guidance, the Department can support state and local understanding of the intention of the law in order to optimize the expansion of early learning opportunities for families that require the greatest support.

The Grow America Stronger campaign intends for the comments below to highlight and expand areas throughout the law where guidance would assist states and districts in better understanding how to most effectively use the law to promote quality and integrate early childhood into the K-3rd continuum. Guidance will also support state and local decision-making efforts to expand access to children from low- and moderate-income families that are not already receiving services or have been underserved.

We seek non-regulatory, evidence-based guidance and examples for the following provisions of the law:

**Ensure Stakeholder Engagement is Inclusive of Diverse Early Childhood Educators and Experts**
Effectively promoting equitable access to high quality early learning will depend in part on states' and districts' abilities to engage a diverse group of early childhood educators and experts in the development and implementation of their ESSA implementation plans. As with Title I, Title II and Title IV, state applications for funding require meaningful consultation with stakeholders, and consultation in developing local applications is also required. In light of this, we believe stakeholder engagement is one of the most pressing areas of the law and therefore requires guidance from the Department. We strongly encourage the issuance of guidance that addresses the creation of state and local structures and processes for engagement. In addition, the guidance should emphasize, specifically and explicitly, including a diverse group of educators who draw upon expertise spanning early childhood development, including various settings and sectors.

ESSA also requires State educational agencies (SEAs) to consult with other state stakeholders, including agencies responsible for administering early childhood education programs and services, upon receipt of a Literacy for All, Results for the Nation (LEARN) grant under Title II. Guidance in this area would be useful in order to empower early childhood education stakeholders to meaningfully engage in determining how local funds are used for early literacy focused professional development and training.

**Clarify and Elevate Professional Development & Principal Support and Training**

States and districts interested in building early learning capacity can use Title II funding to engage in meaningful professional development strategies. Guidance related to the types of professional development (PD) and PD systems that can support high-quality training and delivery will enable early learning PD to be prioritized. The early childhood field has long called for joint professional development in states and districts; the explicit inclusion in ESSA is a tremendous step forward. We now encourage the Department to develop guidance that clarifies the breadth of this provision and provides best practice examples of how joint professional development is structured and supported across grades, sectors and settings, including community-based settings. Guidance should also emphasize the need for ongoing – not one-off – professional development activities. These activities should focus on alignment from birth through third grade, increase knowledge of child development across domains, foster meaningful family engagement strategies and promote developmentally-appropriate practice.

- States interested in using Title II resources to build early learning capacity could consider using the Title II state set-aside, including the new 3% set aside for leaders, to support joint professional development, which is consistent with early learning best practices, for Pre-K through Third Grade educators and school leaders.
- At the district level, Title II funds could be used to provide early childhood professional development opportunities for elementary principals, school leaders and educators, in addition to training that addresses students' needs and school readiness in their transition to the Kindergarten through 3rd grade years.
- We encourage the Department to develop guidance around state prioritization of school leadership in their spending of the three percent set-aside for statewide professional development activities. Creating the PD programs, trainings, and materials for principals and other school leaders are crucial to student and school success. Guidance should support principals in tailoring their instructional leadership in ways that promote the learning of young children.

**Enhance Coordination and Alignment of Early Learning and Kindergarten through Grade Three Programs**

Building off the existing federal investments in early childhood under ESEA, ESSA articulates opportunities for states and districts to expand and enhance early learning and improve coordination and alignment of early learning programs from birth through third grade across Titles I, II, III and IV. Additionally, states could use this opportunity to improve coordination amongst the various early childhood programs that makeup the existing mixed delivery system. Departmental Guidance that identifies and elevates these opportunities is critical in order to ensure states and districts are aware of, and supported in, their efforts to prioritize high-quality early learning starting at birth. We note that Title I requires states to support LEAs who choose to prioritize early learning investments. As other Titles also allow districts to use funds in this way, we encourage the Department to develop guidance that helps states understand their role in supporting early learning across the various Titles. We recommend developing guidance that specifically elaborates on some of the following opportunities and provisions in the law:

- Within Title I, guidance should clarify the many opportunities related to embedding early learning namely:

  - The development and approval of state and district plans;  o Addressing transition and Pre-K through 3rd grade alignment;  o Promoting the appropriate use of behavioral and developmental screening of young children to identify possible delays or concerns, ensuring appropriate supports and interventions, including family support;
  - Ensuring early childhood programs funded through Title I meet all Head Start standards;  o Ensuring SEAs LEAs use developmentally-appropriate and culturally-relevant assessments solely as a tool for improving academic achievement of the disadvantaged, and not as an accountability tool;  and
  - Using early learning as a core school turnaround strategy under the school improvement provisions.

- In addition, Title I guidance in the following areas should also be considered:
  - New requirements as part of the McKinney-Vento Act to serve homeless children in state and local preschool programs requires that the responsibilities of state and local liaisons to be clarified.
  - As states and local communities identify schools in need of improvement, guidance should encourage the inclusion of community-based early learning programs and other supports for young children in the required needs assessment.

- Within Title II, guidance should highlight the opportunity for states to use direct funding and leverage the early learning focus of the LEARN program. This early investment in children's literacy development will positively impact progress and success in literacy and other areas of learning.

- Within Title III, guidance should address serving the growing population of English / Dual language learners through the National Professional Development Program by supporting preschool teachers to effectively teach English language learners in their earliest years of school.

- Within Title IV, the Student Support and Academic Enrichment Grant (SSAEG) Program should be used by states and districts to support Pre-K programs. Specifically, SSAEG could be used to fund the inclusion of early learning as a focus area in the program's mandatory needs assessment. SSAEG could also be used to fund developmentally appropriate early learning projects aligned with SSAEG's well-rounded educational components, such as STEM, music, cultural competency, language, social and emotional development and other enrichment activities beneficial to young learners.

- Similar to other public schools, charter schools and charter management organizations, should use federal funds, including those available through ESSA's Charter Schools Program within Title IV, to support well designed early learning initiatives. Charters interested in creating or strengthening their early learning programs could develop educators' effectiveness, instructional tools, learning environments, data-driven improvements, family engagement, continuity and pathways, cross-sector work, and administration in early learning.

- Within Title IV, guidance should reiterate the opportunity to use Promise Neighborhoods grants to invest deeply in early childhood and family engagement to start a pipeline that supports children throughout the early years and beyond.

Thank you for the opportunity to provide feedback that will inform Departmental guidance in state and local implementation of ESSA. These recommendations should be read with the understanding that some organizations within the Grow America Stronger campaign support additional or varied policy positions. The coalition looks forward to working with the Department as it continues implementation efforts that include improving access to high-quality early learning and development opportunities for children. Though not specifically addressed in this letter, the Grow America Stronger campaign also looks forward to working with the Department on the forthcoming transition and implementation of the Preschool Development Grants Program.

Sincerely,

First Five Years Fund
National Association of State Boards of Education
Save the Children

Child Care Aware
National Association for Family Child Care
National Association for the Education of Young Children
Save the Children Action Network
National Women's Law Center
Early Care and Education Consortium
First Focus
New America's Early & Elementary Education Policy Program
National Association of Elementary School Principals
Center for Law and Social Policy
Partnership for 21st Century Learning
Common Sense Kids Action
Build Initiative
ZERO TO THREE

Advocates for Children of New Jersey
Alabama School Readiness Alliance
Arkansas Advocates for Children and Families
Center for Children's Initiatives from New York
Children Now
Children's Action Alliance
Children's Advocacy Alliance
Children's Alliance
Children's Institute
Clayton Early Learning
Colorado Children's Campaign
Early Edge California
First 5 LA
Hawaii Children's Action Network
Kansas Action for Children
LAUP
Maine Children's Alliance
Maryland Family Network
New Mexico Association for the Education of Young Children
New Mexico Voices for Children
North Carolina Early Childhood Foundation
Ounce of Prevention
Pennsylvania Partnerships for Children
Rhode Island KIDS COUNT
Strategies for Children
The North Carolina Partnership for Children, Inc.
VOICES for Alabama's Children

Voices for Georgia’s Children
Voices for Virginia’s Children
Washington State Association of Head Start & ECEAP
Wisconsin Council on Children and Families

# Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: June 9, 2016

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2016-17 BUDGET**

*Honorable Chair and Members of the Commission,*

*We are pleased to submit for your review the updated FY 2016-17 Proposed Budget. The FY 2016-17 budget has undergone a thorough review process, commencing in April and leading up to the June 2016 Commission meeting. The recommendations and guidance provided by the Budget & Finance Committee, Executive Committee, Program & Planning Committee and the Commission have greatly supported the development of a thoughtful and prudent budget that will help advance the 2015-2020 Strategic Plan. Consistent with the First 5 LA Governance Guidelines, we presented the draft Proposed Budget to the Commission in May, and are returning today for final approval.*

*The FY 2016-17 proposed budget presented today includes changes since the May draft, resulting in a net increase of $1.5 million, or 0.9%, for a total budget of $161.5 million as presented in the table below. Initial funding requests were generated using the latest information available at the time the budget was developed and were updated to reflect new data available to inform budget development. In addition, one project experienced a delay in current year activity that will carry over into FY 2016-17.*

| BUDGET CATEGORY | Draft Proposed FY 2016-17 Budget (May 2016) | Final Proposed FY 2016-17 Budget (June 2016) | Variance |
|---|---|---|---|
| **Program** | | | |
| *2015-2020 Strategic Plan: Focusing for the Future* | $ 91,392,000 | $ 91,671,000 | $ 279,000 |
| *Legacy Investments* | 41,144,000 | 42,146,000 | 1,002,000 |
| *Research & Evaluation* | 6,291,000 | 6,468,000 | 177,000 |
| **Total Program** | $ 138,827,000 | $ 140,285,000 | $ 1,458,000 |
| **Operating** | 21,235,158 | 21,235,158 | - |
| **TOTAL BUDGET** | **$ 160,062,158** | **$ 161,520,158** | **$ 1,458,000** |

*These changes are outlined in the "Summary of Changes from the Draft Proposed Budget" schedule following this memo. This transmittal memo, Attachments A and B have also been updated to reflect*





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*the final budget figures. The materials included for review in Attachments C and D—which provide further detail on the Program and Operating components of the budget, respectively—include only those programs or internal departments that experienced changes to budget estimates or substantive language changes from the draft FY 2016-17 Budget as reviewed in May. Finally, additional information has been included in Section IV of this memo, "Impact on Fund Balance," with Attachment E providing further detail regarding the fund balance projections as of June 30, 2016.*

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The FY 2016-17 Budget reflects further implementation and advancement of the 2015-2020 Strategic Plan, which marked a shift in approach from funding programs and toward a focus on policy and systems change. This new strategic approach is based on First 5 LA's desire to redirect its resources to have the greatest impact on families and children 0-5 in Los Angeles County. This new approach is an important distinction from previous years and signals a transition that will allow Commission resources to have a broader impact for children and families across LA County. The FY 2016-17 Budget supports the organization's strategic shift by continuing to honor existing commitments while also pivoting more fully to a different strategic approach, resulting in an overall decrease of $56.7 million from FY 2015-16. This decrease also reflects the reality of the Commission's declining fiscal resources and the dedication to live within the means of the organization.

This transmittal memo is intended to provide an overview of the FY 2016-17 Budget and assumptions that inform the requests, including the following:

I. Budget Overview
   A. Overall Budget Summary
   B. Program Costs Summary
   C. Operating Costs Summary

II. Budget Development Context
   A. Format and Approach to the FY 2016-17 Budget
   B. Potential Future Changes

III. Revenue Assumptions

IV. Impact on Fund Balance

V. Administrative Cost Limit

VI. Conclusion

Key budget and supporting documents are as follows:

Attachment A: FY 2016-17 Budget

- FY 2016-17 Budget Summary
- Summary of Changes from the Draft Proposed Budget (May 2016)
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment B: FY 2016-17 Budget – Highlights

Attachment C: Program Budget – Detail by Initiative/Program

Attachment D: Operating Budget – Summaries & Detail Tables by Department

Attachment E: GASB 54 Fund Balance Presentation



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## I. BUDGET OVERVIEW

Combined efforts in recent years—including adoption of the Building Stronger Families Framework, the Listening, Learning and Leading (L3) effort, the updated Long Term Financial Projection, and the new Governance Guidelines—helped to inform the 2015-2020 Strategic Plan. The Strategic Plan is intends to sharpen our focus, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. FY 2016-17 will mark the second fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014.

The 2015-2020 Strategic Plan lays out a clear path for First 5 LA to maximize its impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in LA County. Consistent with the Commission's new strategic direction, First 5 LA will place greater emphasis on efforts that contribute to sustainable public financing, public policy and systems-level change. This new direction also means that First 5 LA will place less emphasis on funding direct services.

To ensure that all children in LA County enter kindergarten ready to succeed in school and life, the Strategic Plan directs that the Commission's work focus on the following four priority outcome areas, as defined below:

<u>Families</u>: Increased Family Protective Factors

- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child's development.

<u>Communities</u>: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families

- Support a community's ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

<u>Early Care and Education (ECE) Systems</u>: Increased access to high-quality early care and education

- Increase access to affordable, quality child care and preschool.

<u>Health-Related Systems</u>: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

- Improve how health-related systems coordinate and deliver care to young children and their families in LA County.

The FY 2016-17 Budget supports these priority focus areas and describes the planned work for the fiscal year to advance the outcomes detailed in the 2015-2020 Strategic Plan. The FY 2016-17 Budget reflects a marked shift in spending and the work for the second year of the 2015-2020 Strategic Plan. Based on the processes currently underway to effectively implement the strategies outlined in the Strategic Plan, the FY 2016-17 Budget reflects a transition away from funding for First 5 LA's Legacy Investments, with a shift in resources toward the outcomes and strategies detailed in the Strategic Plan. The budget continues to reflect costs for ongoing legacy initiatives that will soon be either ending or ramping down, but represents a 68% decrease in anticipated spending from FY 2015-16 for these purposes. At the same time, the budget reflects the commitments made by the Board, funding investments in priorities that continue in the new Strategic Plan—such as Welcome Baby and Select Home Visiting, the Best Start Communities, policy and strategic communications efforts—and resources for more developmental activity to advance the 2015-2020 Strategic Plan, representing a 60.2% increase in anticipated spending for these activities from FY 2015-16.

As previously noted, the budget includes existing multi-year programs (“Legacy Investments”) scheduled to conclude during the new Strategic Plan term. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process. In addition, consistent with the Governance Guidelines and the Strategic Plan, we have prepared budget requests with a renewed focus on sustainability and leveraging.

### *A. Overall Budget Summary*

The total FY 2016-17 Budget is presented in a summary schedule in Attachment A. As shown in the following high-level table, the Budget totals $161.5 million, a reduction of $56.7 million, or 26.0% from the FY 2015-16 revised budget of $218.3 million. Costs are estimated to decrease by 29.0% for programs and increase by 2.1% for internal operations.

| BUDGET COMPONENT | FY 2015-16 Budget | | | | Proposed FY 2016-17 Budget | | Variance | |
|---|---|---|---|---|---|---|---|---|
| | Original | | Revised | | | | | |
| **Program** | $ 208,922,000 | 91% | $ 197,460,000 | 90% | $ 140,285,000 | 86.9% | $ (57,175,000) | -29.0% |
| **Operating** | 20,794,362 | 9% | $ 20,794,362 | 10% | 21,235,158 | 13.1% | 440,796 | 2.1% |
| **TOTAL BUDGET** | **$ 229,716,362** | **100%** | **$ 218,254,362** | **100%** | **$ 161,520,158** | **100%** | **$ (56,734,204)** | **-26.0%** |

Given the fiscal reality of declining resources—both revenue and fund balance—on which First 5 LA can rely for both programmatic and operational spending, it is important to note the strategic rationale driving the overall budget proposal. Reflecting Commission direction and priorities, narrative highlights of the FY 2016-17 Budget are presented in Attachment B.

As noted previously, the FY 2016-17 Budget reflects a significant pivot in spending away from Legacy Investments approved as part of previous strategic plans, shifting resources to focus on the strategies and investments prioritized in the 2015-2020 Strategic Plan. As we enter into the second year of the Strategic Plan, a number of “anchor” investments are scaling up to full implementation, driving anticipated costs for FY 2016-17 higher than in previous years. Specifically, FY 2016-17 will reflect continued implementation and greater resources for the investments in the Welcome Baby and Select Home Visiting programs, as well as the community capacity building investments in the 14 Best Start communities. In addition, resources are incorporated in support of key approaches as outlined in the Strategic Plan, including resources to continue expanding our policy and advocacy efforts as well as strategic communications.

While the strategy implementation process continues, estimated resources to support the anticipated “Year 2” activities for the Strategic Plan are presented in the context of the four priority outcome areas noted on page 2. Based on the intensive work conducted through the implementation process, these resources represent estimated costs for activities that we expect to advance or achieve in FY 2016-17.

First 5 LA is also undergoing an organizational transformation process to determine the appropriate internal structure required to effectively advance the work outlined in the Strategic Plan, as well as to support the work related to legacy investments that extend into the 2015-2020 Strategic Plan term. Although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management took a conservative approach to overall staffing levels by maintaining the current level of authorized positions for the organization. As the implementation process continues and we have a greater understanding of the future needs of the organization, we will be in a better position to determine the appropriate level of staffing and other operating resources required in the future state of the organization.

## *B. Program Costs Summary*

Program costs comprise $140.3 million, or 87% of the total Budget, as shown in the table below. Given that FY 2016-17 represents the second year of the 2015-2020 Strategic Plan, the initiatives summarized in Attachment A and highlighted in Attachment B are organized to reflect the new Strategic Plan and the two related components of implementation activity: 1) Strategic Plan priority outcome areas, and 2) Strategic Plan investment areas and support costs. In addition, the budget includes resources for the 21 legacy investments and research and evaluation projects with ongoing costs in FY 2016-17, a reduction of 3 investments previously funded in the previous year. While a majority of overall resources in the previous year were appropriated for spending on legacy investments, the FY 2016-17 Budget demonstrates First 5 LA's continued development of and commitment to the strategies and outcomes detailed in the 2015-2020 Strategic Plan, with the majority of resources in FY 2016-17 earmarked for these purposes as seen in the table below.

| BUDGET CATEGORY | FY 2015-16 Budget | | | | Proposed FY 2016-17 Budget | |
|---|---|---|---|---|---|---|
| | Original | | Revised | | | |
| **Program** | | | | | | |
| *2015-2020 Strategic Plan: Focusing for the Future* | | | | | | |
| a. Strategic Plan Priority Outcome Areas | $ 58,529,000 | | $ 51,992,000 | | $ 83,584,000 | |
| b. Strategic Plan Investment Areas & Support Costs | 7,669,000 | | 7,669,000 | | 8,087,000 | |
| *Total 2015-2020 Strategic Plan* | $ 66,198,000 | 29% | $ 59,661,000 | 27% | $ 91,671,000 | 57% |
| *Legacy Investments* | 136,518,000 | 59% | 131,920,000 | 60% | 42,146,000 | 26% |
| *Research & Evaluation* | 6,206,000 | 3% | 5,879,000 | 3% | 6,468,000 | 4% |
| **Total Program** | $ 208,922,000 | 91% | $ 197,460,000 | 90% | $ 140,285,000 | 87% |
| **Operating** | 20,794,362 | 9% | 20,794,362 | 10% | 21,235,158 | 13% |
| **TOTAL BUDGET** | **$ 229,716,362** | **100%** | **$ 218,254,362** | **100%** | **$ 161,520,158** | **100%** |

Consistent with the FY 2015-16 Budget, program costs reflect continued implementation of initiatives and programs according to their approved timeline, as well as actions taken by the Commission during FY 2015-16 to extend certain initiatives and programs. Program costs also include continued implementation of anchor investments in the Best Start Communities and Welcome Baby/Select Home Visiting activities, and estimated costs necessary to carry out Year 2 activities for the 2015-2020 Strategic Plan, including resources totaling $26.6 million to support planned work in the Early Care and Education (ECE) and Health-related Systems priority outcome areas, an increase of $24.6 million over the $2.0 million included in FY 2015-16 for new work in these areas that were still in the very early stages of development. Program costs largely support contract awards and grants to agencies and include all planning, implementation, evaluation and associated communications and marketing costs for services, programs and projects.

Attachment A presents the budget request for programs by initiative. At this point in time, the budget includes 31 initiatives with anticipated costs to be incurred during FY 2016-17, a decrease from the 35 initiatives in FY 2015-16 due to 6 initiatives expiring by June 30, 2016 and the addition of two additional initiatives representing priority outcome areas—ECE and Health—not previously represented at the initiative level. We anticipate that the program budget structure as presented in Attachment A and in the table above may require modifications in the future to best support our strategic direction based on implementation and strategic refinements that will continue to evolve and inform implementation activities.

Program investments are presented based on the following overarching categories:


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1) ***2015-2020 Strategic Plan: Focusing for the Future:*** This category, described further below, includes costs related to activities that directly support the strategies and outcomes of the 2015-2020 Strategic Plan. As First 5 LA continues the development and implementation of the Strategic Plan strategies and approaches, the FY 2016-17 Budget reflects a significant pivot for the organization, with resources in this area increasing by approximately 54% from the previous year.

   a. **Strategic Plan Priority Outcome Areas** – This category includes the following:

      i. Anchor activities outlined in the Strategic Plan, including Welcome Baby and Select Home Visiting, as well as the community capacity building activities in the 14 Best Start Communities; and

      ii. New work being developed and implemented to support and achieve the outcomes detailed in the four priority outcome areas.

   b. **Strategic Plan Investment Areas and Support Costs** – Approaches that were included as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts, as well as communications and marketing.

   In FY 2015-16, cost estimates for new Strategic Plan work still under development were incorporated into the fiscal year Budget in the Strategic Plan Implementation Fund (SPIF). Because the FY 2015-16 Budget was developed shortly after the approval of the 2015-2020 Strategic Plan and while the strategy refinement process was still underway, the amounts included in SPIF were high-level preliminary estimates of costs for new activities that we expected to advance in FY 2015-16, reflecting the best thinking to date regarding the potential needs for Year 1 of the Strategic Plan. As implementation work progressed over the past year, staff was able to further clarify the cost requirements to support the new work of the Strategic Plan. As such, reflecting high-level estimates of resources in SPIF is no longer necessary, and resources are defined by outcome area, strategy, and project for FY 2016-17 as noted above.

2) ***Legacy Investments*** – These 21 investments—a decrease of 4 overall from the previous year—represent ongoing work of the Commission that is expected to end according to the terms of the initiative or project approval. This category includes investments that may align with the outcomes and strategies of the Strategic Plan, but which have yet to go through the assessment process because they are scheduled to end beyond FY 2016-17. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring initiatives assessment process. As noted, the FY 2016-17 Budget reflects a decrease in anticipated spending for legacy investments of approximately 69%. Most notably, the Budget no longer includes the approximately $55.4 million in annual funding specifically for Los Angeles Universal Preschool, shifting the focus from direct services—providing funding for preschool slots—to policy and systems change in the area of early care and education as directed by the Strategic Plan. Similarly, investments such as the ECE Workforce Consortium ($12.8 million) and CARES Plus ($2.0 million) end as scheduled in FY 2015-16, while other investments such as Reducing Childhood Obesity (decrease of $10.3 million) and Oral Health & Nutrition-Dental Home (decrease of $2.5 million) ramp down significantly from the previous year toward an expected end in FY 2016-17.

3) ***Research and Evaluation*** – These include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, as well as ongoing projects aligned to our legacy investments, demonstrating First 5 LA's commitment to learning from our current and past investments. To this end, the Research and Evaluation Department is developing the "Monitoring, Evaluation and Learning (MEL) Framework," which will provide a comprehensive structure for organizing First 5 LA's Research and Evaluation activities. The

transition to the new framework will occur during FY 2016-17 and may result in changes to how these items are categorized in the context of the fiscal year budget.

Attachment B provides narrative highlights of certain programs, including investments that are large, high-profile, or Commission priorities. Attachment C provides additional detail on each program budget request.

The table on page 3 compares the current year budget with the FY 2016-17 Budget. The $56.7 million decrease represents a net change that encapsulates changes related to work that has ended, as well as work that is ramping down, continuing, increasing, or is in development.

Although the overall fiscal year budget is decreasing, the FY 2016-17 Budget represents a marked shift in resources from the Legacy Investments—where initiatives are ending or ramping down—to the 2015-2020 Strategic Plan priorities, where investments are scaling up significantly.

### C. *Operating Costs Summary*

Operating costs comprise $21.2 million, or 13% of the total Budget, with approximately 80.5% of funding for First 5 LA's internal operations supporting salaries and benefits for management and staff, as presented in the following table.

| OPERATING COST CATEGORY | FY 2015-16 Budget | | | | Proposed | |
|---|---|---|---|---|---|---|
| | Original | | Revised | | FY 2016-17 Budget | |
| Personnel Services | $ 16,367,981 | 79% | $ 16,367,981 | 79% | $ 17,088,095 | 80% |
| General Operating Expenses | 1,398,990 | 7% | 1,343,390 | 6% | 1,325,540 | 6% |
| Professional Services | 714,900 | 3% | 711,295 | 3% | 803,052 | 4% |
| Consultant Services | 1,733,500 | 8% | 1,778,455 | 9% | 1,492,950 | 7% |
| Travel & Meeting Expenses | 458,991 | 2% | 473,241 | 2% | 430,521 | 2% |
| Capital Improvements | 120,000 | 1% | 120,000 | 1% | 95,000 | 0.4% |
| **Total Operating Costs** | **$ 20,794,362** | **100%** | **$ 20,794,362** | **100%** | **$ 21,235,158** | **100%** |

An increase of approximately $720,000, or 4.4%, in operating costs from FY 2015-16 is primarily due to personnel position changes for FY 2016-17 that are deemed necessary by management to effectively achieve the outcomes of the 2015-2020 Strategic Plan, and is offset by a slight increase in the personnel attrition rate and a pro-rated reduction of vacant position expenses, as determined by internal assessments and data analyses. FY 2016-17 marks the second year that First 5 LA has budgeted for estimated savings to account for the unforeseen, but common, changes in work force throughout the year. The first year included a conservative 3% turnover rate. The 3.5% rate used for FY 2016-17 is based on the latest separation information available at the time of budget development from the US Department of Labor Bureau of Labor Statistics, which shows a separation rate of 3.5% for February 2016. Vacant positions this year are budgeted for nine months at 92.5% of the mid-range salary for the applicable classification level for a given position, based on current outreach efforts and anticipated hire dates. Additionally, although certain positions are being added for FY 2016-17 in order to successfully carry out the core responsibilities of the organization, these positions are being repurposed from existing vacant positions to maintain the authorized headcount detailed in the FY 2015-16 Budget. This conservative approach is grounded on the fact that we need to get a better understanding of our future needs in order to determine the appropriate level of operating resources required to achieve the organization's work.

The budget for operating costs is presented based on the existing operating structure of the organization. First 5 LA is in the process of undergoing an organizational transformation to best align the internal structure with the programmatic needs required to achieve the Strategic Plan


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outcomes. Although further changes to the internal structure are anticipated during FY 2016-17, not enough information was available at the time of budget development to alter the current structure of the operating budget accordingly.

Attachment B provides a more detailed narrative discussion of operating cost highlights, which include:

- Staff and related support costs for program planning, design, development and management;
- Staff and related support costs for program evaluation, data collection and reporting; and
- Administration and related overhead costs associated with operating First 5 LA. Per Commission policy, an annual ceiling of administrative expenses is adopted as part of the budget process. The administrative cap for FY 2016-17 is 7.67%, or $12.4 million. (Refer to Section V.)

In addition to the highlights provided in Attachment B, Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure.

## II. BUDGET DEVELOPMENT CONTEXT

This section highlights the context in which the budget was developed and potential modifications we may recommend in the future.

### *A. Format and Approach to the FY 2016-17 Budget*

FY 2016-17 represents First 5 LA's sixth official program budget. In each of the five previous years, we have made significant changes to the format and the approach used to develop the budget as we learn from experience how to more effectively communicate planned activities and anticipated expenditures. Similarly, the approach for the FY 2016-17 Budget continues to encourage transparency and improve the accuracy of financial projections.

Consistent with FY 2015-16, the role of the FY 2016-17 Budget is to provide a blueprint for spending on Commission priorities, including setting outside spending parameters based on estimates. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to return to the Commission. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level.

Modifications were also incorporated into the process for mid-year adjustments to the overall budget during FY 2015-16. Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the program budget requires formal approval by the Board of Commissioners via Resolution. In previous years, we requested periodic approval of augmentations to the program budget as needed during the year, but did not return to the Commission at any point to request reductions to the approved amounts. During FY 2015-16, all program budget augmentations were incorporated into a single item presented to the Commission for approval in April 2016, along with reductions to programs that were anticipated to underspend their approved budget levels by 10 percent or more. These adjustments resulted in a net decrease to the overall FY 2015-16 Budget of approximately $11.5 million, for a revised fiscal year budget of $218.3 million.


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The FY 2016-17 Budget reflects management's continued commitment to living with the means of the organization. Although Program Budget amounts were prepared based on the latest information available, estimates continue to be reconciled to both the high-end resource estimates for the priority focus areas and approaches presented in conjunction with the 2015-2020 Strategic Plan, as well as the most recent Long-Term Financial Projection approved by the Commission in February 2016. In addition, although operating resource requirements continue to evolve as First 5 LA undergoes an organizational transformation process, management has committed to living within the current level of authorized positions to support First 5 LA's work internally as noted in Section C above.

### *B. Potential Future Changes*

This budget was prepared as the organization continues the strategy implementation process for the 2015-2020 Strategic Plan. Because the anchor investments in Welcome Baby/Select Home Visiting and the community capacity building work of the 14 Best Start Communities are already underway, reliable estimates were incorporated into the FY 2016-17 Budget to support these efforts. Given that much of the new work in support of the Strategic Plan outcome areas is still in development, initial cost estimates of resources required to support the anticipated Year 2 activities within the four priority outcome areas are less precise. As the strategy implementation process continues, costs associated with activities will become more concrete, and we will return to the Commission to provide updates on the uses of these funds as appropriate.

Agency process and structure changes are presently being implemented to effectively advance the work outlined in the Strategic Plan, as well as to support the work related to legacy investments that extend into the 2015-2020 Strategic Plan term. This work is expected to evolve throughout the fiscal year, and the impact to processes and the overall organizational operating structure may have an effect on the FY 2016-17 Budget. Any modifications to the FY 2016-17 Budget that are necessary as a result of these changes will be brought back to the Commission as appropriate.

## III. REVENUE ASSUMPTIONS

First 5 LA is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, typically around 25-26% of the total County allocations. The LA County share of tobacco tax revenue, projected to be roughly $80.8 million in FY 2015-16 and $77.4 million in FY 2016-17, is anticipated to continue declining in future years based on the most recent estimate from the State Department of Finance (DOF) as updated on June 2, 2015. The DOF revenue forecast incorporates assumptions related to the State Board of Equalization (BOE) administrative costs. First 5 LA will continue to work with other county Commissions and the State First 5 Association to track and evaluate the increasing BOE administrative costs and possible actions to address this issue.

Interest earnings, estimated at approximately $3.5 million for FY 2015-16, are projected using an estimated 0.75% return on anticipated cash balances. Lease revenue of approximately $154,000 is also expected this year based on the lease agreement for the preschool occupying space in the First 5 LA building.

In addition, First 5 LA continues to pursue opportunities to leverage funding from other organizations to support the work of the Commission. For example, as approved by the Board of Commissioners, First 5 LA will receive funding from First 5 California to support strategies in the ECE outcome area, as well as funds from the Center for the Study of Social Policy to support strategies related to the implementation of Project Dulce within the Families outcome area. Work


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is also continuing to explore alternative revenue generation strategies for the future, since tobacco tax revenue continues to decline as previously noted.

## IV. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance, particularly given the picture of the agency's financial future communicated through the updated Long Term Financial Projection approved in February 2016. Based on current policy, the annual budget is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document. However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission takes action via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2016-17 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2016-17 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2016 will be brought to the Commission for reaffirmation in June 2016 in conjunction with the approval of the FY 2016-17 Budget.

In contrast to the multi-year allocation balances for specific initiatives, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent funds from the previous fiscal year for these investments revert back to assigned fund balance, which represents funds available for use within the parameters set by the 2015-2020 Strategic Plan.

**Redirection:**
Staff recommends that the Commission release approximately $3.2 million from commitments for initiatives that ended in previous fiscal years or are ending in FY 2015-16 with a projected remaining balance. This recommendation is consistent with the Governance Guidelines and in alignment with the assessment and recommendations presented to the Board through the Expiring Initiatives Assessment Process. These expired or expiring initiatives—Peer Support Groups for Parents, Research & Evaluation – Early Learning (LAUP), Substance Abuse Treatment Services, Tot Parks and Trails, Workforce Development – ECE Career Development Policy Project—do not have activities planned or budgeted for FY 2016-17 to continue using these resources. As part of the Commission action in June 2016, staff recommends that the $3.2 million be released from commitment, redirecting the funds from First 5 LA's committed to assigned fund balance in support of the 2015-2020 Strategic Plan. Staff will continue to conduct analysis on all commitments in conjunction with the year-end process in order to identify potential areas of unused resources, and will return to the Board as needed to recommend additional areas in which resources may be redirected.

**Reaffirmation:**
In addition, Attachment E details the projected remaining allocation balances as of June 30, 2016, which will be brought to the Commission for reaffirmation in June 2016 in conjunction with the approval of the FY 2016-17 budget. This annual process provides the Commission with a regular opportunity to review and ratify existing commitment levels for specific initiatives.

**Annual Appropriation:**
In contrast to the multi-year allocation balances noted for specific initiatives in Attachment E, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent

funds from the previous fiscal year for these investments revert back to assigned fund balance, which represents funds available for use within the parameters set by the 2015-2020 Strategic Plan. Approximately $84.5 million of the FY 2016-17 budget request is in support of programmatic investments without an allocation, for which funds will be drawn from assigned fund balance and designated as committed for FY 2015-16 when the budget is approved.

Funds for internal operations, $21.2 million for FY 2016-17, are classified as unassigned fund balance for the upcoming fiscal year. In addition, based on current policy, the Commission must approve a Fund Balance Reserve, which is calculated annually as 25% of the total fiscal year budget approved in June. For FY 2016-17, the Reserve is calculated at $40.4 million, an amount that is also classified as unassigned for fund balance purposes.

Balances for all fund balance categories will not be finalized until the completion of the FY 2015-16 year-end audit and the preparation of the Comprehensive Annual Financial Report (CAFR).

## V. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code (the "Code") governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Although neither the Code nor the First 5 LA policy specifies a maximum percentage, historically the Commission has approved an administrative cost limit that is below 5% of the total projected organizational spending. The definition of administrative cost accounts for 100% of the following departments' costs: Board of Commissioners, Executive, Chief Administrative, Contract Compliance, Facilities Management, Finance, Finance – Medi-Cal Administrative Activities, Human Resources, Information Technology, Chief Programs, Office of Strategic Planning and Integration, and Communications & Marketing.

In addition to these department costs, the definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Best Start Communities, Community Investments, Grants Management, Policy & Intergovernmental Affairs, Program Development, Public Affairs and Research & Evaluation.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a conservative approach to the administrative limit calculation. For example, although the organization's Executive Leadership and Senior Management Teams do not spend 100% of their time on purely administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year. In the context of all First 5 County Commissions, First 5 LA currently has one of the lowest administrative limit percentages, which range from 5-25% of annual spending.

Using the methodology noted above (further detail is provided as part of Attachment A), the administrative cost for supporting First 5 LA programs is projected to be $12.4 million, or 7.67% of the total budget. The increase from the previous year's 4.96% is due to the reduction in anticipated program spending for FY 2016-17 of $57.2 million. This reduction is a result of allowing legacy initiatives to end as scheduled, pursuant to the Governance Guidelines, as well as the shift away from direct service provision toward a policy and systems change approach, which also demonstrates the Commission's fiscal realities and commitment to living within the means of the organization.

## VI. CONCLUSION

First 5 LA enters into the second year of the 2015-2020 Strategic Plan mindful of both the fiscal reality of declining resources, our ongoing responsibility for 21 legacy investments, the strategy implementation process currently underway to advance the Strategic Plan, and the organizational transformation process underway to ensure that First 5 LA is adequately poised to advance the work directed by the Commission.

The format and the approach for the FY 2016-17 Budget represent our continued efforts to improve financial accountability and transparency, while remaining flexible in the evolving environment in which First 5 LA operates. With a Strategic Plan that provides clear direction, focuses our investments and improves the organization's capacity to deliver, we anticipate the need for further refinements in the budget presentation, potentially during FY 2016-17 as well as during the FY 2017-18 budget development process to continue improving our financial management and reporting practices.

With First 5 LA's declining revenue and fund balance, the Commission will need to continue to refine the resources required to advance the strategies and activities outlined in the 2015-2020 Strategic Plan, as well as assess the alignment of current work to the new outcomes. We will continue working to advance Commission priorities with a renewed focus on sustainability and leveraging, and with consideration paid to the fiscal outlook presented in the most recent Long Term Financial Projection. As noted previously, the FY 2016-17 Budget reflects a visible shift in First 5 LA's spending approach to both live within the means of the organization, as well as to learn from previous experience how our resources can have the greatest impact for families and children 0-5 in LA County.

We are grateful to the Commission for its ongoing leadership and support of First 5 LA's efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life.

**RESOLUTION NO. 2016-03**

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION: APPROVAL OF THE FY 2016-17 BUDGET AND RELATED COMPONENTS**

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

**Whereas,** the Commission is authorized by statute and Los Angeles County ordinance to adopt an annual budget for operations and programs;

**Whereas,** the Commission has adhered to the practice of annually reaffirming the balance of Committed program allocations pursuant to GASB 54 guidelines as outlined in the revised Fund Balance Policy approved on May 16, 2013;

**Whereas,** the Commission is required to adopt a minimum Fund Balance Reserve, calculated at 25 percent of the annual fiscal year budget per the revised Fund Balance Policy approved on May 16, 2013; and

**Whereas,** the Commission has annually established a limit on administrative costs as defined by the First 5 Financial Management Guide and the First 5 LA Policy and Guidelines for Administrative Costs and Function, revised on June 14, 2012.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. Resolution No. 2015-02 approved on June 11, 2015 is hereby superseded; and
2. The FY 2016-17 Proposed Budget of $161,520,158 (Attachment A – FY 2016-17 Budget Summary) is approved. Staff is authorized to implement and incur costs on the Commission's behalf, pursuant to Commission Policy, to achieve the objectives and goals adopted within the Budget and the Strategic Plan; and
3. Subject to the final year-end financial audit, the projected balance of previously Committed program allocations totaling $183,409,887 as of June 30, 2016 is approved, affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines (Attachment E); and
4. The constraints on resources previously set aside in the amounts of $3.2 million for initiatives that have ended or are ending in FY 2015-16 are removed, redirecting these funds from First 5 LA's Committed fund balance to the Assigned fund balance as of June 30, 2016; and
5. A Reserve of $40,380,040 will be set aside and deemed available for use during the fiscal year only for the purposes outlined in the policy; and
6. The administrative cap for FY 2016-17 of $12,396,219, 7.67% of the total budget, is approved, reflecting the common purpose costs and related overhead associated with operating First 5 LA (Attachment A – Administrative Limit Calculation); and
7. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

**PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF JUNE, 2016, BY THE FOLLOWING VOTE:**

AYES: Commissioners ______________________________________________

NOES: Commissioners ______________________________________________



ABSTAIN: Commissioners ___________________________________________

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

| | INITIATIVE | PROGRAM | DRAFT FY 2016-17 BUDGET (MAY) | CHANGE | FINAL FY 2016-17 BUDGET (JUNE) | % CHANGE | REASON FOR CHANGE | EXPLANATION OF CHANGE |
|---|---|---|---|---|---|---|---|---|
| 1 | Black Infant Health | Black Infant Health Program | 1,509,000 | 194,000 | 1,703,000 | 13% | ND | Original budget estimate was too low. Revised estimates are based on one finalized agreement and two ongoing contract negotiations. |
| 2 | Children's Dental Care | Children's Dental Care Program | 8,336,000 | 572,000 | 8,908,000 | 7% | ND | Additional dollars are needed to support the new pediatric clinic at LA County Medical Center which opened in April 2016. |
| 3 | Community Strategy 1 - Shared Vision & Collective Action | Community Engagement | 9,254,000 | 46,000 | 9,300,000 | 0.5% | ND | Based on new information, the Community Advisory Council, a subset of the Community Engagement program, will require additional resources to implement the work in FY 2016-17. |
| 4 | ECE Strategy 1 - Policy/Advocacy | Kindergarten Readiness Assessment | 330,000 | 145,000 | 475,000 | 44% | ND | The increase in the budget was a result of new information, activity clarification, and subsequent modifications to the Contractor's scope of work. The additional funds include Community of Practice activity expert speakers, increases in the number of meetings for the Executive Leadership Group and Community of Practice, and an important project power mapping activity. |
| 5 | Families Strategy 2 - Family Engagement | Data Development | 140,000 | 200,000 | 340,000 | 143% | ND | New data led to an identified need for additional funds to support an increase in landscape analyses and strategic planning activities. |
| 6 | Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services | Developmental Screening/Help Me Grow | 1,236,000 | (112,000) | 1,124,000 | -9% | ND | Original budget estimate was too high. Additional information was procured which lead to a shift of resources among the budget line-items, resulting in a net decrease of $112,000. |
| 7 | Healthy Food Access | Market Match | 700,000 | 40,000 | 740,000 | 6% | ND | Additional information gathered from ongoing Contractor negotiations has lead to an increase of $40,000 to more appropriately align budget with need. |
| 8 | Little by Little/One Step Ahead | Little by Little/One Step Ahead Program | 3,116,000 | 196,000 | 3,312,000 | 6% | ND | Further project analysis and discussion identified a need for additional consultant support and an increase in staff time to reinforce the program's sustainability plan. |
| 9 | Program Evaluation | Welcome Baby Implementation and Outcomes Evaluation | 775,000 | 177,000 | 952,000 | 23% | D | Delays in completing activities earmarked for FY 2015-16 has resulted in a need to shift resources from FY 2015-16 to FY 2016-17. |
| | **Total** | | | **$ 1,458,000** | | | | |

**Other Program Modifications**

1) The Stronger Families Database was re-associated from the Data Development and Integration inititative to the Families Strategy 1- Home Visiting initiative, as it was determined to be a program cost. No change in funding.

2) Resources identified for purposes of Emerging Opportunities within the four priority outcome areas will also be available for partnership opportunites with LA County to enhance the impact of First 5 LA investments.

**KEY: Reason for Change**

ND = New data available to inform budget development

D = Delay in current year activity

# ATTACHMENT A:

# FY 2016-17 BUDGET

- Budget Summary
- Budget Summary for Programs by Initiative/Program
- Administrative Limit Calculation
- Schedule of Authorized Positions

| | BUDGET COMPONENT | FY 2015-16 | FY 2016-17 | | | VARIANCE | |
|---|---|---|---|---|---|---|---|
| | | REVISED BUDGET | DRAFT (MAY) | CHANGES | FINAL (JUNE) | $ | % |
| **2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE** | | | | | | | |
| ***Strategic Plan Priority Outcome Areas*** | | | | | | | |
| 1 | Families | $ 32,475,000 | $ 37,881,000 | $ 200,000 | $ 38,081,000 | $ 5,606,000 | 16.6% |
| 2 | Communities | 17,229,750 | 18,837,000 | 46,000 | 18,883,000 | 1,653,250 | 9.3% |
| 3 | Early Care & Education Systems | 1,251,000 | 24,054,000 | 145,000 | 24,199,000 | 22,948,000 | 1822.8% |
| 4 | Health-Related Systems | 546,250 | 2,533,000 | (112,000) | 2,421,000 | 1,874,750 | 363.7% |
| * | Other/Cross-Cutting Activities | 490,000 | - | - | - | (490,000) | -100.0% |
| ***Sub-total: Strategic Plan Priority Outcome Areas*** | | ***$ 51,992,000*** | ***$ 83,305,000*** | ***$ 279,000*** | ***$ 83,584,000*** | ***$ 31,592,000*** | ***60.2%*** |
| ***Strategic Plan Investment Areas & Support Costs*** | | | | | | | |
| 5 | Policy Agenda/Advocacy | $ 2,797,000 | $ 2,442,000 | $ - | $ 2,442,000 | $ (355,000) | -12.7% |
| 6 | Communications & Marketing | 4,672,000 | 5,345,000 | - | 5,345,000 | 673,000 | 14.4% |
| 7 | Communications - Conference Funding | 200,000 | 300,000 | - | 300,000 | 100,000 | 50.0% |
| ***Sub-total: Strategic Plan Investment Areas & Support Costs*** | | ***$ 7,669,000*** | ***$ 8,087,000*** | ***$ -*** | ***$ 8,087,000*** | ***$ 418,000*** | ***5.5%*** |
| **TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE** | | **$ 59,661,000** | **$ 91,392,000** | **$ 279,000** | **$ 91,671,000** | **$ 32,010,000** | **53.7%** |
| LEGACY INVESTMENTS | | | | | | | |
| 8 | At-Risk Fathers Investment | $ 150,000 | $ 299,000 | $ - | $ 299,000 | $ 149,000 | 99.3% |
| 9 | Baby Friendly Hospitals | 1,351,000 | 918,000 | - | 918,000 | (433,000) | -32.1% |
| 10 | Black Infant Health | 1,955,000 | 2,009,000 | 194,000 | 2,203,000 | 248,000 | 2.8% |
| 11 | Children's Dental Care | 10,656,000 | 8,336,000 | 572,000 | 8,908,000 | (1,748,000) | -21.8% |
| 12 | Children's Vision Care | 1,341,000 | 1,333,000 | - | 1,333,000 | (8,000) | -0.6% |
| 13 | Early Identification and Intervention - Autism and Other Developmental Delays | 946,000 | 908,000 | - | 908,000 | (38,000) | -4.0% |
| * | ECE Environmental Scan | 80,000 | - | - | - | (80,000) | -100.0% |
| 14 | Healthy Food Access | 2,064,000 | 1,134,000 | 40,000 | 1,174,000 | (890,000) | -45.1% |
| 15 | Healthy Kids | 2,732,000 | 373,000 | - | 373,000 | (2,359,000) | -86.3% |
| 16 | Information Resource and Referral | 1,360,000 | 1,260,000 | - | 1,260,000 | (100,000) | -7.4% |
| 17 | Little by Little/One Step Ahead | 3,515,000 | 3,116,000 | 196,000 | 3,312,000 | (203,000) | -11.4% |
| * | Los Angeles Universal Preschool | 55,423,000 | - | - | - | (55,423,000) | -100.0% |
| 18 | Oral Health & Nutrition - Dental Home | 3,414,000 | 890,000 | - | 890,000 | (2,524,000) | 0.0% |
| 19 | Parent Child Interaction Therapy | 2,742,000 | 3,590,000 | - | 3,590,000 | 848,000 | 30.9% |
| * | Partnerships for Families | 150,000 | - | - | - | (150,000) | -100.0% |
| * | Peer Support Groups for Parents | 1,044,000 | - | - | - | (1,044,000) | -100.0% |
| 20 | Policy Advocacy Fund | 2,194,000 | 1,263,000 | - | 1,263,000 | (931,000) | -42.4% |
| 21 | Reducing Childhood Obesity | 15,462,000 | 5,133,000 | - | 5,133,000 | (10,329,000) | -66.8% |
| 22 | Resource Mobilization - ECE | 225,000 | 800,000 | - | 800,000 | 575,000 | 255.6% |
| 23 | Resource Mobilization - Funder Partnerships | 60,000 | 75,000 | - | 75,000 | 15,000 | 25.0% |
| 24 | Resource Mobilization - Health | 1,540,000 | 326,000 | - | 326,000 | (1,214,000) | -78.8% |
| 25 | Resource Mobilization - Organizational Capacity Building | 550,000 | 125,000 | - | 125,000 | (425,000) | -77.3% |
| 26 | Resource Mobilization - Project Development | 5,000 | 250,000 | - | 250,000 | 245,000 | 4900.0% |
| * | Tot Parks and Trails | 660,000 | - | - | - | (660,000) | -100.0% |
| 27 | Universal Assessment of Newborns | 6,981,000 | 8,451,000 | - | 8,451,000 | 1,470,000 | 21.1% |
| 28 | Workforce Development | 2,522,000 | 555,000 | - | 555,000 | (1,967,000) | -78.0% |
| * | Workforce Development - ECE Workforce Consortium | 12,798,000 | - | - | - | (12,798,000) | -100.0% |
| **TOTAL LEGACY INVESTMENTS** | | **$ 131,920,000** | **$ 41,144,000** | **$ 1,002,000** | **$ 42,146,000** | **$ (89,774,000)** | **-68.8%** |
| RESEARCH AND EVALUATION | | | | | | | |
| 29 | Data Development and Integration | $ 1,073,000 | $ 861,000 | $ - | $ 861,000 | $ (212,000) | -19.8% |
| 30 | Data Partnership with Funders | 900,000 | 900,000 | - | 900,000 | - | 0.0% |
| 31 | Program Evaluation | 3,906,000 | 4,530,000 | 177,000 | 4,707,000 | 801,000 | 16.0% |
| **TOTAL RESEARCH AND EVALUATION** | | **$ 5,879,000** | **$ 6,291,000** | **$ 177,000** | **$ 6,468,000** | **$ 589,000** | **7.0%** |
| **TOTAL PROGRAM COSTS** | | **$ 197,460,000** | **$ 138,827,000** | **$ 1,458,000** | **$ 140,285,000** | **$ (57,175,000)** | **-29.7%** |
| INTERNAL OPERATIONS | | | | | | | |
| | Administrative Costs | $ 11,382,637 | $ 12,396,219 | $ - | $ 12,396,219 | $ 1,013,582 | 8.9% |

| BUDGET COMPONENT | FY 2015-16 REVISED BUDGET | FY 2016-17 DRAFT (MAY) | FY 2016-17 CHANGES | FY 2016-17 FINAL (JUNE) | VARIANCE $ | VARIANCE % |
|---|---|---|---|---|---|---|
| Program Costs | 9,411,725 | 8,838,939 | - | 8,838,939 | (572,786) | -6.1% |
| **TOTAL INTERNAL OPERATIONS** | **$ 20,794,362** | **$ 21,235,158** | **$ -** | **$ 21,235,158** | **$ 440,796** | **2.1%** |
| | | | | | | |
| **TOTAL FIRST 5 LA BUDGET** | **$ 218,254,362** | **$ 160,062,158** | **$ 1,458,000** | **$ 161,520,158** | **$ (56,734,204)** | **-26.0%** |

* Initiative/cost area ends in FY 2015-16, with no anticipated spending for FY 2016-17.

| INITIATIVE / STRATEGY NAME | PROGRAM NAME | FY 2015-16 | FY 2016-17 | | | VARIANCE | |
|---|---|---|---|---|---|---|---|
| | | REVISED | DRAFT (MAY) | CHANGES | FINAL (JUNE) | $ | % |
| **2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE** | | | | | | | |
| ***Strategic Plan Priority Outcome Areas*** | | | | | | | |
| **Families** | | | | | | | |
| Families Strategy 1 - Home Visiting[1] | Welcome Baby Hospitals | $ 14,580,000 | $ 16,447,000 | $ - | $ 16,447,000 | $ 1,867,000 | 13% |
| | Select Home Visiting Programs | 12,868,000 | 15,640,000 | - | 15,640,000 | 2,772,000 | 22% |
| | Family Strengthening Oversight Entity | 3,418,000 | 3,373,000 | - | 3,373,000 | (45,000) | -1% |
| | Stronger Families Database[14] | 873,000 | 875,000 | - | 875,000 | 2,000 | 0% |
| | Family Strengthening Public Education | 100,000 | - | - | - | (100,000) | -100% |
| Families Strategy 2 - Family Engagement[2] | Abriendo Puertas | 636,000 | 601,000 | - | 601,000 | 1,110,000 | 175% |
| | Data Development | | 140,000 | 200,000 | 340,000 | | |
| | Project Dulce | | 670,000 | - | 670,000 | | |
| | Project Dulce Evaluation | | 135,000 | - | 135,000 | | |
| **Sub-total Families** | | **$ 32,475,000** | **$ 37,881,000** | **$ 200,000** | **$ 38,081,000** | **$ 5,606,000** | **17%** |
| **Communities** | | | | | | | |
| Communities Strategy 1 - Shared Vision & Collective Action | Community Engagement[3] | $ 14,936,000 | $ 9,254,000 | $ 46,000 | $ 9,300,000 | $ (821,000) | -5% |
| | Community Partnerships[3] | | 4,815,000 | - | 4,815,000 | | |
| Communities Strategy 2 - Coordinated Services & Supports[4] | Resource Network Coordination Capacity | 1,093,750 | 1,064,000 | - | 1,064,000 | 975,250 | 89% |
| Communities Strategy 3 - Built Environment Policy & Advocacy[4] | Policy/Advocacy Partnerships | | 1,005,000 | - | 1,005,000 | | |
| Communitites - Cross-Strategy Investments | Capacity Building Consortium | - | 1,029,000 | - | 1,029,000 | 1,029,000 | N/A |
| | Communications & Marketing[3] | 1,200,000 | 1,670,000 | - | 1,670,000 | 470,000 | 39% |
| **Sub-total Communities** | | **$ 17,229,750** | **$ 18,837,000** | **$ 46,000** | **$ 18,883,000** | **$ 1,653,250** | **10%** |
| **Early Care & Education (ECE) Systems** | | | | | | | |
| ECE Strategy 1 - Policy/Advocacy | ECE Policy Advocacy Fund[5] | $ - | $ 3,000,000 | $ - | $ 3,000,000 | $ 3,000,000 | N/A |
| | Grade Level Reading Campaign[6] | 300,000 | 285,000 | - | 285,000 | (15,000) | -5% |
| | Kindergarten Readiness Assessment[7] | 370,000 | 330,000 | 145,000 | 475,000 | 19,567,000 | 5288% |
| ECE Strategy 2 - QRIS | Early Childhood Educators Improving Quality (CCALA)[7] | | 600,000 | - | 600,000 | | |
| | QRIS Architects Group and Systems Planning[7] | | 1,085,000 | - | 1,085,000 | | |
| | QRIS Continuous Site Engagement (LAUP)[7] | | 16,868,000 | - | 16,868,000 | | |
| | Shared Services Support[8] | - | 350,000 | - | 350,000 | 350,000 | N/A |
| ECE Strategy 3 - Professional Development | Early Childhood Education Credential Advocacy Project[7] | (see note 7 and figure above) | 558,000 | - | 558,000 | (see note 7 and figures above) | |
| | Early Childhood Educator Competencies Curriculum[7] | | 170,000 | - | 170,000 | | |
| | Higher Education Peer Learning Project[7] | | 181,000 | - | 181,000 | | |
| | ECE Workforce Registry[9] | 581,000 | 627,000 | - | 627,000 | 46,000 | 8% |
| **Sub-total ECE** | | **$ 1,251,000** | **$ 24,054,000** | **$ 145,000** | **$ 24,199,000** | **$ 22,948,000** | **1834%** |
| **Health, Mental Health & Substance Abuse Systems** | | | | | | | |
| Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services[10] | Developmental Screening: Help Me Grow | $ 546,250 | $ 1,236,000 | $ (112,000) | $ 1,124,000 | $ 1,874,750 | 343% |
| Health Strategy 2 - Trauma-Informed Care[10] | Trauma-Informed Care | | 1,297,000 | - | 1,297,000 | | |
| **Sub-total Health** | | **$ 546,250** | **$ 2,533,000** | **$ (112,000)** | **$ 2,421,000** | **$ 1,874,750** | **343%** |
| **Other/Cross-Cutting Activities** | | **$ 490,000** | **$ -** | **$ -** | **$ -** | **$ (490,000)** | **-100%** |
| ***Sub-Total: Priority Outcome Areas*** | | **$ 51,992,000** | **$ 83,305,000** | **$ 279,000** | **$ 83,584,000** | **$ 31,592,000** | **61%** |

| INITIATIVE / STRATEGY NAME | PROGRAM NAME | FY 2015-16 | FY 2016-17 | | | VARIANCE | |
|---|---|---|---|---|---|---|---|
| | | REVISED | DRAFT (MAY) | CHANGES | FINAL (JUNE) | $ | % |
| ***Strategic Plan Investment Areas & Support Costs*** | | | | | | | |
| Policy Agenda/Advocacy | Federal Policy and Sustainability Advocate | $ 127,000 | $ 127,000 | $ - | $ 127,000 | $ - | 0% |
| | Opinion Research | 75,000 | - | - | - | (75,000) | -100% |
| | Policy Briefs | 100,000 | - | - | - | (100,000) | -100% |
| | State Policy and Sustainability Advocate | 440,000 | 440,000 | - | 440,000 | - | 0% |
| | Strategic Plan Advocacy Strategies[11] | 2,055,000 | 1,875,000 | - | 1,875,000 | (180,000) | -9% |
| Communications & Marketing | Communications & Marketing | 4,672,000 | 5,345,000 | - | 5,345,000 | 673,000 | 14% |
| Communications - Conference Funding | Conference Funding | 200,000 | 300,000 | - | 300,000 | 100,000 | 50% |
| ***Sub-Total: Strategic Plan Investment Areas & Support Costs*** | | **$ 7,669,000** | **$ 8,087,000** | **$ -** | **$ 8,087,000** | **$ 418,000** | **5%** |
| **TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE** | | **$ 59,661,000** | **$ 91,392,000** | **$ 279,000** | **$ 91,671,000** | **$ 32,010,000** | **54%** |
| LEGACY INVESTMENTS | | | | | | | |
| At-Risk Fathers Investment | At-Risk Fathers Investment | $ 150,000 | $ 299,000 | $ - | $ 299,000 | $ 149,000 | 99% |
| Baby Friendly Hospitals | Baby Friendly Hospital Project - Cycle 2 | 274,000 | - | - | - | (274,000) | -100% |
| | Baby Friendly Hospital Project - Cycle 3 | 477,000 | 453,000 | - | 453,000 | (24,000) | -5% |
| | Baby Friendly Hospital Project - Cycle 4 | 600,000 | 465,000 | - | 465,000 | (135,000) | N/A |
| Black Infant Health | Birth Outcomes and Disparities – Policy and Systems Change | 500,000 | 500,000 | - | 500,000 | - | 0% |
| | Black Infant Health Program | 1,455,000 | 1,509,000 | 194,000 | 1,703,000 | 248,000 | 17% |
| Children's Dental Care | Children's Dental Care Program | 10,656,000 | 8,336,000 | 572,000 | 8,908,000 | (1,748,000) | -16% |
| Children's Vision Care | Children's Vision Care | 1,341,000 | 1,333,000 | - | 1,333,000 | (8,000) | -1% |
| Early Identification and Intervention - Autism and Other Developmental Delays | Early Identification and Intervention - Autism and Other Developmental Delays | 946,000 | 908,000 | - | 908,000 | (38,000) | -4% |
| ECE Environmental Scan | ECE Environmental Scan | 80,000 | - | - | - | (80,000) | -100% |
| Healthy Food Access | Children's Garden Collaborative | 1,389,000 | 434,000 | - | 434,000 | (955,000) | -69% |
| | Market Match | 675,000 | 700,000 | 40,000 | 740,000 | 65,000 | 10% |
| Healthy Kids | Healthy Kids Insurance Coverage | 630,000 | 373,000 | - | 373,000 | (257,000) | -41% |
| | Healthy Kids Outreach, Enrollment, Retention, and Utilization | 2,102,000 | - | - | - | (2,102,000) | -100% |
| Information Resource and Referral | 211 LA County | 1,340,000 | 1,240,000 | - | 1,240,000 | (100,000) | -7% |
| | Performance Based Agreement (Consulting) | 20,000 | 20,000 | - | 20,000 | - | 0% |
| Little by Little/One Step Ahead | Little by Little/One Step Ahead Program | 3,515,000 | 3,116,000 | 196,000 | 3,312,000 | (203,000) | -6% |
| Los Angeles Universal Preschool | Los Angeles Universal Preschool | 55,423,000 | - | - | - | (55,423,000) | -100% |
| Oral Health & Nutrition - Dental Home | Oral Health & Nutrition - Dental Home | 3,414,000 | 890,000 | - | 890,000 | (2,524,000) | -74% |
| Parent Child Interaction Therapy | Parent Child Interaction Therapy | 2,742,000 | 3,590,000 | - | 3,590,000 | 848,000 | 31% |
| Partnerships for Families | Partnerships for Families | 150,000 | - | - | - | (150,000) | -100% |
| Peer Support Groups for Parents | Peer Support Groups Lead Agency | 927,000 | - | - | - | (927,000) | -100% |
| | Peer Support Groups Training and Technical Assistance Provider | 117,000 | - | - | - | (117,000) | -100% |
| Policy Advocacy Fund | Policy Advocacy Fund - I | 805,000 | 300,000 | - | 300,000 | (505,000) | -63% |
| | Policy Advocacy Fund - II | 1,276,000 | 850,000 | - | 850,000 | (426,000) | -33% |
| | Policy Advocacy Fund Technical Assistance Provider | 113,000 | 113,000 | - | 113,000 | - | 0% |
| Reducing Childhood Obesity | Reducing Childhood Obesity | 15,462,000 | 5,133,000 | - | 5,133,000 | (10,329,000) | -67% |
| Resource Mobilization - ECE | ECE Recoverable Grant/Bridge Fund | 225,000 | 800,000 | - | 800,000 | 575,000 | 256% |
| Resource Mobilization - Funder Partnerships | Funder Collaboratives[12] | 30,000 | 75,000 | - | 75,000 | 45,000 | N/A |
| | LA-N-Sync | 15,000 | - | - | - | (15,000) | -100% |
| | Los Angeles Partnership for Early Childhood Investment | 15,000 | - | - | - | (15,000) | -100% |
| Resource Mobilization - Health | Early Childhood Linkages to Wellness | 1,250,000 | 326,000 | - | 326,000 | (924,000) | -74% |
| | Freshworks Fund | 290,000 | - | - | - | (290,000) | -100% |

| INITIATIVE / STRATEGY NAME | PROGRAM NAME | FY 2015-16 | FY 2016-17 | | | VARIANCE | |
|---|---|---|---|---|---|---|---|
| | | REVISED | DRAFT (MAY) | CHANGES | FINAL (JUNE) | $ | % |
| Resource Mobilization - Organizational Capacity Building | Organizational Capacity Building | 550,000 | 125,000 | - | 125,000 | (425,000) | -77% |
| Resource Mobilization - Project Development | Consulting[13] | 5,000 | 150,000 | - | 150,000 | 145,000 | 2900% |
| | Convenings[13] | - | 100,000 | - | 100,000 | 100,000 | N/A |
| Tot Parks and Trails | Tot Parks and Trails | 660,000 | - | - | - | (660,000) | -100% |
| Universal Assessment of Newborns | Welcome Baby Hospitals | 6,981,000 | 8,451,000 | - | 8,451,000 | 1,470,000 | 21% |
| Workforce Development | CARES Plus | 2,000,000 | - | - | - | (2,000,000) | -100% |
| | P-5 Workforce Development Core Competencies | 522,000 | 555,000 | - | 555,000 | 33,000 | 6% |
| Workforce Development - ECE Workforce Consortium | ECE Workforce Consortium | 12,798,000 | - | - | - | (12,798,000) | -100% |
| **TOTAL LEGACY INVESTMENTS** | | **$ 131,920,000** | **$ 41,144,000** | **$ 1,002,000** | **$ 42,146,000** | **$ (89,774,000)** | **-68%** |
| **RESEARCH AND EVALUATION** | | | | | | | |
| Data Development and Integration | Data consultant | $ 8,000 | $ 4,000 | $ - | $ 4,000 | $ (4,000) | -50% |
| | Data Requests | 9,000 | 5,000 | - | 5,000 | (4,000) | -44% |
| | Dissemination | 42,000 | 15,000 | - | 15,000 | (27,000) | -64% |
| | First 5 LA Contracts and Grants Program Reporting Database | 187,000 | 187,000 | - | 187,000 | - | 0% |
| | Los Angeles County Health Survey | 142,000 | - | - | - | (142,000) | -100% |
| | Los Angeles Mommy and Baby (LAMB) Project | 260,000 | - | - | - | (260,000) | -100% |
| | Maternal Infant Hospital Assessment | 105,000 | - | - | - | (105,000) | N/A |
| | WIC Data Mining Research Partnership | 320,000 | 650,000 | - | 650,000 | 330,000 | 103% |
| Data Partnership with Funders | Children's Data Network (CDN) | 900,000 | 900,000 | - | 900,000 | - | 0% |
| Program Evaluation | Best Start Evaluation | 374,000 | 734,000 | - | 734,000 | 360,000 | 96% |
| | Countywide Systems Improvement Evaluation | 94,000 | - | - | - | (94,000) | -100% |
| Program Evaluation (continued) | Early Care and Education Policy Advocacy Fund Evaluation | - | 243,000 | - | 243,000 | 243,000 | N/A |
| | Early Identification and Intervention - Autism and Other Developmental Delays Evaluation | 65,000 | - | - | - | (65,000) | -100% |
| | Little by Little/One Step Ahead Evaluation | 5,000 | - | - | - | (5,000) | -100% |
| | Los Angeles Universal Preschool Evaluation - Universal Preschool Child Outcomes Study | 109,000 | - | - | - | (109,000) | -100% |
| | Medi-Cal Match Feasibility Study | 48,000 | - | - | - | (48,000) | N/A |
| | Obesity Prevention & Nutrition Collective Impact Evaluation | 720,000 | 961,000 | - | 961,000 | 241,000 | 33% |
| | Parent-Child Interaction Therapy Evaluation | 47,000 | 125,000 | - | 125,000 | 78,000 | 166% |
| | Peer Support Groups for Parents Implementation Evaluation | 62,000 | - | - | - | (62,000) | -100% |
| | Professional Development Program Evaluation | 1,501,000 | 490,000 | - | 490,000 | (1,011,000) | -67% |
| | Quality Rating and Improvement System Evaluation | - | 100,000 | - | 100,000 | 100,000 | N/A |
| | Universal Screening Psychometric Study | 183,000 | 67,000 | - | 67,000 | (116,000) | N/A |
| | Welcome Baby Impact Study | 183,000 | 1,035,000 | - | 1,035,000 | 852,000 | N/A |
| | Welcome Baby Implementation and Outcomes Evaluation | 515,000 | 775,000 | 177,000 | 952,000 | 437,000 | N/A |
| **TOTAL RESEARCH AND EVALUATION** | | **$ 5,879,000** | **$ 6,291,000** | **$ 177,000** | **$ 6,468,000** | **$ 589,000** | **10%** |
| **TOTAL FIRST 5 LA PROGRAM BUDGET** | | **$ 197,460,000** | **$ 138,827,000** | **$ 1,458,000** | **$ 140,285,000** | **$ (57,175,000)** | **-29%** |

**Notes:**

1. FY 2015-16 costs for Families Strategy 1 were captured in the "Families: Place-Based - Welcome Baby/Select Home Visiting" initiative.
2. Any potential FY 2015-16 costs for Families Strategy 2 activities were captured in the Strategic Plan Implementation Fund, where $636,000 was included for new activities in the Families outcome area.
3. FY 2015-16 costs for Communities Strategy 1 were captured in the "Communities: Place-Based - Community Capacity Building" initiative.
4. Any potential FY 2015-16 costs for Communities Strategy 2 activities were captured in the Strategic Plan Implementation Fund, where $1,093,750 was included for new activities in the Communities outcome area.

| INITIATIVE / STRATEGY NAME | PROGRAM NAME | FY 2015-16 | FY 2016-17 | | | VARIANCE | |
|---|---|---|---|---|---|---|---|
| | | REVISED | DRAFT (MAY) | CHANGES | FINAL (JUNE) | $ | % |

5. FY 2015-16 costs for activities related to what is now called the "ECE Policy Advocacy Fund" were embedded within the "Early Learning Advocacy Strategies" program (called Strategic Plan Advocacy Strategies for FY 2016-17) in the "Policy Agenda/Advocacy" initiative.

6. Costs for the "Grade Level Reading Campaign" program were captured within the "Resource Mobilization - ECE" initiative in FY 2015-16.

7. Any potential FY 2015-16 costs for these activities were captured in the Strategic Plan Implementation Fund, where $370,000 was included for new activities in the ECE outcome area.

8. FY 2015-16 costs totaling $350,000 related to Shared Services were embedded within the "Organizational Capacity Building" program in the "Resource Mobilization - Organizational Capacity Building" initiative.

9. Costs for the "ECE Workforce Registry" program were captured within the "Data Development and Integration" initiative in FY 2015-16.

10. Any potential FY 2015-16 costs for activities related to Health Strategies 1 and 2 were captured in the Strategic Plan Implementation Fund, where $546,250 was included for new activities in the Health outcome area.

11. The "Strategic Plan Advocacy Strategies" program was referred to as "Early Learning Advocacy Strategies" in FY 2015-16.

12. The "Funder Collaboratives" program was referred to as "Emerging Funder Collaboratives" in FY 2015-16.

13. Costs for consulting and convening activities related to new project development were captured in the Strategic Plan Implementation Fund in FY 2015-16, where $490,000 was included for "Other/Cross-Cutting Activities."

| First 5 LA<br>FY 2016-17 Operating Budget<br>Administrative Limit Calculation | | |
|---|---|---|
| **Departmental Budgets:** | | |
| Board of Commissioners | $ | 117,250 |
| Chief Administrative | | 414,352 |
| Chief Program | | 349,021 |
| Communications & Marketing | | 1,718,727 |
| Contract Compliance | | 820,688 |
| Executive | | 2,031,099 |
| Facilities Management | | 875,600 |
| Finance | | 1,222,481 |
| Finance - MAA | | 152,449 |
| Human Resources | | 1,117,916 |
| Information Technology | | 1,276,815 |
| Office of Strategic Planning & Integration | | 596,166 |
| **Salary & Benefits*:** | | |
| Best Start Communities | | 358,096 |
| Community Investments | | 265,532 |
| Grants Management | | 253,226 |
| Policy & Intergovernmental Affairs | | 253,309 |
| Program Development | | 271,269 |
| Research & Evaluation | | 302,223 |
| **Total FY 2016-17 Administrative Budget** | **$** | **12,396,219** |
| Total FY 2016-17 Operating Budget | | 21,235,158 |
| Total FY 2016-17 Program Budget | | 140,285,000 |
| **Total FY 2016-17 Budget** | **$** | **161,520,158** |
| **Administrative Cost Percentage** | | **7.67%** |

***** Directors and Administrative Assistants Only

## SCHEDULE OF AUTHORIZED POSITIONS

| Division/Department | FY 2015-16 | | FY 2016-17 | | | |
|---|---|---|---|---|---|---|
| | Authorized Positions[1] | Filled Positions as of May 2016 | Baseline | New Positions | Reduction | Total |
| **Executive** | | | | | | |
| Operations | 5 | 5 | 5 | 2 | | 7 |
| Special Initiatives & Emerging Opportunities | 0 | 1 | 0 | 1 | | 1 |
| **Administration** | | | | | | |
| Chief Administrative | 2 | 2 | 2 | 1 | | 3 |
| Contract Compliance | 7 | 7 | 7 | | | 7 |
| Facilities Management | 0 | 0 | 0 | | | 0 |
| Finance | | | | | | |
| Operations | 9 | 8 | 9 | | -1 | 8 |
| Medi-Cal Administrative Activities (MAA) | 1 | 0 | 1 | | | 1 |
| Grants Management | 9 | 7 | 9 | | -2 | 7 |
| Human Resources | 3.5 | 2 | 3.5 | 0.5 | | 4 |
| Information Technology | 5 | 5 | 5 | | | 5 |
| Office of Strategic Planning and Integration | 1 | 1 | 1 | | | 1 |
| **Programs** | | | | | | |
| Chief Program | 2 | 2 | 2 | | | 2 |
| Best Start Communities | 32 | 27 | 32 | | | 32 |
| Community Investment | 8 | 5 | 8 | | -1 | 7 |
| Policy and Intergovernmental Affairs | 12 | 6 | 12 | | | 12 |
| Program Development | 17 | 17 | 17 | 1 | | 18 |
| Communications and Marketing | 16 | 14 | 16 | | | 16 |
| Research and Evaluation | 19 | 15 | 19 | | -2 | 17 |
| | 148.5 | 124 | 148.5 | 5.5 | -6 | 148 |

1) Based on approval of the Operating Budget for FY 2015-16 in June 2015.
2) Temporary employees are not included in the FTE count.

# ATTACHMENT B:

# FY 2016-17 BUDGET – HIGHLIGHTS

# ATTACHMENT B:
# FY 2016-17 BUDGET – HIGHLIGHTS

The FY 2016-17 Budget proposes support for an increased level of resources in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan, while at the same time incorporating resources for a number of legacy investments that will soon be either ending or ramping down.

Historically, the Commission approves the budget at the initiative level, with each initiative including one or more programs. These highlights include a summary of budget requests at the initiative level, specifically calling out investments that are large, high-profile, or Commission priorities. These highlights also include a high-level discussion of the resources for Year 2 activities related to the implementation of the 2015-2020 Strategic Plan. The highlights are organized according to the following investment areas:

1. 2015-2020 Strategic Plan: Focusing for the Future
   a. Strategic Plan Priority Outcome Areas
   b. Strategic Plan Investment Areas and Support Costs
2. Legacy Investments
3. Research and Evaluation
4. Internal Operations

Further detail on each program budget request is provided in Attachment C. Further detail on the operating budget request by internal division and department—based on the existing organizational structure—is provided in Attachment D. While the budget document is intended to provide broad parameters around programmatic spending, it is important to note that much of the information included is subject to change, as funding requests were generated using the latest information available at the time the budget was developed. In addition, activities or funding estimates for contracts that have yet to be negotiated may be revised as appropriate.

## 1. 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE

### a. Strategic Plan Priority Outcome Areas

This category includes estimated resources in support of the four priority outcome areas detailed in the 2015-2020 Strategic Plan: Families, Communities, Early Care and Education (ECE) Systems, and Health, Mental Health and Substance Abuse (Health) Systems. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 2 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

The strategy refinement and implementation process that took place in FY 2014-15 and continued in FY 2015-16 yielded a number of considerations to keep in mind. Most importantly, it became clear that the proposed work within the four outcome areas are at very different stages of development. For example, the organization's Welcome Baby and Select Home Visiting and the community capacity building work within the Best Start Communities, within the Families and Communities outcome areas, respectively, represent ongoing work already in progress, while much of the proposed work in the ECE and Health Systems outcome areas are still in the developmental stages.

Similarly, the refinement process identified that systems change efforts require time and effort to effectively develop the partnerships necessary to achieve the desired goals. It will also be necessary for partnership engagement and management to be coordinated for effective and successful collaboration across the planned activities. In addition, monitoring, evaluation and learning (MEL) activities are critical to assessing First 5 LA's impact and to inform necessary mid-course corrections.

The refinement process also identified that some of the emerging work has the potential to advance more than one outcome area, and as such, implementation will be coordinated across strategies as appropriate. The work will also be sequenced and paced to support First 5 LA's organizational transformation to a new internal structure.

It is important to note that costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 1 activities. As the scope of tasks for FY 2015-16 is clarified through continued refinement work, additional information to further define the use of funds will be provided through standard operating procedures.

| 2015-2020 STRATEGIC PLAN OUTCOME AREA | Approved FY 2015-16 Budget | | Proposed FY 2016-17 Budget | |
|---|---|---|---|---|
| Families | $32,475,000 | 62% | $38,081,000 | 46% |
| Communities | 17,229,750 | 33% | 18,883,000 | 23% |
| Early Care & Education (ECE) Systems | 1,251,000 | 2% | 24,199,000 | 29% |
| Health, Mental Health & Substance Abuse Systems | 546,250 | 1% | 2,221,000 | 3% |
| Other/Cross-Cutting Activities | 490,000 | 1% | - | 0% |
| **Total Strategic Plan Priority Outcome Areas** | **$51,992,000** | **100%** | **$83,384,000** | **100%** |

Families ($38,081,000)

Much of the planned FY 2016-17 work in the Families outcome area represents ongoing work related to First 5 LA's investments in Welcome Baby and Select Home Visiting, under Families Strategy 1 – Home Visiting, identified as continuing anchor investments for First 5 LA in the 2015-2020 Strategic Plan. This is consistent with the Commission's dedication in the Strategic Plan to promoting the Protective Factors, which encompass the skills and supports that families need to help their children succeed. In addition, estimated resources are included for new activities to advance the Strategic Plan's Families Strategy 2 – Family Engagement, such as Abriendo Puertas and Project Dulce.

| FAMILIES OUTCOME AREA STRATEGY | Proposed FY 2016-17 Budget | |
|---|---|---|
| Strategy 1 - Home Visiting | $ 36,335,000 | 95% |
| Strategy 2 - Family Engagement | 1,746,000 | 5% |
| **Total Families Outcome Area** | **$ 38,081,000** | **100%** |

*Families Strategy 1 – Home Visiting ($36,335,000)*

The place-based investments in Welcome Baby and Select Home Visiting represent ongoing programs that the Commission affirmed as core to advancing the Families outcome area defined in the 2015-2020 Strategic Plan. These activities directly support Strategy 1 of the Families outcome area, and begin with engaging families through Welcome Baby, a home visitation program designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and postnatally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at one of the 14 Welcome Baby participating hospitals, regardless of place of residence, will receive a Welcome Baby hospital visit at the time of their baby's birth. Families residing within a Best Start Community and identified as having a great risk for poor child outcomes will be eligible for referral to one of 19 participating providers' intensive Select Home Visitation Program (Healthy Families America, Parents as Teachers or Triple-P).

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. Families residing within a Best Start Community are eligible for up to nine Welcome Baby engagements: three prenatal, at the hospital, and up to five postpartum engagements. Families living outside Best Start communities and facing serious challenges in caring for their newborn due to such factors as lack of social supports or limited knowledge on infant care will receive up to three Welcome Baby postpartum home visits, as needed.

The components of this anchor investment are reflected in the table below, representing 25.9% of the overall program budget. FY 2016-17 reflects further ramp up of implementation of the Welcome Baby and Select Home Visiting programs, including an increased number of providers and increased enrollment, resulting in higher costs relative to FY 2015-16.

| STRATEGY/PROGRAM | Revised FY 2015-16 Budget | | Proposed FY 2016-17 Budget | |
|---|---|---|---|---|
| **Families Strategy 1 - Home Visiting** | | | | |
| Welcome Baby Hospitals | $ 14,580,000 | 46% | $ 16,447,000 | 45% |
| Select Home Visiting Programs | 12,868,000 | 40% | 15,640,000 | 43% |
| Family Strengthening Oversight Entity | 3,418,000 | 11% | 3,373,000 | 9% |
| Stronger Families Database | 873,000 | 3% | 875,000 | 2% |
| Family Strengthening Public Education | 100,000 | 0% | - | 0% |
| **Total Families Strategy 1** | **$ 31,839,000** | **100%** | **$ 36,335,000** | **100%** |

*Families Strategy 2 – Family Engagement ($1,746,000)*

FY 2016-17 work related to Strategy 2 of the Families outcome area includes further work around program implementation and research to build the evidence base of Abriendo Puertas and Project Dulce, as well as the integration of the family protective factors in county- and community-based agency programs via strategic communications on the family protective factors and coordination with prevention and aftercare networks.

The components of these activities are reflected in the table below, representing 1.2 % of the overall program budget.

| STRATEGY/PROGRAM | | Proposed FY 2016-17 Budget | |
|---|---|---|---|
| **Families Strategy 2 - Family Engagement** | | | |
| Abriendo Puertas | $ | 601,000 | 34% |
| Data Development | | 340,000 | 19% |
| Project Dulce | | 670,000 | 38% |
| Project Dulce Evaluation | | 135,000 | 8% |
| **Total Families Strategy 2** | **$** | **1,746,000** | **100%** |

Abriendo Puertas promotes school readiness, family well-being, and advocacy, and is the nation's first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. The initial program plan during the FY 16-17 includes developing:

- An updated version of the current curriculum to reflect learnings from the program's randomized control trial, as well as new research and policy trends;
- An adapted curriculum tailored to needs of a population that would benefit from a linguistic and/or culturally responsive parent engagement curriculum;
- Evidence-based approaches regarding the best practices of updating and creating new parent engagement curricula by evaluating the above curriculum development processes;
- Relationships that would advance sustainability efforts in curricular design and implementation; and
- Abriendo Puertas' organizational capacity to advance and sustain evidence-based practices.

Also included within this strategy is First 5 LA's investment in Project Dulce, a clinical intervention based on the Strengthening Families approach—which puts parent engagement as a foundation—that is designed to address infant/family risks and needs at the earliest possible stage and to partner with families to build strengths and capacities that foster optimal child health and development starting at birth. The program aims to increase connection to needed concrete supports and community resources; increase utilization of well-child/preventive health care visits; and decrease the use of emergency room care. In FY 2016-17, the pilot Project Dulce program will continue in three participating clinics, each of which is expected to serve approximately 200 participants during the year. Resources will also support evaluation activities for the Project Dulce program.

Lastly, resources within Strategy 2 of the Families outcome area will support a landscape analysis of measurement tools focused on increasing measurement of family protective factors.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2016-17, please refer to Attachment C.

<u>Communities ($18,883,000)</u>

Much of the planned FY 2016-17 work in the Communities outcome area represents ongoing capacity building work in the 14 Best Start Communities, identified as a continuing anchor investment for First 5 LA in the 2015-2020 Strategic Plan. The Strategic Plan demonstrates the ongoing commitment to these investments by affirming that "the Commission will continue to support family strengthening and community capacity-building in the 14 Best Start Communities, consistent with First 5 LA's 2013 Building Stronger Families Framework (BSFF)", highlighting the critical nature of community environments to the advancement of the Protective Factors. In addition, estimated resources are included for new activities to advance the Strategic Plan's strategies as follows:

| **COMMUNITIES OUTCOME AREA STRATEGY** | **Proposed FY 2016-17 Budget** | |
|---|---|---|
| Strategy 1 - Shared Vision & Collective Action | $14,115,000 | 75% |
| Strategy 2 - Coordinated Services & Supports | 1,064,000 | 6% |
| Strategy 3 - Built Environment Policy & | 1,005,000 | 5% |
| Cross-Strategy Investments | 2,699,000 | 14% |
| **Total Communities Outcome Area** | **$18,883,000** | **100%** |

*Communities Strategy 1 – Shared Vision & Collective Action ($14,115,000)*

This anchor investment includes costs related to community engagement ($9,300,000) and the Community Partnerships ($4,815,000), representing a total of 10.1% of the overall program budget.

A key component of the community engagement piece of this strategy are the Community-Identified Investments ($5.6 million), which are designed by Best Start Community Partnerships—comprised of parents, residents, organizational representatives, and other community stakeholders—to operationalize the Building Stronger Families Framework. These investments are intended to be longer-term to achieve results at the family and community levels. Through the Community-Identified Investments, the Community Partnerships galvanize parents, residents, organizations, and systems within the broader community to create a context in which parents have the support they need to strengthen the relationships and behaviors that promote optimal child development. Best Start Community-Identified Investments that were initiated during FY 15-16 will continue during FY 16-17, at which time, they will be in full implementation. Therefore, FY 16-17 reflects the resources that will be needed for 12 months of implementation.

In addition, community engagement resources include continued support ($3,520,000) for the Neighborhood Action Councils (NACs) and the Resident Outreach Coordinators (ROCs), demonstrating the understanding that strengthening social connections between residents at the neighborhood level is an important informal resource that reduces isolation and serves as a means to activate local strategies aligned with a larger, community-wide vision to strengthen families and communities.

The resources for Community Partnerships will focus on strengthening the ability of these Partnerships to be effective vehicles for change, develop and drive the implementation of a broad-based, inclusive effort to improve outcomes for children and families in their respective communities. Work will be centered around three primary areas: infrastructure support, coaching and technical assistance, and the Learning Communities, which provide cross-community peer learning opportunities to establish a vital flow of information regarding common experiences that build knowledge, strengthen practices, and promotes collaboration across communities.

*Communities Strategy 2 – Coordinated Services & Supports ($1,064,000)*

A significant challenge identified by families and organizations in the Best Start Communities is accessing quality services and supports that are coordinated and meet families' needs. Because of this, most of the FY 2016-17 budget amount will support a pool of funds for community resource networks to strengthen service coordination, with capacity building focused on networks of providers rather than individual organizations.

*Communities Strategy 3 – Built Environment Policy & Advocacy ($1,005,000)*

Resources in FY 2016-17 will support two primary areas: 1) support for built environment advocate groups to work with communities to create new or improved physical places and spaces to better meet the needs of families with children 0-5, and 2) immediate and emerging leveraging opportunities related to advocacy around built environments. Six or seven advocacy groups are anticipated to be engaged to increase knowledge and technical assistance surrounding the specific needs relative to the built environment for children 0-5. This funding builds off momentum within the philanthropic community and county agencies to enhance the existing built environments while facilitating the ability of families to engage in advocacy opportunities.

*Communities – Cross-Strategy Investments ($2,699,000)*

Resources for FY 2016-17 will support two primary areas that cross all three strategies in the Communities outcome area: 1) the Capacity Building Consortium ($1,029,000), and 2) communications and marketing ($1,670,000).

The purpose of First 5 LA's capacity building approach is to strengthen the ability of communities to support families, build parent/resident participation in their community, improve the coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play, and work. Capacity building, therefore, is a cross-strategy investment and should be coordinated to promote integration across strategies and strengthen the overall impact of First 5 LA's capacity building efforts. The Capacity Building Consortium (CBC) will be a partnership of organizations and consultants that provide training, technical assistance, and coaching for nonprofit organizations, networks, and Community Partnerships involved in First 5 LA's Best Start community capacity building initiative. The purpose of CBC is to assist these entities in becoming more effective, responsive, and innovative by: 1) sustaining collaborative efforts within and across sectors; 2) addressing barriers to improve programs and services; 3) engaging in ongoing peer learning; 4) working with parents and residents as partners; and 5) building the information and evidence base to promote policy and systems improvements.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2016-17, please refer to Attachment C.

<u>Early Care and Education (ECE) Systems ($24,199,000)</u>

Activities for FY 2016-17 related to the ECE outcome area includes coordinating advocacy around the need and importance of high-quality and accessible early care and education, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems.

| ECE OUTCOME AREA STRATEGY | Proposed FY 2016-17 Budget | |
|---|---|---|
| Strategy 1 - Policy/Advocacy | $ 3,760,000 | 16% |
| Strategy 2 - QRIS | 18,903,000 | 78% |
| Strategy 3 - Professional Development | 1,536,000 | 6% |
| **Total ECE Outcome Area** | **$24,199,000** | **100%** |

*ECE Strategy 1 – Policy/Advocacy ($3,760,000)*

Resources for FY 2016-17 will support the ECE Policy Advocacy Fund ($3,000,000), the Grade Level Reading Campaign ($285,000), and the Kindergarten Readiness Assessment ($475,000).

As presented to the Board of Commissioners in January 2016, the ECE Policy Advocacy Fund encompasses two categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, and 2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Funding in FY 2016-17 assumes resources for the development, launch, and implementation of the Fund, as well as for emerging opportunities that arise during the fiscal year.

In addition, First 5 LA will continue in FY 2016-17 to dedicate fiscal resources, matched by other campaign stakeholders, to support the ongoing implementation of the LA Grade Level Readiness (GLR) School Readiness Workgroup (SRW) action plan. The charge of the SRW is to increase the number of low-income children in LA County who enter kindergarten ready for school. The SRW includes a diversity of systems-level actors from multiple sectors, all with a common interest in improving school readiness for children in LA County. The SRW identified three priorities for which the SRWs' respective organizations will commit to collectively support to improve school readiness. The priorities include advancing policies and systems that: 1) support the adoption and implementation of a Countywide kindergarten readiness assessment; 2) increase the number of programs participating in QRIS; and 3) effectively engage families to support school readiness in the home.

Lastly, FY 2016-17 resources will support the advancement of a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal and systems change. FY 2016-17 will build upon the FY 2015-16 landscape scan of KRA use across the County by convening a KRA Communities of Practice (COP) with local school districts and other stakeholders to share lessons learned and best practices that can help First 5 LA determine the next steps in achieving the goal of a common KRA across the County.

*ECE Strategy 2 – QRIS ($18,903,000)*

More than 85% ($16,868,000) of the FY 2016-17 budgeted resources will support the implementation of First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program. This initiative supports a network of local quality improvement systems to better coordinate, assess and improve the quality of early learning settings. The bulk of the new activities will focus on providing early childhood sites with quality improvement services, including coaching and training, technical assistance and ratings. In addition, resources will support engagement in policy and advocacy activities to promote long-term, sustainable investments in high quality early learning activities as well as activities related to the development of a highly qualified ECE workforce.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to begin building a single QRIS system, as well as continued engagement of providers currently involved in QRIS activities; and

2. Continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County.

*ECE Strategy 3 – Professional Development ($1,536,000)*

The aim beginning in FY 2016-17 is to increase access to quality early care and education by strengthening the professional development system for ECE providers through integration and alignment within and without the formal education system.

The purpose of the Early Childhood Education Credential Advocacy Project is to support the development, modification and adoption of the Child Development Permit Matrix, a tool that defines California's six levels of Child Development Permits and the issuance requirements of each level, and the ECE teaching credential, a professional credential for teachers who work with children 0-8 years of age. During the first year, the collaborative will create and advocacy plan to support the adoption of an ECE Credential, attend California commission on Teacher Credentialing meetings, convene local colleges and universities to advocate for ECE Credential and to connect with advocacy groups to plan strategies around ECE workforce development.

The ECE Competencies Curriculum Project intends to provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with state Early Childhood Educator Competencies (ECECs). First year key activities will include stakeholder convenings, securing a managing agency to lead the work, establishing a Curriculum Advisory Group, and beginning the curriculum design.

This ECE Workforce Registry project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, outreach to potential Registry users, support the ongoing development and refinement of the data system and pursue data sharing agreements with state and county agencies to increase efficiency, minimized administrative duplication and expand the Registry to an increased number of users.

Unlike the ECE Competencies Curriculum Project, the Higher Education Peer Learning Project (HE-PLP) will provide resources and support to integrate and align professional development provided through the formal education system (e.g., credit-bearing courses in a postsecondary institution that could lead to a degree) with state Early Childhood Educator Competencies (ECECs). During the Higher Education Peer Learning Projects' first year (FY 16-17), stakeholder meetings will be convened, a lead managing agency will be secured, partnership agreements will be secured with at least 20 community colleges and universities, and a peer learning community will be established.

For further information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2016-17, please refer to Attachment C.

<u>Health, Mental Health & Substance Abuse Systems ($2,421,000)</u>

Activities for FY 2016-17 related to the Health outcome area include work around the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

| HEALTH OUTCOME AREA STRATEGY | Proposed FY 2016-17 Budget | |
|---|---|---|
| Strategy 1 - Early Identification/Developmental Screening/Connection to Services | $1,124,000 | 46% |
| Strategy 2 - Trauma-Informed Care | 1,297,000 | 54% |
| **Total Health Outcome Area** | **$2,421,000** | **100%** |

*Health Strategy 1 – Early Identification/Developmental Screening/Connection to Services ($1,124,000)*

Through Strategy 1 of the Health outcome area, First 5 LA seeks to how health-related systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. Help Me Grow (HMG) is a national framework intended to improve the early detection of developmental delays and connect children to appropriate services as early as possible. First 5 LA adopted the HMG framework, which includes the following core components:

1. Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination;
2. Community and Family Outreach: Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers;
3. Data Collection and Analysis: Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers; and
4. Centralized Access Point: Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 2016-17 will primarily be an infrastructure-building year, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described above. It is anticipated that Requests for Proposals (RFPs) and strategic partnerships will be developed in FY 2016-17 related to these four core components, with funding to be awarded starting in FY 2017-18.

*Health Strategy 2 – Trauma-Informed Care ($1,297,000) support*

During FY 2016-17, First 5 LA will bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Care Working Group to develop a county-wide trauma-informed care action plan using the Collective Impact Framework for Los Angeles County. As part of the working group, there will be a jointly funded environmental scan to answer key questions around trauma and trauma-informed care to inform the county-wide action plan. First 5 LA, in partnership with three other funders (The California Endowment, California Community Foundation and the Parsons Foundation), will contribute to a pooled fund that will cover the costs associated with the working group, environmental scan, and other related expenses. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2016-17 that align with the strategy and goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2016-17, please refer to Attachment C.

**b. Strategic Plan Investment Areas & Support Costs**

The category includes resources for approaches identified as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts, and communications and marketing.

<u>Policy Agenda/Advocacy ($2,442,000)</u>

First 5 LA invests in key activities to support its work in Home Visiting (HV), Early Care and Education (ECE) and to develop/explore issues related to the 2015-2020 Strategic Plan. The Policy Agenda/Advocacy initiative includes multiple components, including resources funding opinion research, policy briefs, and the work of both the federal and state policy advocates that broadly support First 5 LA priority policy and sustainability issues, aligned with the Strategic Plan. In addition, anticipated work during FY 2016-17 includes policy technical assistance to support the HV and ECE coalitions in Sacramento; the LA County Early Childhood Education Local Control Funding Formula Coalition; the LA County Home Visiting Consortium and various state and local policy coalitions; support for First 5 LA staff and grantees to adopt policy and systems change approaches in their work; and research, briefs, and surveys to inform public policy and advocacy strategies.

<u>Communications & Marketing ($5,345,000)</u>

The 2015-2020 Strategic Plan places an emphasis on policy and systems change across the goal areas of Families, Communities, Early Care and Education and Health-systems. During FY 2016-17, the Communications and Marketing Department will work collaboratively across the organization to develop and implement strategic communications and marketing plans that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's outcome and priority focus areas.

The FY 2016-17 budget includes resources for communications and marketing support for First 5 LA's programs, efforts and initiatives; support for internal communications and the communications capacity of First 5 LA grantees; media advertising for First 5 LA public awareness programs; strategic partnerships to engage decision makers on early care and education and health care delivery systems, as well as to advance the Families Outcome area; research and development of marketing outreach strategies for the Welcome Baby program; and sponsorships and collateral materials to elevate awareness of First 5 LA's brand. All communications and marketing activities are in service of a more effective implementation of our Strategic Plan outcomes for young children and families.

**5. LEGACY INVESTMENTS**

These investments represent ongoing work of the Commission that is expected to end according to the terms of the project approval. This includes investments that have gone through the expiring initiatives assessment process and were recommended to end according to schedule based on insufficient alignment of the work relative to the 2015-2020 Strategic Plan, or for which the alignment of activities to the Strategic Plan is expected to take place in a future fiscal year. This category also includes investments that may align with the outcomes and strategies of the Strategic Plan, but which have yet to go through the assessment process or the process of fully aligning activities to the Strategic Plan. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring initiatives assessment process.

Children's Dental Care ($8,908,000)

The Children's Dental Care initiative represents a continuing five-year investment to address the challenges facing pediatric dental health in LA County by focusing on providing services to children in greatest need of dental care. The initiative was designed as a collaborative, integrated effort with three dental schools in the County—the University of California, Los Angeles (UCLA), University of Southern California (USC) and Western University—working together to create collective impact. FY 2016-17 will be the fourth year of the initiative, and will focus on providing direct oral health services to children ages 0-5, parent education and provider training. The collaboration activities between the three schools will continue through quarterly meetings focused on program evaluation and sustainability.

Little by Little/One Step Ahead ($3,312,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. In FY 2016-17, the initiative expects to provide services to over 62,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy ($3,590,000)

The overall goal of the Parent Child Interaction Therapy (PCIT) initiative is to utilize an evidence-based behavioral family intervention model, PCIT, to reduce risk of abuse in families with young children with serious disruptive behavior disorders by expanding access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in LA County and expanding the number and capacities of clinical programs to provide PCIT services. Capacity will be developed within the workforce and service delivery organizations throughout Los Angeles County to provide PCIT services for families with children 0-5 specifically by providing training opportunities to mental health professionals on the PCIT model. Initially expected to end in FY 2016-17, this initiative was approved for continuation beyond that fiscal year pending further development of the Health outcome area, based on potential alignment with the strategy around trauma-informed care. FY 2016-17 activities are geared at exploring sustainability approaches, as well as continuing to improve workforce development and service delivery for 2-5 year olds' with disruptive behaviors and their caregiver/parents, with training offered for both new and advanced providers.

Reducing Childhood Obesity ($5,133,000)

The Reducing Childhood Obesity initiative represents a continuing investment intended to address the growing epidemic of childhood obesity that impacts children and their families. The project aims to contribute to the adoption, implementation, and strengthening of policies, and systems and environmental changes in multiple sectors including government agencies, businesses, health care, and other community settings. These changes will benefit large segments of the county population and, in particular, will reach deeply into communities most severely impacted by the obesity epidemic. It was determined through the expiring initiatives assessment process that this initiative does not align with the strategies outlined in the 2015-2020 Strategic Plan. However, it was recommended that the initiative be extended for one year through FY 2016-17 in order to spend the balance of the funding allocation to achieve the project objectives, with no expectation that modifications will be made to align activities with the Strategic Plan. FY 2016-17 resources will support costs related evaluation, as well as the core project activities around community-based public education, skills-building, and environmental change to promote physical activity and healthy eating among children ages 0-5 and their families.

Universal Assessment of Newborns ($8,451,000)

The Universal Assessment of Newborns initiative aims to identify families at greatest risk/need and link them to supportive services by implementing a universal risk screening of all new parents at the birth of their child and providing a hospital visit and up to three postpartum home visits, as needed, to offer basic supports and ensure linkages to needed services. This initiative is integrated with the Welcome Baby program implementation, with services delivered by the same hospital providers participating in Welcome Baby. The initiative is an integral component of the 2015-2020 Strategic Plan in alignment with the Families outcome area, with a focus on increasing family protective factors. The target population for this initiative is families giving birth at participating hospitals that reside outside of First 5 LA's 14 Best Start Communities. Program costs are anticipated to be higher in FY 2016-17 due to the addition of an additional provider and expected increases in program enrollment.

## 6. RESEARCH AND EVALUATION

These include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, as well as ongoing projects aligned to our legacy investments, demonstrating First 5 LA's commitment to learning from current and past investments. The Research and Evaluation Department is in the process of developing the Monitoring, Evaluation and Learning (MEL) Framework, which provides a comprehensive structure for organizing First 5 LA's Research and Evaluation activities. The transition to the new framework may result in changes to how these items are categorized in the context of the fiscal year budget.

Program Evaluation ($4,707,000)

Program Evaluation is the largest of the Research and Evaluation initiatives and is focused on both accountability and learning. The purpose and focus of the evaluations differ depending on the scale of the program being evaluated, the maturity of the program, as well as the capacity and resources of the grantees/contractors implementing the program to support evaluation and learning. Evaluation activities range from collecting and reporting common data from all grantees and contractors on services that were implemented as well as data on the recipients of those services to designing highly rigorous implementation and outcome evaluations of First 5 LA's flagship projects. For FY 2016-17, the costs for this initiative are driven by the following:

- Best Start Evaluation ($734,000) – For FY 2016-17, this evaluation will focus on (1) studying the implementation of the Building Stronger Families (BSF) grants across communities to better understand what has happened as a result of those grants and what is being learned (through challenges and successes) and (2) developing and launching an evaluation of the broader community capacity building strategy being implemented as part of the Communities priority outcome area.
- Obesity Prevention & Nutrition Collective Impact Evaluation ($961,000) – First 5 LA partnered with a contractor to evaluate the collective impact of our nutrition and physical activity investments to help reduce early childhood obesity in LA County. The funds will be used to collect qualitative and quantitative data, analyze the data, generate dissemination products, and for general project management. While the 2015-2020 Strategic Plan did not identify obesity prevention as a priority, the focus of this evaluation is on learning from the strategies that do align with the refined strategic approach (i.e., systems and policy change and community capacity building). Additionally, the Strategic Plan identified the value of moving forward with Collective Impact approaches to the work of First 5 LA, and this evaluation represents an effort to examine our investments using this approach.
- Welcome Baby Impact Study ($1,035,000) – The purpose of the Welcome Baby Impact Study is to determine if participation in Welcome Baby leads to changes in expected maternal and child variables. The study is expected to provide information to a variety of stakeholders about the effectiveness of Welcome Baby and is an integral part of the portfolio of evaluations being used to build an evidence-base to help support long-term sustainability efforts.
- Welcome Baby Implementation & Outcomes Evaluation ($952,000) – This evaluation seeks to generate implementation and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the program. As with the Welcome Baby Impact Study, this evaluation is part of the portfolio of evaluation efforts being used to improve and better understand Welcome Baby and to build an evidence-base to help support long-term sustainability efforts.

## 7. INTERNAL OPERATIONS

Based on an analysis of historical spending and projected expenditures through June 2016, as well as anticipated needs for FY 2016-17, the budget includes approximately $21.2 million for First 5 LA operating costs.

The $21.2 million represents an increase of approximately $441,000 or 2.1% from the FY 2015-16 Budget, influenced primarily by Personnel adjustments and counterbalanced by a reduction in Consultant costs.

| OPERATING COST CATEGORY | FY 2015-16 Budget | | | | Proposed FY 2016-17 Budget | |
|---|---|---|---|---|---|---|
| | Original | | Revised | | | |
| Personnel Services | $ 16,367,981 | 79% | $ 16,367,981 | 79% | $ 17,088,095 | 80% |
| General Operating Expenses | 1,398,990 | 7% | 1,343,390 | 6% | 1,325,540 | 6% |
| Professional Services | 714,900 | 3% | 711,295 | 3% | 803,052 | 4% |
| Consultant Services | 1,733,500 | 8% | 1,778,455 | 9% | 1,492,950 | 7% |
| Travel & Meeting Expenses | 458,991 | 2% | 473,241 | 2% | 430,521 | 2% |
| Capital Improvements | 120,000 | 1% | 120,000 | 1% | 95,000 | 0.4% |
| **Total Operating Costs** | **$ 20,794,362** | **100%** | **$ 20,794,362** | **100%** | **$ 21,235,158** | **100%** |

Based on ongoing organizational alignment work and continued implementation of Strategic Plan activities, staff and leadership have identified a number of priorities to support staff development and organizational capacity to execute:

- Staff training professional development: A clear and consistent finding of the L3 process and the employee engagement survey in previous years is the need for organization-wide staff training and development. To that end, resources are included to support professional development activities in relevant content and skills-based training opportunities, conference attendance and educational materials, collectively referred to as “First 5 University”. As First 5 LA transitions fully to new investment priorities and undergoes an expected organizational realignment during FY 2016-17, these resources will be critical to ensure that staff are well equipped to perform the key job functions needed to advance the desired outcomes outlined in the Strategic Plan.
- Position changes: Given the shift in organizational emphasis, the FY 2016-17 operating budget includes several position changes, determined by management as essential to effective implementation of the Strategic Plan. Additional changes are expected as the organizational transformation process evolves. These changes will be informed by organizational development processes underway and incorporated into mid-year budget adjustment recommendations to the Board. Although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management is maintaining staffing at the current level of authorized positions for the organization. As the implementation process continues and we have a greater understanding of the future needs of the organization, we will be in a better position to determine the appropriate level of staffing and other operating resources needed in the future state of the organization.

Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure. Although further changes to the internal structure are anticipated during FY 2016-17, not enough information was available at the time of budget development to alter the current structure of the operating budget accordingly.

**Highlights and Assumptions:**

The approximately $441,000 net increase is driven by an overall increase in Personnel and Professional Services and is offset by a reduction in Consultant Services. As shown in the summary tables and departmental budgets in Attachment D, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories.

Salaries and Employee Benefits

Approximately $17.1 million, or 80.5%, of the total $21.2 million in operating costs is for S&EB. This represents an increase of about $720,000, or 4.4% over the current fiscal year. The primary drivers influencing the increase are personnel position changes for FY 2016-17 that are deemed necessary by management to effectively achieve the outcomes of the 2015-2020 Strategic Plan, and is offset by a slight increase in the personnel attrition rate and a pro-rated reduction of vacant position expenses, as determined by internal assessments and data analyses. FY 2016-17 marks the second year that First 5 LA has budgeted for estimated savings to account for the unforeseen, but common, changes in work force throughout the year. The first year included a conservative 3% turnover rate. The 3.5% rate used for FY 2016-17 is based on the latest separation information available at the time of budget development from the US Department of Labor Bureau of Labor Statistics, which shows a separation rate of 3.5% for February 2016. Vacant positions this year are budgeted for nine months at 92.5% of the mid-range salary for the applicable classification level for a given position, based on current outreach efforts and anticipated hire dates. A complete schedule of authorized positions may be found in Attachment A.

As noted previously, although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management is repurposing existing vacant positions to maintain staffing at the current level of authorized positions for the organization.

General Operating Expenses

General operating expenses comprise $1.3 million, or 6.2% of the total operating costs of $21.2 million. This is a net decrease of approximately $18,000 influenced primarily by communication costs, hardware and software maintenance, offsite storage, outside printing, and offset by minor increases in other areas.

Professional Services

The budget includes approximately $803,000 to support Professional Services, representing 3.8% of total operating costs and a small increase from the FY 2015-16 funding level. These resources include funds related to professional development and training, First 5 California Association and Professional dues, among others. FY 2016-17 reflects an increase of approximately $92,000, or 12.9%, as compared to FY 2015-16. Resources associated with general professional development are being shifted to the Human Resources budget in FY 2015-16 to ensure equal access to all staff. Each department maintains a modest Professional Development budget, based on an organization per person average, for program-specific needs. These funds will support staff in performing the key job functions needed to achieve desired outcomes as First 5 LA continues on the path to organizational realignment. Professional development resources also include costs related to Board development, identified by Executive leadership as a priority and reinforced through the Commissioner survey conducted during FY 2015-16.

Consultant Services

The budget includes approximately $1.5 million for Consultant Services, representing 7.0% of total operating costs and a decrease of approximately $286,000, or 16.1% from FY 2015-16. Major components of this budget include the following:

- Office of Strategic Planning and Integration: The budget includes funding through the end of the 2016 calendar year for consultant needs related to continued implementation efforts for the 2015-2020 Strategic Plan, including organizational alignment activities.
- Human Resources: The budget includes resources to support the continued organizational development efforts, including the training of a performance management system, a long-term needs assessment to support internal capacity, executive recruitment, as well as the ongoing needs of the department.
- Information Technology: Resources will support improvements to First 5 LA's financial system, budget system, SharePoint, and other essential applications associated with the Measuring, Learning, and Evaluation (MEL) initiative, as well as other ongoing programming needs.

Travel and Meeting

Travel and Meetings costs comprise 2.0% of the total operating costs at approximately $431,000, representing a minor decrease from the revised funding level for FY 2015-16.

Capital Improvements

The budget includes $95,000 for purposes of capital improvements and expendable equipment, a decrease of $25,000, or 20.8% from FY 2015-16. This decrease is driven by a reduced need for expendable equipment funds based on the IT Department's assessment in FY 2015-16. The reduction is offset by resources needed to oversee work-space improvements, including upgrades to the HVAC system.

# ATTACHMENT C:

# PROGRAM REQUEST – DETAIL BY PROGRAM

*(change pages only)*

# INVESTMENT CATEGORY:

## *2015-2020 Strategic Plan:*

## *Focusing for the Future*

Strategic Plan Priority Outcome Areas

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Families Strategy 2 - Family Engagement | 2015-2020 Strategic Plan: Focusing for the Future |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Data Development | | $340,000 | 0.00% |

**Program Summary**

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

The first phase of the Data Development Project is projected to be a 2-year phase and it is an important component of the 2015-2020 Strategic Plan which is in alignment with the Families outcome, by focusing on establishing shared measurement of family protective factors. This emerging opportunity to partner with the Los Angeles County Office of Child Protection will allow First 5 LA to better understand how to measure Family Strengthening efforts and their impact.
The Five Protective Factors are the foundation of the Strengthening Families Approach: parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children.

A landscape of family protective measurement tools along with data collection capacity of relevant service partners will be completed. Activities that will support this include:
• Facilitation of meetings with Family Strengthening agencies to understand opportunities/challenges to collect data relevant to tracking progress in increasing protective factors.
• Focus groups and interviews, which will be used to assess program level data currently being collected as well as opportunities to develop a set of uniform data across a network of service providers
• Development of new data sources as relevant
• Development of an action plan for data collection, as well as a utilization plan with a pilot group such as the Prevention and Aftercare Networks

Lastly, the Data Development project will build upon:
- the results of First 5 LA's recent RFI on Information Resource and Referral as a resource in the Landscape analysis; and
- the analysis of family strengthening indicators completed by the Advancement Project to support development and execution of the prevention plan being led by the Los Angeles County Office of Child Protection

**Spending Plan and Funding Methodology**

The FY 16-17 objectives are to:
· Develop and release RFQ to assess strengths and weaknesses of Protective Factors measurement tools and assess agency capacity to collect related data.
· Pilot Action Plan (that will include measurement effort) with the Prevention and Aftercare Networks (to be identified)

Landscape Analysis (up to $200,000) to include:
- Final Research Design
- Summary of research conducted
- Preliminary draft of research findings
- Draft and publish report for Research Questions
- Presentation of research findings

Pilot Group Facilitation (up to $40,000) to include:
- $12,000 - Convene 6 Advisory Committee meetings; 4 meetings to update discuss selected Protective Factors measurement tools and 2 meetings to discuss capacity issues; Estimation based on $2,000 per convening. Costs may cover facilitator, room rental, refreshments, parking, translation service, materials, etc. ($2,000 x 6 = $12,000)
- $28,000 - Coordinate and implement 2 pilot trainings on selected Protective Factors measurement tool(s). Costs may

| Initiative | Investment Category |
|---|---|
| Families Strategy 2 - Family Engagement | 2015-2020 Strategic Plan: Focusing for the Future |

include trainer, room rental, refreshments, parking, materials, etc.

Convene experts in field ($100,000)
Experts will provide input on connecting/mapping population data with program level data
To discuss and provide recommendations regarding measurement and collection opportunities and challenges in family strengthening

UPDATE: For the updated June budget, this estimate was revised upward by $220,000 based upon an identified need for additional funds to support an increase in landscape analyses and strategic planning.

(Resources identified under this spending plan will also be made available for emerging opportunities to partner with LA County to enhance the impact of First 5 LA investments.)

**Change from Prior Year (if >+-20%)**

| Initiative | Investment Category |
|---|---|
| Communities Strategy 1 - Shared Vision & Collective Action | 2015-2020 Strategic Plan: Focusing for the Future |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Community Engagement | | $9,300,000 | 0.00% |

**Program Summary**

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

This program area is aligned primarily with Strategy 1 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which emphasizes shared vision and collective action to address the policies, systems and environments that impact families with children, prenatal through age 5.

Community engagement is an essential feature of Best Start, First 5 LA's place-based, community building approach to engaging parents, residents, organizations and other stakeholders in sustained collaborative efforts to improve the policies, systems, and environments that impact families' ability to thrive. Central to Best Start is the Building Stronger Families Framework, which underscores the belief that if families are strong and communities support families to succeed, then children will be healthy, safe, and ready for school. The framework is grounded in the family strengthening "protective factors" and anchored in the following six core results:

Building stronger families (family-level results):
• Family capacities – knowledgeable, resilient, and nurturing parents
• Social connections – families participating in positive social networks
• Concrete supports – access to services and supports in times of need

Communities that support families to succeed (community-level results):
• Coordinated services and supports that meet families' needs
• A shared vision and collective action to strengthen families
• Social networks and safe spaces or recreation and interaction

These six core results are based on an acknowledgement that a combination of individual, relational, and community factors impact child and family wellbeing. Therefore, community engagement is a value and fundamental practice of First 5 LA's place-based work to strengthen families and the communities in which they live, work and play. Community engagement involves building and strengthening relationships and involving community members in all activities – from identifying relevant issues and making decisions about how to address them, to evaluating and sharing the results with the broader community. To that end, this program area includes three elements:

• Community-Identified Investments (aka Community-Identified Projects)
• Resident Engagement
• Community Advisory Council
• County Systems Learning Community

A description of each of these program elements are described below.

1. Community-Identified Investments (aka Community-Identified Projects)

Best Start Community-Identified Investments are initiatives designed by Best Start Community Partnerships – comprised of parents, residents, organizational representatives, and other community stakeholders – to operationalize the Building Stronger Families Framework. These investments are not one-off projects that end after one or two years; rather, they are intended to be longer-term to achieve results at the family and community levels.

Examples of priorities across the communities include:
• Strengthening parent/resident leadership
• Connecting parents to community resources
• Strengthening social connections (e.g., parent circles and parent cafés)

| Initiative | Investment Category |
|---|---|
| Communities Strategy 1 - Shared Vision & Collective Action | 2015-2020 Strategic Plan: Focusing for the Future |

• Improving the quality of interactions between organizations and parents
• Improving information-sharing and coordination between organizations
• Promoting advocacy to influence policies and address systems change

Through Best Start Community-Identified Investments, the Community Partnerships galvanize parents, residents, organizations, and systems within the broader community to create a context in which parents have the support they need to strengthen the relationships and behaviors that promote optimal child development.

Best Start Community-Identified Investments that were initiated during FY 15-16 will continue during FY 16-17, at which time, they will be in full implementation. Therefore, FY 16-17 reflects the resources that will be needed for 12 months of implementation. A more accurate amount per community will be known by May 2016, when grant negotiations for FY 16-17 are anticipated to be completed.

2. Resident Engagement

Strengthening social connections between residents at the neighborhood-level is an important informal resource that reduces isolation and serves as a means to activate local strategies aligned with a larger, community-wide vision to strengthen families and communities. In June 2015, the Board approved a 5-year (2015-2020) Strategic Partnership with South Bay Center for Counseling (dba SBCC Thrive LA) to implement a two-pronged approach to increasing resident engagement in the 14 Best Start communities that extends beyond individuals currently engaged directly with the 14 Community Partnerships. Resident Engagement funds will support the following:

Neighborhood Action Councils (NACs): Funding for NACs supports neighborhood-level resident engagement and strengthening resident leadership in planning and pursuing local change to improve the wellbeing of young children and their families. Per the Board's approval of a strategic partnership with SBCC in June 2015, funding for the NACs will continue throughout the life of the 2015-2020 Strategic Plan.

Resident Outreach Coordinators (ROCs): This program area supports resident engagement strategies in all Best Start communities except Metro LA. In Metro LA, Para Los Ninos, as the lead agency, implements Neighborhood Leadership Groups as a resident engagement strategy, which existed prior to First 5 LA's investment in the ROC program. During FY 15-16, the Board approved an extension to continue funding the ROCs for 1 year or through June 30, 2016. At the time of approval, it was anticipated that the support provided by the ROCs would be factored into the Long-Term Support Structure (LTSS) that staff is currently developing to shift critical programmatic, administrative and capacity building functions from First 5 LA staff and contractors to the Community Partnerships. Since the LTSS is currently under development – and not likely to launch until Winter/Spring 2017 – First 5 LA will extend funding for the ROCs through FY 16-17 for continuity of community outreach and engagement activities in the Best Start communities. In addition, the ROCs will continue working directly with Partnership members to build their capacities to conduct relationship-based outreach (RBO) and engagement. It is anticipated that funding for the ROCs will end June 30, 2017, in alignment with the Community Partnerships' transition to the LTSS.

3. Community Advisory Council

The purpose of the Community Advisory Council is to provide opportunities for community members from Best Start Community Partnerships to share insight and community perspectives to First 5 LA as it implements Best Start and other components of the 2015-2020 Strategic Plan. The advisory council will also provide a platform for key county systems (e.g. the Office of Child Protection) to engage with community members to inform the county's emerging work. For the last two years, First 5 LA has convened ad hoc groups of community residents to gather feedback on various strategies and approaches. For example, community members provided input on the service coordination issues that informed First 5 LA's focus on strengthening coordination of community resource networks, which is the second strategy of the Communities Outcome Area. Likewise, First 5 LA staff convenes an interim, bi-monthly workgroup of community members (i.e., Transition Team) to provide insight, experience and feedback to First 5 LA's plans for a Long-Term Support Structure for the Best Start Community Partnerships.

Resources for FY 16-17 will be used to formalize a structure for convening community members to communicate their opinions, share experiences and expertise, and facilitate coordination of First 5 LA's priorities at the community level. Funding supports the establishment and implementation of a Community Advisory Council that will include representatives from each of the 14 Best Start Community Partnerships. Implementation includes training for parents

| Initiative | Investment Category |
| --- | --- |
| Communities Strategy 1 - Shared Vision & Collective Action | 2015-2020 Strategic Plan: Focusing for the Future |

and residents from across the 14 Best Start communities interested in joining the Community Advisory Council.

**Spending Plan and Funding Methodology**

In FY 15-16, funding for these cost categories were included under the Resident Engagement and Results-Focused Actions programs.

COMMUNITY-IDENTIFIED INVESTMENTS = $5,600,000

14 BSCs x $400,000 = $5,600,000

The 5-year financial projections for the Communities Outcome area assumes a total allotment of $1,950,000 for each Best Start community to implement Community-Identified Investments. While the 5-year projections anticipate an average annual allocation for each community, Community Partnerships may draw down funding from their $1,950,000 total at different rates based on the scope and scale of their strategies. In other words, Community Partnerships may request more or less than the $400,000 budgeted for FY 16-17. A more accurate amount per community will be known by May 2016, when grant negotiations for FY 16-17 are anticipated to be completed. Any required funding adjustments will be reflected in First 5 LA's annual mid-year budget adjustment.

RESIDENT ENGAGEMENT = $3,520,000

The FY 16-17 budget reflects a 12-month contract with SBCC to continue implementing resident engagement through the Neighborhood Action Councils (NACs: $1,700,000) and Resident Outreach Coordinators (ROCs: $1,820,000). The budget projection for FY 16-17 is based on historical costs and reflects: 1) maintaining the total number of NACs supported during FY 15-16 within the 14 Best Start communities; 2) maintaining current level of ROCs within each BSC; and 3) the provision of capacity building assistance to Community Partnerships around relationship-based outreach.

1. NACs = 70 NACs @ $24,286 per NAC (estimate) = $1,700,000
• Personnel (admin and program, benefits) = $1,111,649
• Operating Costs (e.g., utilities, mileage, evaluation) = $81,794
• NAC Operating Costs (e.g., logistics and projects) = $412,349
• Indirect Costs: $94,208

ROCs = 18 ROCs for 13 BSCs = $1,820,000 (covers all BSC's except Metro LA)
• Personnel (admin and program, benefits) = $1,354,045
• Operating Costs (e.g., space, utilities, supplies, mileage, evaluation) = $351,205
• Indirect Costs: $114,750

COMMUNITY ADVISORY COUNCIL = $180,000

1. Three-day Training Program: $126,000 (rounded)
• Contractor: 2 contractors x $150 per hour x 30 hours per month x 12 months = $108,000
• Logistics (e.g., transportation, child care, food, interpretation, etc.): $3,500 per day x 3 days = $10,500
• Training Materials (includes translation) = $3,500
• Participation Stipends: $50 per person x 28 participants x 3 days = $4,200

2. Community Advisory Council: $54,000
• Six (6) bi-monthly meetings x $6,000 per meeting (child care, food, transportation, translation, venue) = $36,000
• Preparation, facilitation support, and summary of discussions: 20 hours x $150 per hour x 6 meetings = $18,000

UPDATE: For the updated June budget, this estimate was revised upward by $46,000 indicating the need for additional Community Advisory Council resources to implement the work identified for FY 16-17.

(Resources identified under this spending plan will also be made available for emerging opportunities to partner with LA County to enhance the impact of First 5 LA investments.)

| Initiative | Investment Category |
|---|---|
| ECE Strategy 1 - Policy/Advocacy | 2015-2020 Strategic Plan: Focusing for the Future |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| ECE Policy Advocacy Fund | | $3,000,000 | 0.00% |

## Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

First 5 LA's 2015-2020 strategic plan envisions dedicating resources to Early Care and Education (ECE) public policy change and advocacy. The Board-approved FY 15-16 budget and Long Term Financial Projection assume up to $15 million dedicated toward ECE policy and advocacy activities through 2020, or up to $3 million per year. In January 2016, staff presented the concept of an ECE Policy and Advocacy Fund, known as ECE PAF, to the Board of Commissioners Program and Planning Committee. From this fund, staff envision two categories of funding: (1) partnership grants to key state and local ECE advocacy organizations, and (2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Though First 5 LA will retain decision rights on both categories of funding, the ECE PAF would be administered by an intermediary organization to improve administrative efficiency and allow First 5 LA staff to directly engage with partners and grantees.

## Spending Plan and Funding Methodology

The Board-approved FY 15-16 budget assumed the ECE PAF would launch in early 2016, and provided $1 million to fund activities for 4 months. This funding was appropriated within the Policy and Intergovernmental Affairs budget under the Policy Agenda/Advocacy initiative - Early Learning Advocacy Strategies program. Due to staff capacity constraints, the ECE PAF will not launch until the beginning of FY 16-17. Given these assumptions, the FY 16-17 budget appropriates a full year of ECE PAF funding ($3 million) to these strategic plan-related activities.

The funding appropriated for ECE PAF in FY 16-17 assumes resources for the development, launch, and implementation of the fund. Staff assumes the $3 million will be expended in the following ways:

For general ECE PAF development and implementation:
(1) One-time funding for the intermediary to work with First 5 LA staff to design and launch the first phase of ECE PAF funding - $50,000
(2) Funding for the intermediary to coordinate and manage all grantmaking and ECE PAF operations - $100,000

For the Partnership Grants:
(1) Funding for meeting facilitation and coordination - $150,000
(2) Funding for grantee technical assistance and capacity building activities - $200,000
(3) Funding for partnership grants to advocacy organizations - $2,000,000

For Emerging Opportunities:
(1) Set-aside for emerging opportunities - $500,000

Total funding for FY 16-17 - $3,000,000

(Resources identified under this spending plan will also be made available for emerging opportunities to partner with LA County to enhance the impact of First 5 LA investments.)

## Change from Prior Year (if >+-20%)

FY 15-16 assumed $1 million in funding for the ECE PAF through the Policy and Intergovernmental Affairs Budget. The Long Term Financial Plan presented to the Board also assumed $3 million per year to support policy and advocacy activities related to ECE through 2020. The Policy and Intergovernmental Affairs Department Budget no longer assumes any funding for the ECE PAF.

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| ECE Strategy 1 - Policy/Advocacy | 2015-2020 Strategic Plan: Focusing for the Future |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Kindergarten Readiness Assessment | | $475,000 | 0.00% |

**Program Summary**

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – “FY 2016-17 Budget Summary for Programs by Initiative/Program” for additional information.

A goal of the Early Care and Education (ECE) outcome area of the 2015-2020 Strategic Plan is to advance a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal, and systems change.

In April 2015, First 5 LA contracted with Children Now to complete a landscape scan of KRA use across the County and produce a report with key findings and implications for the identification and adoption of a common KRA across districts in LA County. This scan intends to serve as the first phase of a multi-year strategy to achieve a common readiness assessment used throughout LA County.

In FY 16-17, First 5 LA will build upon the FY 15-16 KRA study by convening a KRA Communities of Practice (COP) with local school districts and other key stakeholders. Lessons from other states, as well as California counties that have begun to implement a common KRA, will provide guidance on speed, sequencing, and strategic partnerships needed to be successful in LA County. Learnings from these convenings will help First 5 LA determine the next steps in achieving the goal of a common KRA across the County.

The proposed COP builds upon the existing work of the First 5 LA-supported LA Grade Level Reading Campaign (GLR) School Readiness Workgroup (SRW) to advance a common KRA in LA County. The COP will leverage the momentum of the SRW KRA subgroup's action plans to maximize resources and ensure a coordinated effort among KRA stakeholders.

**Spending Plan and Funding Methodology**

The funding level budgeted for FY 16-17 is based on similar efforts planning and implementing Communities of Practice in other counties across the state. Budget includes projected costs for planning, facilitation, research and synthesis of findings. Specific budget and deliverables will be developed with identified partner(s) during contract negotiations.

UPDATE: For the updated June budget, the estimate was revised upward by $145,000 based upon new information made available regarding the program activities, resulting in modifications to the Contractor's scope of work and a need for additional resources. The additional funds will cover the cost for Community of Practice activity expert speakers, increases in the number of meetings for the Executive Leadership Group and Community of Practice, and a power mapping activity that is critical to the project.

**Change from Prior Year (if >+-20%)**

The budget to support KRA activities was previously listed under Resource Mobilization-ECE under the Grade Level Reading Campaign.

In FY 15-16, First 5 LA funded a six-month KRA landscape study which cost $73,255 and involved conducting surveys and interviews with representatives from school districts. In FY 16-17 the next phase of KRA work, including support for the Communities of Practice, is anticipated to be more intensive and requires an increased level of funding.

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services | 2015-2020 Strategic Plan: Focusing for the Future |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Developmental Screening/Help Me Grow | | $1,124,000 | 0.00% |

## Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

First 5 LA focuses on strengthening how health-related systems connect, coordinate, and assist families in receiving early intervention services needed for their child's healthy development. Specifically, First 5 LA works to improve how systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. Help Me Grow (HMG) is a national framework intended to improve the early detection of developmental delays and connect children to appropriate services as early as possible. HMG has been adopted in 25 states, including California. First 5 LA adopted the Help Me Grow framework in order to achieve health-related systems change outcomes as outlined in the 2015-2020 Strategic Plan. Help Me Grow is a framework that includes the adoption of four core components, including:

1) Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination
2) Community and Family Outreach: Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers
3) Data Collection and Analysis: Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers
4) Centralized Access Point: Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 16-17 will be primarily an infrastructure building year, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described above. It is anticipated that RFPs and strategic partnerships will be developed in FY 16-17 related to these four core components, with funding to be awarded starting in FY 17-18.

## Spending Plan and Funding Methodology

The HMG-LA budget was based on budgets from current HMG affiliates Orange County and Alameda County. HMG Orange County has been in existence since 2005 and HMG Alameda came on board in 2008. Those firmly established budgets were used to develop the 5-year HMG-LA budget projections. As both counties have much smaller populations, the budget projections were taken to scale based on LA County's population of 650,000 children ages 0-5.

FY 16-17 estimates are based on a 5-year spending projection. Year 1 (FY 15-16) is primarily focused on learning, partnership building, data gathering, and coordinating needed resources. The Steering Committee will meet monthly throughout FY 16-17 and the Workgroups will meet monthly for a period of 4-6 months. Year 2 involves the establishment of HMG-LA Organizing Entity and the development of consulting contracts for technical assistance around the HMG Core Components. Year 2 (FY 16-17) will be focused on building and maintaining the HMG LA Steering Committee and Workgroups around the following 4 HMG Core Components identified in the narrative.

FY 16-17 will be primarily an infrastructure-building year for HMG-LA, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described in the narrative. It is anticipated that RFPs and strategic partnerships will be developed in FY 16-17 related to these four core components, with funding to be awarded starting in FY 17-18. The following resources are required in FY 16-17

| Initiative | Investment Category |
|---|---|
| Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services | 2015-2020 Strategic Plan: Focusing for the Future |

to support building the appropriate infrastructure needed for HMG-LA:

1. Systems Partnership Development Consultant $185,000
Consulting firm/expertise will be procured either via the First 5 LA consulting pool or via an open solicitation. Consulting firm/expertise will support HMG-LA with meeting coordination, facilitation, content development, internal communications, solicitation development and logistical support as needed. The consultant firm/expertise will also gather key information systematically to inform the development of solicitations/strategic partnerships related to the four core components (child health provider outreach, centralized access point [including telephonic, web-based and social media platforms], data collection/analysis, and community/family outreach components) to be developed in FY16-17, with the goal of awarding initial funding for early phase work in FY17-18. It is possible the consulting firm/expertise may be tasked with solicitation writing, if they have that expertise (if not, a separate consultant may need to be identified, #6 below). Contract is anticipated to begin June or July 2016 through June 30, 2017.

2. General meeting support for up to 36 meetings $30,000
Meeting support includes venue, catering, translation, parking etc.

3. Speakers/consultants travel/honoraria $20,000
Identified costs are associated with 36 steering committee/workgroup meetings.

4. Consulting Contract ECE Technical Assistance/W. Hayslip $24,900 ($150/hr for 166 hours over the life of contract)
Contract Term Feb. 2016-June 30, 2017. To determine consultant fee, staff conducted a cost analysis to ensure that the rate is reasonable. Consultant rate falls within the maximum composite hourly range for Education at $112-150/hour as established by the First 5 LA Consultant Fee Schedule.

5. Consulting Contract Regional Center Technical Assistance /T. Delgadillo $24,900 ($150/hr for 166 hours over the life of contract)
Contract Term April 2016-June 30, 2017. To determine consultant fee, staff conducted a cost analysis to ensure that the rate is reasonable. Consultant rate falls within the maximum composite hourly range for Education at $112-150/hour as established by the First 5 LA Consultant Fee Schedule.

6. Additional Consulting contracts around core components and/or other needed services. $100,000
Services may include facilitation, solicitation writing, technical assistance, communications support.

7. Communications and Marketing Materials (print, web-based etc.) $10,000

8. Technology development/usage $10,000

9. HMG-LA Organizing Entity $469,000
Upon Board approval (approx. Jan 2017), this entity will serve as the administrative hub for HMG-LA. Based on other HMG budgets, major expenses related to the Organizing Entity include Salaries and Benefits for the following positions ranging from .50 to 1FTE(approximately 7 positions): Program Director/Manager, Communications Director/Manager, Data/Research Analyst, Finance/Accounting staff, Website Designer, Administrative Support, Training and TA Lead. Additional costs include space rental, communications materials, etc. Organizing Entity is anticipated to be contracted by January or February of 2017.

10. Evaluation and Quality Improvement $100,000
Evaluation may include gap analysis, scans, development of evaluation plan etc.

11. Emerging Opportunities - $150,000
It is anticipated that there are opportunities that may emerge throughout the year that are time-sensitive and aligned with our desired goals and outcomes. In these cases, staff may recommend funding these opportunities prior to a formal solicitation process that emerges through HMG-LA. One example of this is a potential opportunity to work with the American Academy of Pediatrics (AAP) Chapter 2 on raising member physicians' awareness (through AAP meetings and conferences) of the HMG framework, and its relevance to their clinical work with children 0-5. This would ensure early engagement of AAP physicians in HMG-LA.

| Budget Fiscal Year: 2016 - 2017 | Status: Proposed |
|---|---|

| **Initiative** | **Investment Category** |
|---|---|
| Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services | 2015-2020 Strategic Plan: Focusing for the Future |

UPDATE: For the updated June budget, these estimates were revised downward by $112,000 to account for new information related the Consulting and Emerging Opportunities costs. Resources were reduced from Additional Consulting Contracts and Emerging Opportunities, and increased for the Systems Partnership Development Consultant.

(Resources identified under this spending plan will also be made available for emerging opportunities to partner with LA County to enhance the impact of First 5 LA investments.)

| **Change from Prior Year (if >+-20%)** |
|---|

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
| --- | --- |
| Health Strategy 2 - Trauma-Informed Care | 2015-2020 Strategic Plan: Focusing for the Future |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
| --- | --- | --- | --- |
| Trauma-Informed Care | | $1,297,000 | 0.00% |

**Program Summary**

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

In FY 16-17, First 5 LA will bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Care Working Group to develop a county-wide trauma-informed care action plan using the Collective Impact Framework for Los Angeles County. As part of the working group, there will be a jointly funded environmental scan to answer key questions around trauma and ti-care to inform the county-wide action plan. First 5 LA, in partnership with three other funders (The California Endowment, California Community Foundation, Parsons Foundation), will contribute funds into a pooled fund that will be housed through a third-party fiscal intermediary. These funds will cover the costs associated with the working group, environmental scan, and other related costs. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during the FY 16-17 fiscal year that align with our strategy and goals.

**Spending Plan and Funding Methodology**

The Los Angeles County Trauma-Informed care Systems change efforts is building on the Center for Youth Wellness' Statewide Working Group's efforts that took place over the course of January to November 2015. The Los Angeles County effort will model the same approach of collective impact to support the design an action plan for the County. The budget estimates reflect similar costs for line items from the statewide effort. F5LA, in partnership with three other funders (the California Endowment, California Community Foundation and Parsons Foundation), have committed to contributing to a pooled fund at a third-party fiscal intermediary to help catalyze the countywide effort. These pooled funds will cover costs associated with supporting the initial phase work of the effort, including support for the facilitation of a trauma-informed care working group, the environmental scan and the development of an action plan (#1-3 below).

1) Trauma-Informed Care Working Group: $102,000
One facilitator and one support staff will be contracted to plan, facilitate and follow-up on deliverables for a series of monthly working group meetings. The item also includes the cost of holding meetings, including travel costs for speakers, meeting materials, and other meeting related costs.
Facilitator: $150/hr x 25 hrs/mtg x 12 mtgs/year= $45,000
Support staff: $45/hr x 25 hrs/mtg x 12 mtgs/year = $13,500
Other costs (meeting materials, venue, catering, travel reimbursement, expert speakers, etc) = $43,500

2) Environmental Scan: $372,000
A consultant will be contracted to conduct a scan of the literature, conduct key informant interviews with experts and partners, work with data related to TI-Care, and draft a report of findings to inform the development of the action plan. The budget for this deliverable was estimated based on previous budgets for environmental scans of similar scope conducted in the Research and Evaluation Department.

3) Action Plan: $96,000
The facilitator of the TI-Care Working Group will work to develop an action plan using information from the environmental scan and input from the working group meetings that will inform the work moving forward in LA County. The budget for this item was based on budgets for similar products developed through coalition building efforts.

4) Emerging Opportunities: $700,000
There are two strands of emerging opportunities First 5 LA staff will monitor in FY 16-17. The first is the External Emerging Opportunities (estimated at $500,000) that may arise throughout the fiscal year with other funders or

| Initiative | Investment Category |
| --- | --- |
| Health Strategy 2 - Trauma-Informed Care | 2015-2020 Strategic Plan: Focusing for the Future |

systems that will be time sensitive opportunities to help support efforts that help us move toward achieving our desired outcomes (ie. leveraging current countywide efforts related to homelessness). The other is the Internal Emerging Opportunities (estimated at $200,000 based on prior year experience) that may arise as we explore points of alignment with other work happening within the agency.

5) Third-party intermediary fees: $27,000
A key component of this strategy is around partnership building. It is anticipated that a pooled fund will be established at a third-party fiscal intermediary in FY 15-16, with funds from First 5 LA, Parsons Foundation, The California Endowment and The California Community Foundation. Fees are estimated at 12% of total revenue + support fees. Total of fees split between four funders is approx. $27,000 (First 5 LA's portion).

(Resources identified under this spending plan will also be made available for emerging opportunities to partner with LA County to enhance the impact of First 5 LA investments.)

**Change from Prior Year (if >+-20%)**

# <u>INVESTMENT CATEGORY</u>:

## *Legacy Investments*

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Black Infant Health | Legacy Investments |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Black Infant Health Program | $1,455,000 | $1,703,000 | 17.04% |

## Program Summary

The Black Infant Health (BIH) Program is a state program of the California Department of Public Health to address the large and persistent disparities in maternal and infant health that affect the African American community. Programs are at local health jurisdictions where more than three quarters of African-American births occur in California. First 5 LA has been supporting three BIH Programs in Los Angeles County since 2009: Los Angeles County Department of Public Health (LAC DPH), the City of Pasadena, and the City of Long Beach. In November 2013, the Commission approved an allocation of $7,262,415 to the BIH Program for five years beginning in FY 14-15.

The goal of the BIH Program is to improve the health of African American mothers and infants in California and decrease Black:White health disparities by empowering pregnant and parenting women to make healthier choices for themselves and their children. The three BIH programs will be implementing the new model of the state BIH Program which includes a group-based approach (10 prenatal sessions and 10 postpartum sessions) with complementary client-centered case management to help women develop life skills, learn strategies for reducing stress, and build social support through a life-course perspective. Eligible clients for the new model include pregnant or parenting (up to 3 months postpartum) African American women who are 18 years of age or older.

## Spending Plan and Funding Methodology

First 5 LA is one of multiple funding streams needed to run the BIH Program. The BIH Program is supported by Title V, State General Funds (reinstated in FY 14-15), Title XIX matching funds, and First 5 LA funds. The First 5 LA funding level for BIH was determined based on last year's expenditures, historical spending and anticipated costs. Costs were informed by BIH grantees with staff's review and approval. All three grantees will be implementing the new model of the state BIH Program.

1. The City of Long Beach: Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator, & mental health professional (social worker). Other program costs include supplies for group intervention sessions and retention as well as training for staff. Support will also be provided to recruit and enroll eligible clients into the group-based program with complementary case management. The estimated budget for the City of Long Beach is $229,000.

2. The City of Pasadena: Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator. A mental health professional (social worker) will be on board in FY 16-17. Other program costs include supplies for group intervention sessions and client workshops as well as training for staff. Support will also be provided to recruit and enroll eligible clients into the group-based program with complementary case management. The estimated budget for the City of Pasadena is $259,000.

3. The Los Angeles County Department of Public Health (LAC DPH) has been implementing the old model of the state BIH Program and will implement the new model this year. LAC DPH will release an Invitation for Bid (IFB) in March 2016 to subcontract with three community-based organizations in FY 16-17. The number of subcontractors will decrease from five to three CBOs because the staffing costs for the new model are higher than the old model. Major costs include subcontractors to provide BIH services: group intervention (10 prenatal group sessions and 10 postpartum group sessions) and complementary case management. Other program costs include personnel for administrative and compliance oversight, supplies for group sessions, and training for staff. The estimated budget for LAC DPH is $1,021,000.

The total FY 16-17 funding level requested for BIH is estimated to be approximately $1,509,000.

UPDATE: For the updated June budget, this estimate was revised upward by $194,000 to account for one finalized contract agreement, which came in above original budget estimates.

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Children's Dental Care | Legacy Investments |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Children's Dental Care Program | $10,656,000 | $8,908,000 | -16.40% |

## Program Summary

The Children's Dental Care Program (CDCP) funds three Strategic Partnerships with the University of California Los Angeles (UCLA), University of Southern California (USC) and Western University (additional programmatic detail for each is provided below), with a total allocation of $38 million across 5 years. The first few years of the project centered around activities related to providing direct services but also planning and setting up the needed infrastructure to provide these services. Now entering the fourth year of the project, CDCP will continue to focus on providing direct oral health services to children ages 0-5, parent education and provider training. The program also requires continued collaboration across the three schools. In FY 16-17, the program will continue these collaboration activities through quarterly meetings focused on program evaluation and sustainability. CDCP is currently scheduled to end in February/March 2018.

In addition, by the end of the 5-year contract period, CDCP aims to:
1) Increase knowledge and behavior change among parents and primary caregivers;
2) Increase knowledge and behavior change among community organizations;
3) Increase knowledge, skill level and practice change among dental providers;
4) Increase access to quality preventive and treatment services provided to children ages 0-5; and
5) Improve organizational/delivery systems.

UCLA: expands the 21st Century Dental Home Project model to 10 community clinics to serve as quality dental homes for children 0-5 and pregnant women. The program will provide preventative and treatment services at the clinics, conduct clinical and ECE provider training, and support capital improvements for the UCLA -Venice Family Clinic Mar Vista to provide services and serve as a service-learning site.

USC: expands access to oral health services in LA County, by providing preventative dental care to children from birth through age five, with a referral to a dental home. The project utilizes a case management model that consists of interns from the USC School of Social Work, an oral health promotora and a Benefits Enrollment Specialist to address access to oral health care for underserved children.

Western: provides preventative and treatment dental services for children ages 0-5 in school-based settings. In addition, dental students will be exposed to pediatric populations in non-traditional settings providing necessary preventative and comprehensive services.

## Spending Plan and Funding Methodology

In FY 16-17, it is expected that the majority of the costs will be associated with the direct implementation of the program (personnel, dental equipment/supplies, training and contracted services with community clinics and key partners, such as policy and advocacy partners). Main activities during this period will include providing direct services to children, provider training, technical assistance and capacity building.

The funding level for the year was estimated based on cost projections submitted by each of the universities as well as historical data of actual expenditures for the year. The estimated budgets are based on actual costs to provide services which include staff, supplies, dental equipment, training, etc. In addition, the projected budget assumes that all programs will be operating at full capacity and there are no-delays in programming/operating. The estimated budget for CDCP projects is consistent with the previous year implementation and is aligned with the overall 5-year allocation for the project.

Estimates for each university are as follows:

UCLA: $3,140,000
UCLA will provide preventative services to at least 8,000 children. Trained ECE providers will ensure up to 5,000 parents' receive information and educational materials to increase awareness of oral health. The project will also continue providing training to at least 50 clinical providers to increase their knowledge and skills to provide preventive oral health services to children 0-5, train up to 500 childcare providers to increase awareness of the

| Initiative | Investment Category |
|---|---|
| Children's Dental Care | Legacy Investments |

importance of oral health for young children; establish more coordinated referral and delivery systems; and convene Quality Improvement Learning Collaborative bimonthly.

USC: $5,068,000
The USC CDCP Project will continue to focus on expanding access to oral health services in LA County, by providing preventative dental care to children 0-5 by providing referrals to a dental home. The project utilizes a case management model to provide services to families. It is estimated that the program will serve 9,000 children with preventative dental services, provide 9,000 parents with oral health education, and 600 providers with training.

Western: $700,000
Western University's Children's Dental Care Project will continue to provide preventative and treatment dental services for children 0-5 in school-based settings. In addition, dental students will be exposed to pediatric populations in non-traditional settings providing necessary preventative and comprehensive services. For FY 16-17, it is estimated the project will serve 6,000 children with preventative services, provide 6,000 parents with oral health education, and train 300 providers.

UPDATE: For the updated June budget, this estimate was revised upward by $572,000 based upon new information received from the USC Contractor, indicating that they would require additional resources to support the LA County Medical Center which opened in April 2016. The dollars will be used to staff, supply and support the clinic which will serve an additional 1,200 children in FY 16-17.

**Change from Prior Year (if >+-20%)**

The CDCP program is now entering its 4th year of operation; as such, start-up costs are not as high as many of the systems and infrastructure have been established during the previous three years. In addition, sustainability plans (including billing Medi-Cal and Denti-Cal for services, where applicable) have also started to be implemented resulting in a small reduction of funds needed from First 5 LA.

## Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Healthy Food Access | Legacy Investments |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Market Match | $675,000 | $740,000 | 9.62% |

**Program Summary**

The goals of Market Match are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction. This is a Commission-allocated investment and will end consistent with the Governance Guidelines in FY 17-18.

Market Match leverages an existing fruit and veggie voucher program to increase the purchase and consumption of fresh fruit and vegetables by families with children prenatal to 5. Market Match is a voucher system that matches a family's purchase amount when they use their CalFresh, WIC, or cash benefits at 19 farmers' markets in LA County. The families receive a dollar-for-dollar match up to $10 that can only be spent on fruits and vegetables at the farmers' markets. This is the 4th year of a 5-year partnership, expected to end in FY 17-18.

**Spending Plan and Funding Methodology**

To date, the contractor has established voucher programs at 24 farmers' markets. In FY 15-16, the budget request was $675,000 based on increased demand for vouchers and a burn rate of approximately $55,000/month. In FY 16-17, the budget request is estimated to be $740,000 based on the current burn rate and anticipated increase in Market Match incentives to be distributed to families. This project has significant administration costs, because it is operated in 37 different locations with multiple farmers' market operators who need to be trained and compensated for administering this project. The budget also includes funds for a comprehensive external evaluation of Market Match ($20,000) and significant outreach to families who are eligible to receive the vouchers. Any cost savings from project administration will be redirected to voucher distribution.

UPDATE: For the updated June budget, this estimate was revised upward by $40,000 based on new information derived from ongoing contract negotiations and anticipated need.

**Change from Prior Year (if >+-20%)**

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Little by Little/One Step Ahead | Legacy Investments |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Little by Little/One Step Ahead Program | $3,515,000 | $3,312,000 | -5.77% |

**Program Summary**

In January 2011, the Commission approved an allocation of $30 million for the One Step Ahead/Little by Little (OSA/LBL) program, a modification of the Little by Little (LBL) program previously implemented by Public Health Foundation Enterprises-Women, Infants and Children Program (PHFE-WIC) and funded by First 5 LA. During the same year the program also underwent a name change to only "Little by Little" due to existing trademarking of the One Step Ahead name.

In May 2013, the Commission approved a six-year strategic partnership with PHFE from October 2013-September 2019 to lead and manage the expansion of the LBL program to other WIC sites throughout LA County. In FY 16-17 the LBL program will be in its third year of program implementation. The program provides anticipatory guidance to parents regarding early literacy and safety awareness in ten WIC sites located across Los Angeles County.

The core program components include:
1. Providing individual counseling and handouts regarding child development, early literacy, and child safety at each WIC client visit.
2. Distributing developmentally appropriate books and safety items during WIC clients' visits.

**Spending Plan and Funding Methodology**

HOW FUNDS WILL BE SPENT IN FY 16-17
• Partnering with the six LA County WIC agencies and overseeing the implementation of the LBL program at the selected 10 WIC site locations;
• Providing LBL program services to a total of 62,610 unique WIC participants across 10 WIC site locations;
• Providing technical assistance to help WIC sites improve services and strengthen program quality;
• Ensuring client data is being collected and entered in the LBL client database system;
• Implementing fund development and sustainability plan activities in order to support the effectiveness and sustainability of the program; and
• Managing LBL process and outcome evaluations.

MAJOR COST AREAS
The funding level for FY 16-17 was determined based on contractor spending patterns for the past two fiscal years and recent conversations with the contractor on programmatic budget projections for FY 16-17. In FY 16-17, the LBL program will provide services to a total of 62,610 unique WIC participants at $52.90/child for a total budget estimate of about $3,312,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 16-17:
1. Personnel- a total of 25 staff positions will be needed to manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites for a total of $1,000,000 (30% of the overall budget).
2. Contracted Services- an estimated 9 subcontractors including six subcontractors delivering direct services at eight WIC sites, a trademark, a communications and an implementation consultant will be hired in order to complete the various components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: $1,337,000 (40% of the overall budget).
3. Program Supplies- Program expenses are related to program materials (187,830 books and 62,610 safety items) and brochures. Total estimated expenses for supplies: $757,000 (23% of the overall budget).
4. Operating, Evaluation and Administrative Costs- A total of $218,000 is estimated for evaluation, space, postage, travel, mileage, indirect and other expenses (7% of the overall budget).

UPDATE: For the updated June budget, this estimate was revised upward by $196,000 to account for final contract negotiations which identified a need for additional consultant support and an increase in staff time to improve the client model projections, sustainability efforts and business planning, and reinforce the program's sustainability plan.

**Change from Prior Year (if >+-20%)**

# INVESTMENT CATEGORY:

## *Research and Evaluation*

# Budget Fiscal Year: 2016 - 2017 Status: Proposed

| Initiative | Investment Category |
|---|---|
| Program Evaluation | Research & Evaluation |

| Program Name | Prior Year Revised Budget | Curr. Year Revised Buget | % Variance |
|---|---|---|---|
| Welcome Baby Implementation and Outcomes Evaluation | $515,000 | $952,000 | 84.85% |

## Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. This study is part of the portfolio of evaluations being used to improve and better understand Welcome Baby and to help support sustainability efforts.

The purpose of the Welcome Baby Implementation and Outcomes Evaluation is to generate implementation information and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the program. The primary goals of the evaluation are to:
1) Understand the factors that affect Welcome Baby program fidelity across replication sites;
2) Document the participant experience in participating in Welcome Baby;
3) Monitor selected Welcome Baby participant outcomes;
4) Understand the relationship between implementation and outcomes; and
5) Develop a process for ongoing implementation and outcomes monitoring.

## Spending Plan and Funding Methodology

The anticipated FY 16-17 costs include:

1) Collect data: $300,000
2) Analyze data: $150,000
3) Work with Stronger Families Database Team to analyze data from the database: $85,000
4) Design/recommend a system that will sustain monitoring of implementation and outcomes beyond the contract period $90,000
5) Dissemination Activities: $50,000
6) Manage the project: $56,000
7) Referral Document review: $35,000

An additional $9,000 in contingency funding is included in the total FY 16-17 budget. The estimates above were calculated by examining the contractor's current payment schedule as well as the costs associated with other similar projects. The overall project length is April 2015-September 2017. The costs for the first 15 months of the project are based on the overall project amount of $1.5 million (which was based on tasks and deliverables to be expected for a project of this scale and scope). The FY 16-17 amount reflects the work that will be accomplished in this fiscal year. Direct and indirect costs are included in the budget amount.

UPDATE: For the updated June budget, this estimate was revised upward by $177,000 based upon delays in completing activities earmarked for FY 2015-16 resulting in a need for additional resources in FY 16-17.

## Change from Prior Year (if >+-20%)

The budget for FY 16-17 is significantly higher because the majority of data collection and analyses will take place in FY 16-17, while in FY 15-16 the work centered around planning, IRB approval, and only a few months of data collection.

# ATTACHMENT D:

# OPERATING BUDGET – SUMMARIES AND DETAIL TABLES BY DEPARTMENT

# *(change pages only)*

# DETAIL BY DEPARTMENT

## BOARD OF COMMISSIONERS

Authorized Positions

| | | |
|---|---|---|
| *Commissioners* | | 9 |
| | Sheila James Kuehl,<br>Los Angeles County Supervisor, Chair<br>Judy Abdo, Vice Chair<br>Nancy Haruye Au<br>Jane Boeckmann<br>Duane Dennis<br>Cynthia A. Harding, M.P.H.<br>Christopher Thompson, M.D.<br>Joseph Ybarra Jr., Ph.D.<br>Marlene Zepeda, Ph.D. | |
| *Ex-Officio Commissioners* | | 4 |
| | Philip L. Browning<br>Patricia Curry<br>Karla Pleitéz Howell<br>Deanne Tilton | |
| *Alternate Commissioners* | | 6 |
| | William Arroyo, M.D.<br>Suzanne Bostwick<br>Dayton Gilleland<br>Terry Ogawa<br>Sylvia S. Swilley, M.D.<br>Brandon Nichols | |
| | **Total** | **19** |

The First 5 LA Board of Commissioners was established to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development. This system functions as a network that promotes accessibility to information and services. The Commission further emphasizes public inclusion and participation, as well as service integration in the areas of childcare, health care, mental health, education, early intervention programs and parent education of children and their parents from the prenatal stage through five years of age.

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# ATTACHMENT E:

# GASB 54 FUND BALANCE PRESENTATION

**FIRST 5 LA**
**GASB 54 Presentation of Projected Fund Balance at June 30, 2016**

| | |
|---|---|
| **Cash Fund Balance as of March 31, 2016 (unaudited)[1]** | **$ 510,992,677** |
| Plus: Projected Revenue (April 1 - June 30, 2016)[2] | 29,254,921 |
| Less: Projected Program Expenditures (April 1 - June 30, 2016)[3] | 90,795,218 |
| Less: Projected Operating Expenses (April 1 - June 30, 2016)[4] | 3,999,929 |
| **Projected Fund Balance as of June 30, 2016** | **$ 445,452,451** |

| **Committed Program Allocations (Multi-year Allocations)** | **Balance as of June 30, 2015[5]** | **Modifications during FY 2015-16** | **Projected FY 2015-16 Expenditures[6]** | **Projected Balance as of June 30, 2016** | **Committed** | **Assigned[15]** | **Unassigned** | **Nonspendable** |
|---|---|---|---|---|---|---|---|---|
| At-Risk Fathers Investment | $ 598,500 | $ - | $ - | $ 598,500 | | | | |
| Baby Friendly Hospitals[7] | 24,688,576 | - | (1,351,000) | 23,337,576 | | | | |
| Black Infant Health | 7,078,043 | - | (1,455,000) | 5,623,043 | | | | |
| Children's Dental Care | 28,400,965 | - | (10,656,000) | 17,744,965 | | | | |
| Children's Vision Care | 2,915,722 | - | (1,341,000) | 1,574,722 | | | | |
| Data Partnership with Funders | 3,242,605 | - | (900,000) | 2,342,605 | | | | |
| Early Identification & Intervention - Autism & Other Developmental Delays[8] | 1,529,514 | 1,250,000 | (946,000) | 1,833,514 | | | | |
| ECE Outcome Area[9] | - | 2,141,046 | - | 2,141,046 | | | | |
| ECE Outcome Area (LAUP)[10] | - | 50,000,000 | - | 50,000,000 | | | | |
| Healthy Food Access | 3,365,802 | - | (2,064,000) | 1,301,802 | | | | |
| Healthy Kids[11] | 2,087,201 | - | (2,087,201) | - | | | | |
| Little by Little/One Step Ahead | 24,592,135 | - | (3,515,000) | 21,077,135 | | | | |
| Los Angeles Universal Preschool (LAUP)[10] | 87,254,115 | (50,000,000) | (37,254,115) | - | | | | |
| Parent-Child Interaction Therapy | 14,375,845 | - | (2,742,000) | 11,633,845 | | | | |
| Reducing Childhood Obesity | 20,240,665 | - | (15,099,569) | 5,141,096 | | | | |
| Universal Assessment of Newborns | 46,041,038 | - | (6,981,000) | 39,060,038 | | | | |
| Workforce Development - ECE Workforce Consortium[9] | 14,939,046 | (2,141,046) | (12,798,000) | - | | | | |
| **Total Committed Program Allocations/Estimated Program Demands** | **$ 281,349,772** | **$ 1,250,000** | **$ (99,189,885)** | **$ 183,409,887** | **$ 183,409,887** | | | |
| **FY 2016-17 Appropriations for Investments without a Multi-Year Allocation[12]** | | | | | | | | |
| 2015-2020 Strategic Plan: Focusing for the Future | | | | | **$ 72,691,000** | | | |
| Legacy Investments | | | | | **4,654,000** | | | |
| Research & Evaluation | | | | | **7,166,000** | | | |
| **Estimated Balance Remaining on Advances at June 30, 2016[13]** | | | | | | | | **$ 9,074,935** |
| **FY 2016-17 Operating** | | | | | | | **$ 21,235,158** | |
| **First 5 LA Fund Balance Reserve[14]** | | | | | | | **40,380,040** | |
| | | | | | **Committed** | **Assigned[15]** | **Unassigned** | **Nonspendable** |
| **Total Fund Balance by Category** | | | | | **$ 267,920,887** | **$ 106,841,432** | **$ 61,615,198** | **$ 9,074,935** |
| **Total Projected Fund Balance as of June 30, 2016** | | | | | **$ 445,452,451** | | | |

| **RECOMMEND FOR RELEASE FROM COMMITMENT** | **Balance as of June 30, 2015** | **Modifications during FY 2015-16** | **Projected FY 2015-16 Expenditures** | **Projected Balance as of June 30, 2016** |
|---|---|---|---|---|
| Peer Support Groups for Parents | 1,311,148 | - | (1,044,000) | 267,148 |
| Research & Evaluation - Early Learning (LAUP) | 2,792,529 | - | (109,000) | 2,683,529 |
| Substance Abuse Treatment Services | 1,599 | - | - | 1,599 |
| Tot Parks and Trails | 831,010 | - | (660,000) | 171,010 |
| Workforce Development - ECE Career Development Policy Project | 30,917 | - | - | 30,917 |
| **Total to Release from Commitment** | | | | **3,154,203** |

**Notes to GASB 54 Presentation of Projected Fund Balance at June 30, 2016:**

1. Cash Fund Balance excludes fixed assets and liabilities, and was obtained from the monthly financial statements as of March 31, 2016.

2. Revenue was projected on an annual basis for the Long Term Financial Projection. This figure was calculated using the annual amount less the total revenue received through March 31, 2016, including tobacco tax, interest, and income received in rental payments.

3. Projected program expenditures for the last three months of the fiscal year were calculated based annual projections using the best available data at the time, less program expenditures through March 31, 2016.

4. Projected operating expenditures for the last three months of the fiscal year were calculated based on the rate of operating expenditures through March 31, 2016.

5. The remaining balances for all allocations as of June 30, 2015 were obtained from the Comprehensive Annual Financial Report (CAFR) for FY 2014-15. Balances were adjusted as appropriate based on actions taken by the Commission during FY 2015-16 as noted below.

6. FY 2015-16 expenditures were estimated using the best information available at the time of this analysis.

7. The allocation for the Baby Friendly Hospitals initiative was previously known as Best Start LA. Baby Friendly Hospitals is the only remaining program drawing down from this balance.

8. The allocation for Early Identification & Intervention – Autism & Other Developmental Delays was augmented by $1.25 million in March 2016 per Resolution 2016-02.

9. Based on Commission action approved in November 2015, the estimated balance remaining in the Los Angeles Universal Preschool (LAUP) allocation at June 30, 2016 was redirected for use by LAUP to continue specific activities consistent with the strategies outlined in the Early Care & Education (ECE) priority outcome area of the 2015-2020 Strategic Plan.

10. Based on Commission action approved in January 2016, the estimated balance remaining in the ECE Workforce Consortium allocation at June 30, 2016 was redirected for use consistent with the strategies outlined in the Early Care & Education (ECE) priority outcome area of the 2015-2020 Strategic Plan.

11. This figure for the Healthy Kids initiative does not include the estimated remaining balance of the amount advanced to LA Care Health Plan, which is accounted for separately in Nonspendable Fund Balance (see also #13).

12. Annual appropriations for all investments without a multi-year allocation will be reflected as Committed when the Commission approves the FY 2016-17 Budget in June 2016.

13. This figure reflects an estimated balance remaining as of June 30, 2016 on advances to LA Care Health Plan (Healthy Kids initiative) and the University of California, Los Angeles (Oral Health & Nutrition - Dental Home initiative).

14. Per Board-approved policy, the Fund Balance Reserve is calculated annually as 25% of the total annual budget. The Reserve is a self-imposed restriction and requires Commission action to change. This amount is considered Unassigned for Fund Balance purposes.

15. The use of all Assigned funds is dedicated to support activities related to the 2015-2020 Strategic Plan. This also includes approximately $3.2 million related to initiatives that have ended or will end by June 30, 2016 with an estimated remaining allocation balance. Staff recommends that this amount be released from commitment through Commission action in June.

# Final FY 2016-17 Budget

## Board of Commissioners Meeting

**June 9, 2016**

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# Board Engagement

- April 28, 2016 – Budget & Finance Committee
  - Overview and discussion of the Draft FY 2016-17 Budget
- April 28, 2016 – Executive Committee
  - Discussion of FY 2016-17 proposed operating costs
- May 12, 2016 – Commission Meeting
  - Informational Item: Overview and discussion of the Draft FY 2016-17 Budget
- May 24, 2016 – Budget & Finance Committee
  - Review changes to the FY 2016-17 Budget based on:
    - Commission Feedback
    - Updated information/direction
- May 26, 2016 – Program & Planning Committee
  - Discussion of FY 2016-17 proposed programmatic costs
- June 9, 2016 – Commission Meeting
  - Action Item: Final FY 2016-17 Budget presented for Board Approval

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# Key Budget Highlights



- Overall decrease of $56.7 million (26%)
- Increase of $32 million (54%) in resources to support the 2015-2020 Strategic Plan
- Decrease of $89.8 million (69%) in resources for Legacy Initiatives

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# FY 2016-17 Budget Summary

| BUDGET CATEGORY | Draft Proposed FY 2016-17 Budget (May 2016) | Final Proposed FY 2016-17 Budget (June 2016) | Variance | |
|---|---|---|---|---|
| **Program** | | | | |
| *2015-2020 Strategic Plan: Focusing for the Future* | | | | |
| a. Strategic Plan Priority Outcome Areas | $ 83,305,000 | $ 83,584,000 | $ 279,000 | 0.3% |
| b. Strategic Plan Investment Areas & Support Costs | 8,087,000 | 8,087,000 | - | 0.0% |
| *Total 2015-2020 Strategic Plan* | $ 91,392,000 | $ 91,671,000 | $ 279,000 | 0.3% |
| *Legacy Investments* | 41,144,000 | 42,146,000 | 1,002,000 | 2.4% |
| *Research & Evaluation* | 6,291,000 | 6,468,000 | 177,000 | 2.8% |
| **Total Program** | $ 138,827,000 | $ 140,285,000 | $ 1,458,000 | 1.1% |
| **Operating** | 21,235,158 | 21,235,158 | - | 0.0% |
| **TOTAL BUDGET** | **$ 160,062,158** | **$ 161,520,158** | **$ 1,458,000** | **0.9%** |

# Budget Changes

Reasons for budget changes fall under two categories:



1. New data available to inform budget development ($1.28 million increase)
2. Delay in current year activity ($177,000 increase)

# Budget Changes from Draft

| INITIATIVE | PROGRAM | DRAFT FY 2016-17 (MAY) | CHANGE | FINAL FY 2016-17 (JUNE) | % CHANGE | REASON FOR CHANGE |
|---|---|---|---|---|---|---|
| **2015-2020 STRATEGIC PLAN** | | | | | | |
| Community Strategy 1 - Shared Vision & Collective Action | Community Engagement | 9,254,000 | 46,000 | 9,300,000 | 0% | ND |
| ECE Strategy 1 - Policy/Advocacy | Kindergarten Readiness Assessment | 330,000 | 145,000 | 475,000 | 44% | ND |
| Families Strategy 2 - Family Engagement | Data Development | 140,000 | 200,000 | 340,000 | 143% | ND |
| Health Strategy 1 - Early Identification/ Developmental Screening/ Connection to Services | Developmental Screening/Help Me Grow | 1,236,000 | (112,000) | 1,124,000 | -9% | ND |
| **LEGACY INVESTMENTS** | | | | | | |
| Black Infant Health | Black Infant Health Program | 1,509,000 | 194,000 | 1,703,000 | 13% | ND |
| Children's Dental Care | Children's Dental Care Program | 8,336,000 | 572,000 | 8,908,000 | 7% | ND |
| Healthy Food Access | Market Match | 700,000 | 40,000 | 740,000 | 6% | ND |
| Little by Little/One Step Ahead | Little by Little/One Step Ahead Program | 3,116,000 | 196,000 | 3,312,000 | 6% | ND |
| **RESEARCH AND EVALUATION** | | | | | | |
| Program Evaluation | Welcome Baby Implementation and Outcomes Evaluation | 775,000 | 177,000 | 952,000 | 23% | D |
| **TOTAL FIRST 5 LA** | | | **$1,458,000** | | | |

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**KEY: Reason for Change**
ND = New data available to inform budget development
D = Delay in current year activity

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# Impact to Administrative Cost Limit

- ACL ($12.4 million) decreased to 7.67% of the FY 2016-17 Budget (from 7.81%)

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- First 5 LA, as compared to other First 5's, has the <u>2nd lowest ACL</u>, with rates across all County Commissions ranging from 5.5-25% of spending

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# GASB 54 Commitments

- As part of the annual budget process, staff presents projected fund balance categories to the Commission for review.



- This provides the Commission a regular opportunity to review and approve existing commitment levels.

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# Fund Balance Categories

As defined by the Fund Balance Policy:

Nonspendable: Funds that have been advanced to a contractor or grantee for services to be provided in the future and are considered to be an asset of the Commission.

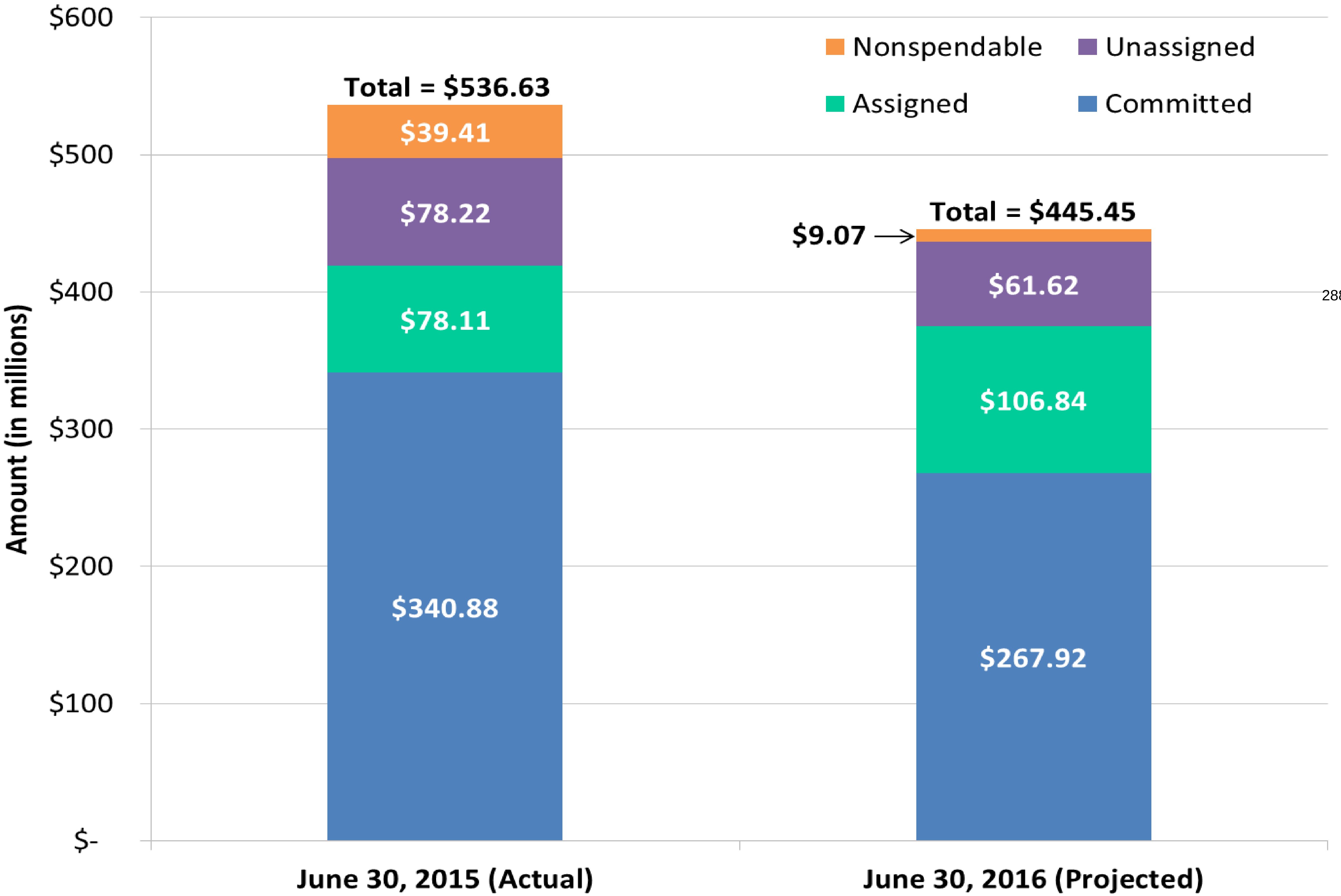


Committed: Funds allocated for a specified purpose and directed by the Commission via Resolution. The Commission must adopt another Resolution to reappropriate these funds for other purposes.

Assigned: Funds are reserved for Commission use consistent with the 2015-2020 Strategic Plan.

Unassigned: Funds designated for the Operating Budget and Reserve.

# Fund Balance Projections

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# Request for Approval – Resolution

For approval by the Commission:

1. Total FY 2016-17 Budget of $161.5 million
   - Attachment A – FY 2015-16 Budget Summary
2. Reaffirmation of GASB 54 Commitments
   - Attachment E – GASB 54 Fund Balance Presentation
3. Redirection to Assigned Fund Balance
   - $3.15 million projected remaining balances related to ended/ending initiatives
4. Fund Balance Reserve
   - 25% of the total FY 2016-17 Budget ($40,380,040)
5. Administrative Limit for FY 2016-17
   - Attachment A – Administrative Limit Calculation ($12.4 million, or 7.67%)



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# QUESTIONS?



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# Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: June 9, 2016

Subject: **WELCOME BABY IMPLEMENTATION UPDATE**

The June meeting will include a multi-faceted presentation by staff on the status Welcome Baby implementation. As of June 2016, Welcome Baby will be in its third year of expanded implementation with 14 participating hospitals as delivering the program.

The presentation addresses four main aspects of program delivery and implementation:

- **Program Implementation** – This section of the presentation provides an update on client demographics, program enrollment and connection to appropriate services. This status highlights progress in increasing enrollment, as well as increasing referrals to select home visitation. However, further work is needed to successfully reach populations such as Asian and Pacific Islanders and other high-risk, difficult to reach populations. First 5 LA staff will be working with all the Welcome Baby partners to identify strategies that can improve outreach, enrollment and referrals for potential Welcome Baby participants.

- **Evaluation** – Critical to the long term success and sustainability of the Welcome Baby program is implementation of the three evaluation efforts currently underway or in preparation. The first evaluation is a psychometric study of the hospital-based screening tool. This tool was adapted from the model employed by the Children and Families Commission of Orange County; however, given that modifications were made to the tool to meet the needs of the Welcome Baby program it is necessary to confirm its reliability and validity. This work is currently underway and is scheduled to be completed in early 2017. The second evaluation is an Implementation and Outcomes Evaluation, which will examine the implementation of the program across sites and investigate how the program implementation relates to participant and family outcomes. Data collection for this evaluation is underway at some sites and will be expanded to additional sites throughout the summer and fall. The evaluation is scheduled to be completed at the end of 2017. The final planned evaluation will be an Impact Evaluation, which will employ a rigorous study design to determine the program





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model's effectiveness. The launch meeting for the Impact Evaluation was held at the beginning of May and planning is underway. Participant enrollment is currently scheduled to begin in early 2017 and the evaluation is scheduled to be completed in late 2019. The results of these evaluations will inform program implementation design and deployment, as well support our sustainability efforts to demonstrate the child and family impact of Welcome Baby.

- **Systems Building** – Welcome Baby provides universal home visits within 14 participating hospitals serving the Best Start communities and referrals to select home visitation services to participants that are eligible for additional services based on a risk assessment. Additional home visitation programs are delivered through the County Department of Public Health Services. First 5 LA and its partners in the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium are coordinating closely with the County and other organizations and stakeholders to understand the breadth of services provided and the opportunities for coordinating care to families. The Consortium is working to ensure that processes are in place to refer families to the most appropriate program, and that further progress on common data indicators, advocacy and best practices for home visiting staff is made. First 5 LA and County representatives continue to explore ways to connect other high risk populations, such as mothers in foster care and homeless families to Welcome Baby, as appropriate and consistent with program guidelines.

- **Sustainability and Policy** – With the ongoing decline of First 5 LA revenue, it is increasingly important that evaluation results are closely linked with long-term sustainability strategies for Welcome Baby. First 5 LA staff is continuing to assess, monitor and support local, state and national home visitation advocacy strategies as well as monitor the experiences of other jurisdictions in exploring and pursuing sustainability strategies. The planned evaluation work will be critical to making the case to potential public and private funders, such as health providers, insurance plans, and managed care organizations, of the value of the Welcome Baby model. Recent initiatives from the Children and Families Commission of Orange County and the South Carolina Nurse Family Partnership Pay for Success program are two examples of sustainability strategies that First 5 LA staff continue to monitor to help inform our thinking about potential sustainability strategies for Welcome Baby.

The June Commission presentation will provide an opportunity for Commissioners to discuss progress in all four of these areas and address questions to staff. The presentation will include representatives from all three of the First 5 LA Departments directly involved in the Welcome Baby implementation: Program Development, Research and Evaluation, and Policy.



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# Welcome Baby Implementation Update

June 9, 2016


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# Presentation Goals

**Implementation** Update board on programmatic implementation

**Evaluation** Provide overview of evaluation portfolio, learning objectives and future sustainability

**Systems Building** Illustrate linkages and leveraging efforts at the local, state and federal level

**Sustainability & Policy** Report on progress of home visiting policy agenda and strategies

# 2016 Welcome Baby Update

Welcome Baby Implementation:

- Began Pilot in 2009
- As of 2013 expanded to additional 13 sites = Year 3 of implementation

Areas of progress being assessed:

- **Implementation** – What do we know about families in Welcome Baby? Are enrollment and retention rates into the right program and services given a family's specific needs increasing?
- **Evaluation** - How is evaluation strategy supporting First 5 LA's learning and future sustainability efforts?
- **Systems Building** - How is Welcome Baby linking with Countywide and State home visitation services/strategies?
- **Sustainability/Policy** - How is our learning informing First 5 LA's policy agenda and strategy and building from national learning?



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# 2015-2020 Strategic Plan: Strategic Plan Alignment

- Welcome Baby is the largest investment within the Families outcome area (95%) and represents about 26% of the total FY 16-17 Program Budget
- One of the largest home visiting investments in the nation

  - Key strategy to strengthen families
  - Includes Welcome Baby hospital-based risk screening and prenatal and postpartum home visits
  - Provides Select Home Visitation for higher-risk Best Start families



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# Welcome Baby Overview

- Voluntary
- Employs client-centered, strength-based approach
- Program Engagement Points:
  - Prenatal Enrollment (up to 3 engagements)
  - Hospital Visit: Triage and Identify Level of Risk
    - Low-Risk: Up to 5 Welcome Baby Postpartum Engagements
    - High-Risk: Referred to Home Visiting Program and case closed in Welcome Baby

# Implementation

**What do we know about clients in the program?**

- Strong inroads in reaching Latino population (78%) and Spanish language speakers (39%)
- Reaching populations such as Asian/API's has been more challenging
  - Implementing outreach strategies, such as increased Khmer-speaking Outreach Specialists, in Long Beach
  - Working with DCFS to track pregnant foster youth population
- Sites are successfully reaching mothers under age 19, but vast majority are between 25-39 years old



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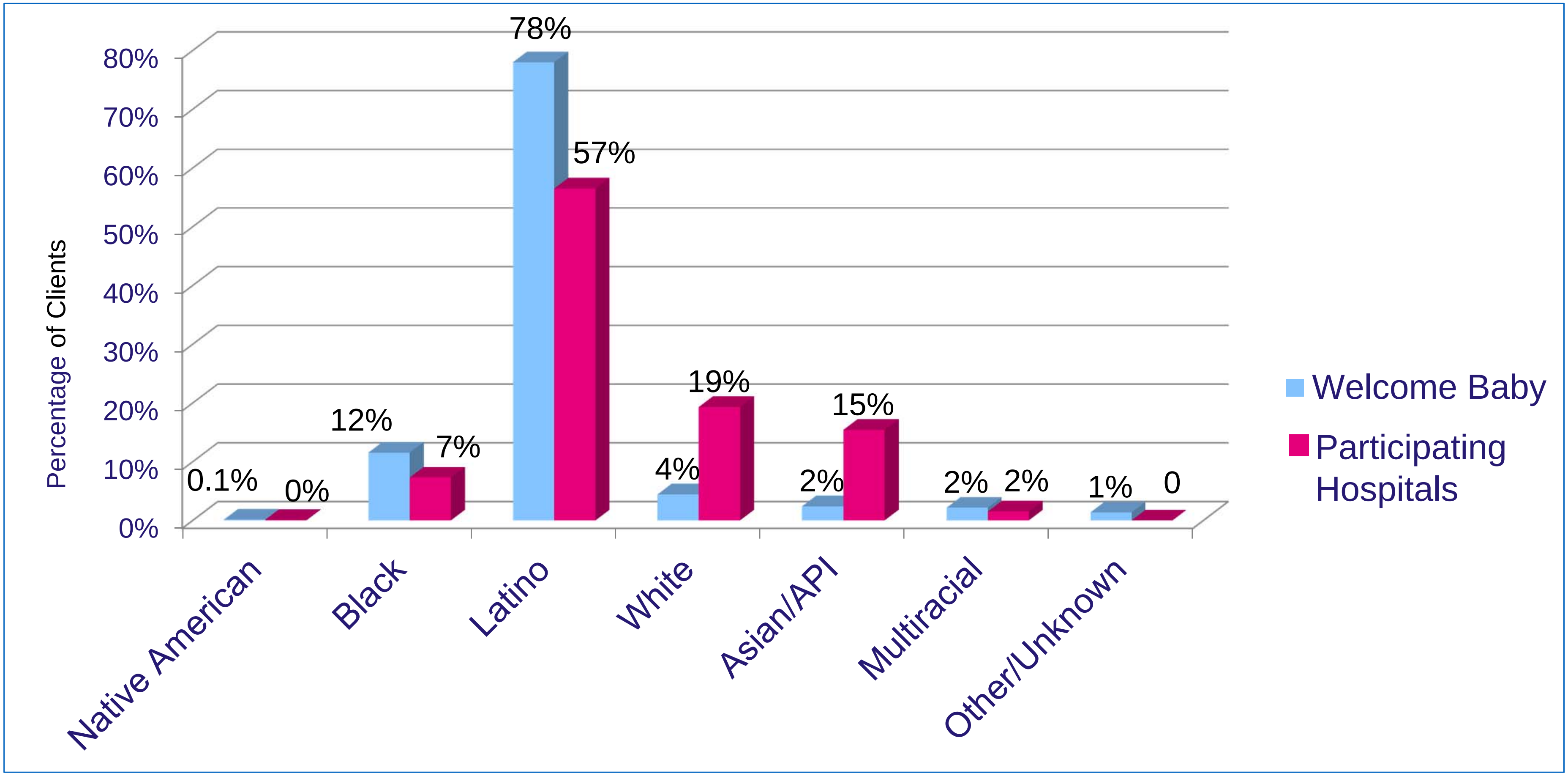
# Welcome Baby: Demographics

FY 14-15 Welcome Baby Enrollment Relative to Participating Hospital Births:




**LA County birth data from 2013. Welcome Baby Data from 2014-2016.*

*Data Reflects Best Start and Non Best Start Clients*



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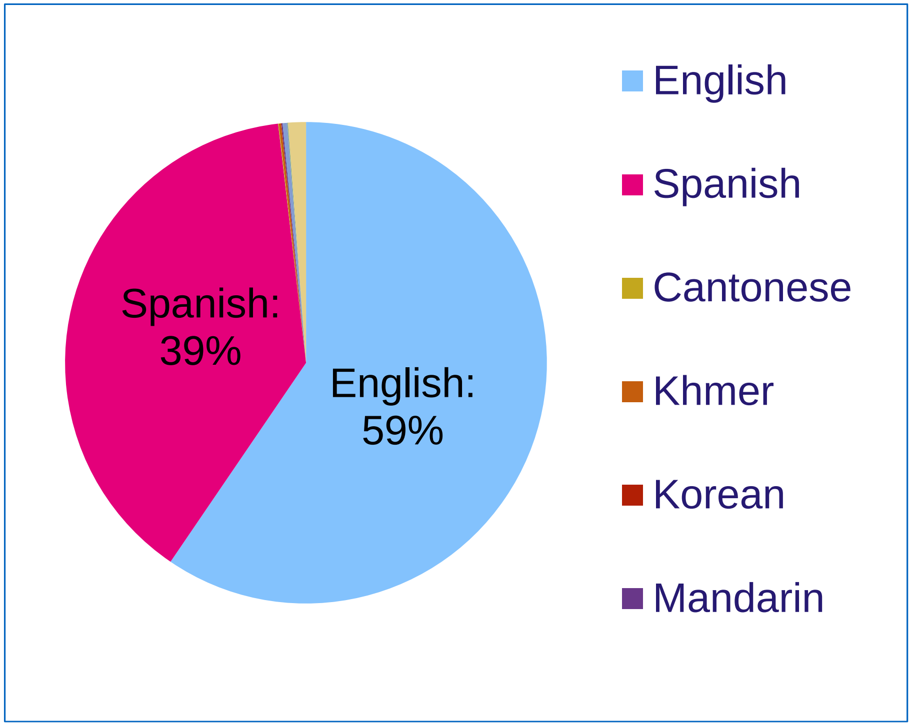
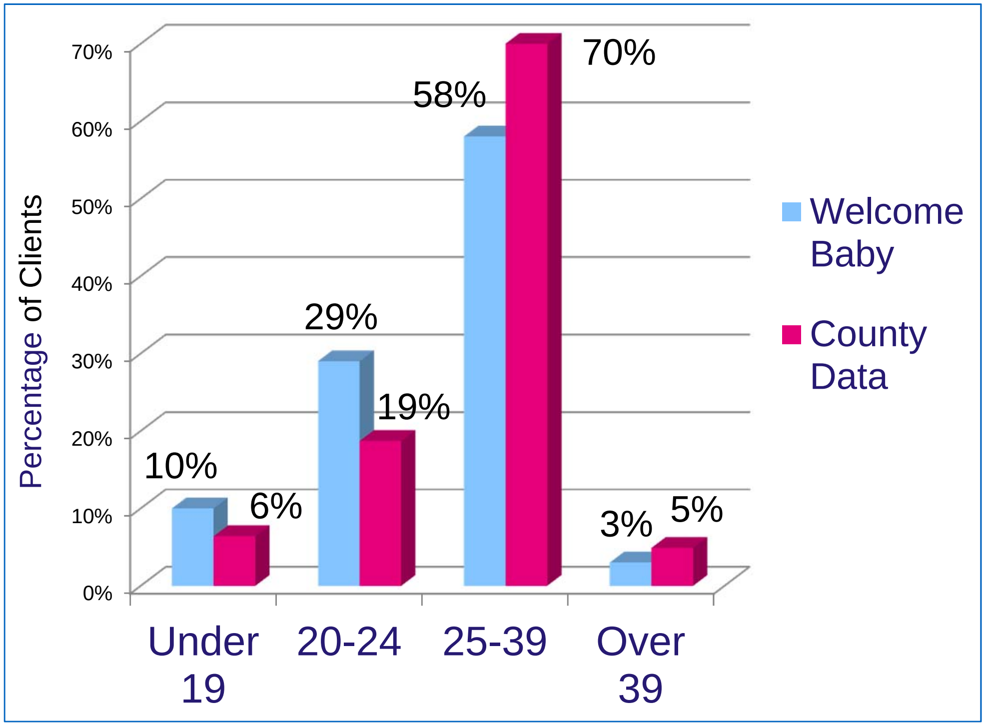
# Welcome Baby: Demographics

## Languages Spoken




## Age Ranges




*Data: 2013 LA County; FY 14-15 Welcome Baby*

*Data Reflects Best Start and Non Best Start Clients*

# Implementation

- Enrollment data indicates majority of population served are low-risk clients– as expected of a universal program:
  - Approximately 91% indicate stable or adequate housing
  - 80% accessed prenatal care in first trimester
  - About four-fifths have no known history of domestic violence, child abuse or substance abuse
  - Three-fourths experience no mental health challenges
  - Highest risks families may be declining to participate

*Note: "Enrollment" defined as having completed a hospital or home visit*



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# Welcome Baby: Client Risk Levels

- Risk level identified via Modified Bridges for Newborns score at Hospital Visit
  - Differences in risk levels between Best Start regions
  - Sites target families most in need for enrollment
  - Clients enrolling prenatally show lower risk than those enrolling at the hospital

*Note: Client defined as an enrolled parent who has completed a hospital or home visit*



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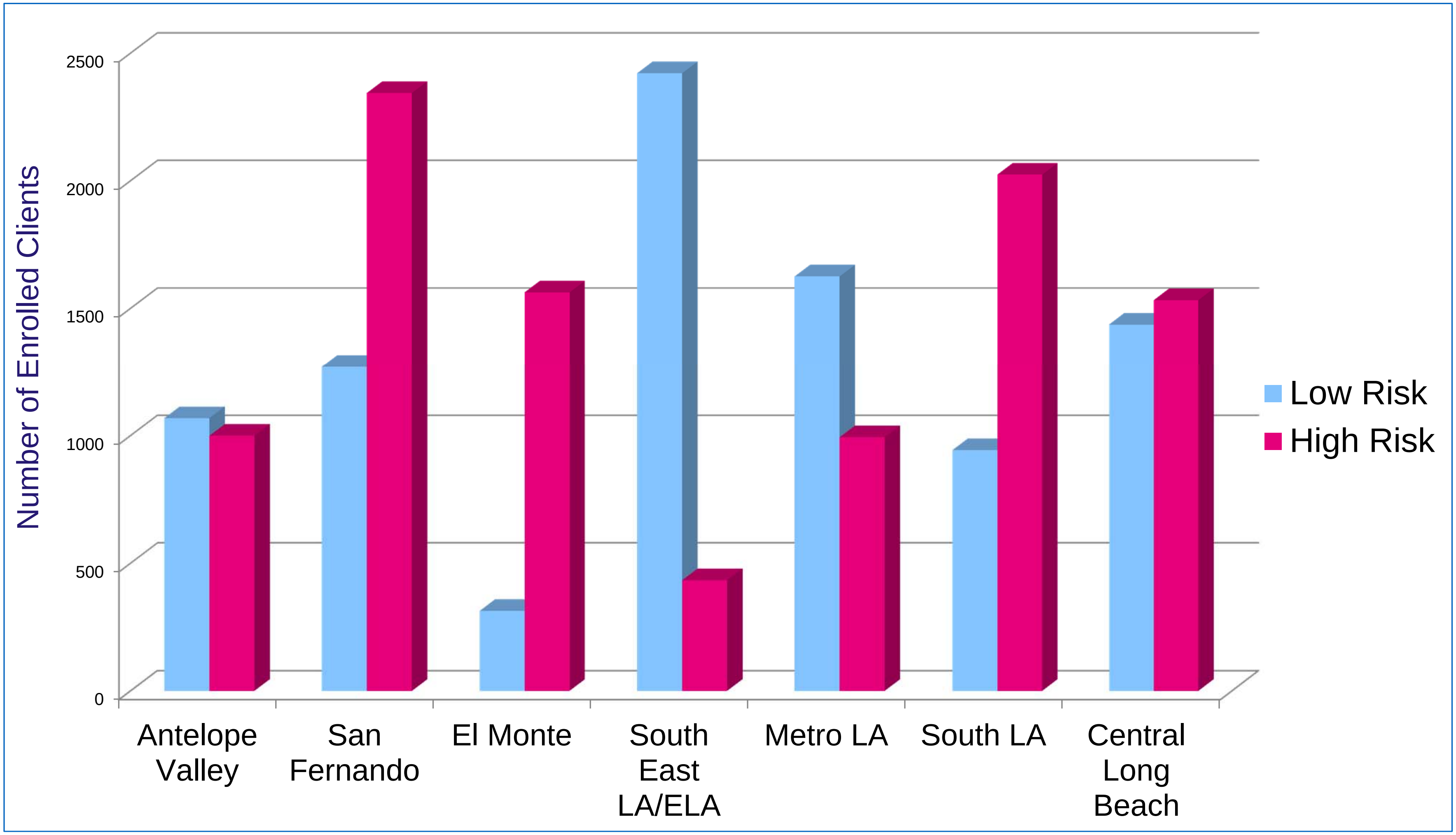
# Welcome Baby: Client Risk Levels

## Risk Levels by Best Start Region




*Data Reflects Best Start and Non Best Start Clients*



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# Implementation

**Program Retention:**

- Sites have increased number of approaches by 1/3 with an increasing enrollment rate
- Clients enrolling prenatally complete more visits than those enrolling at the hospital
- Hospital visit indicates point of most attrition
- Point of enrollment influences program dosage received:
  - Prenatal: 44% complete 3/4 of eligible program visits
  - Postpartum: 66% complete 2/3 of eligible program visits



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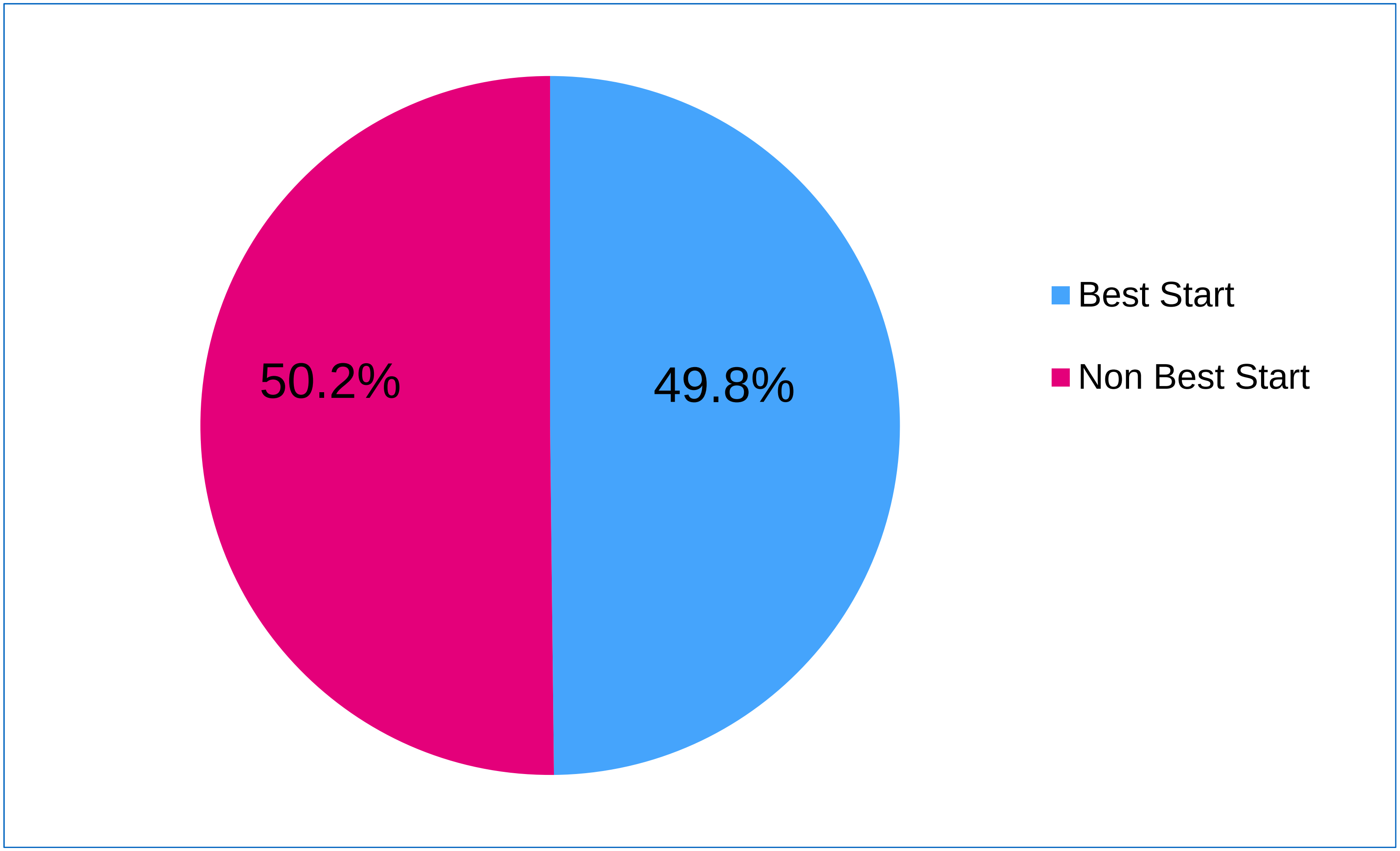
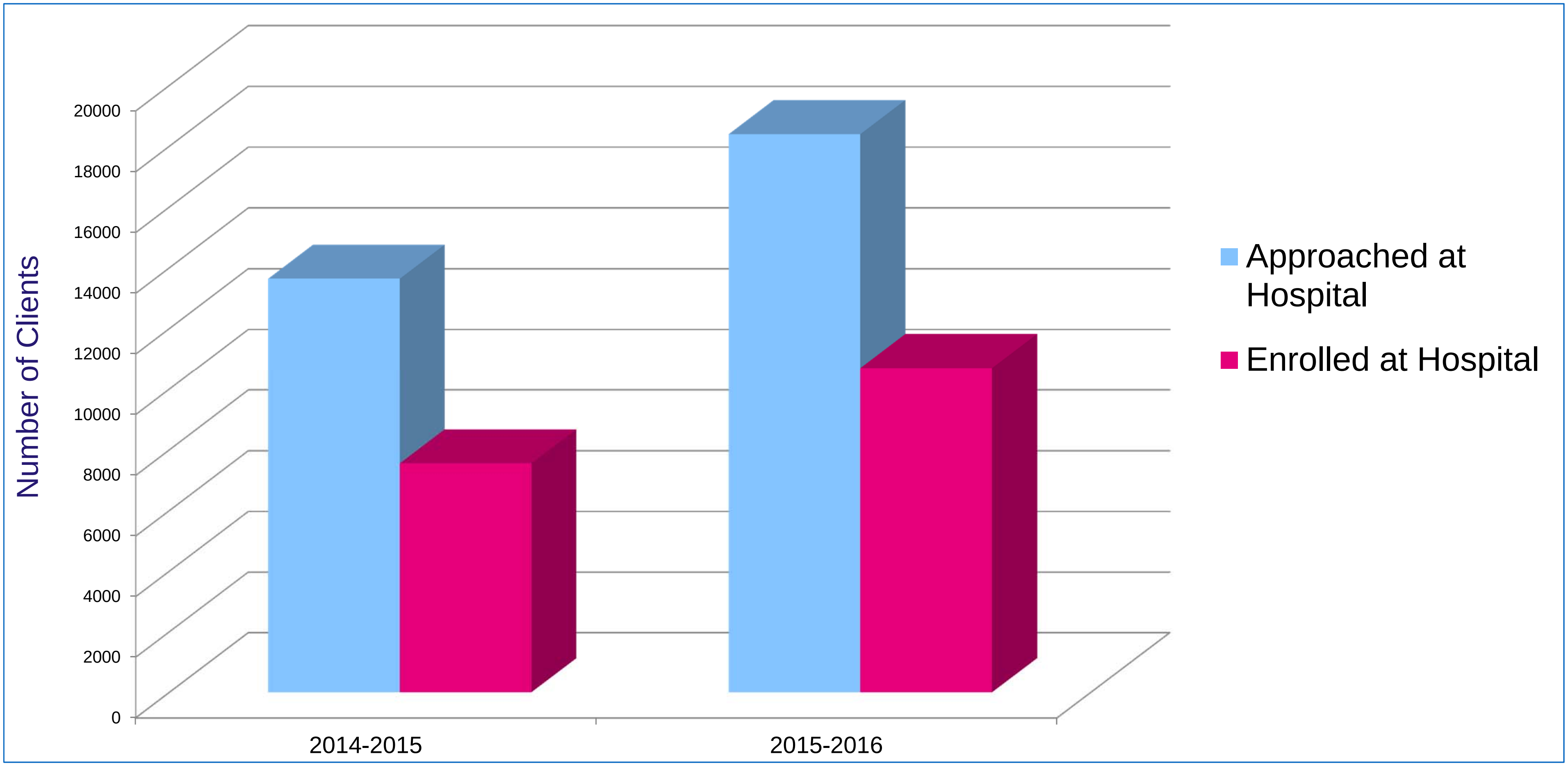
# Welcome Baby: Program Enrollment

## Best Start and Non Best Start Enrollment



# Welcome Baby: Program Take-Up Rate

## Hospital Approaches and Enrollment




- Number of Approaches Increased by 35%
- Take Up Rate: 55% in FY 14-15 and 58% in FY 15-16 against a goal of 80%



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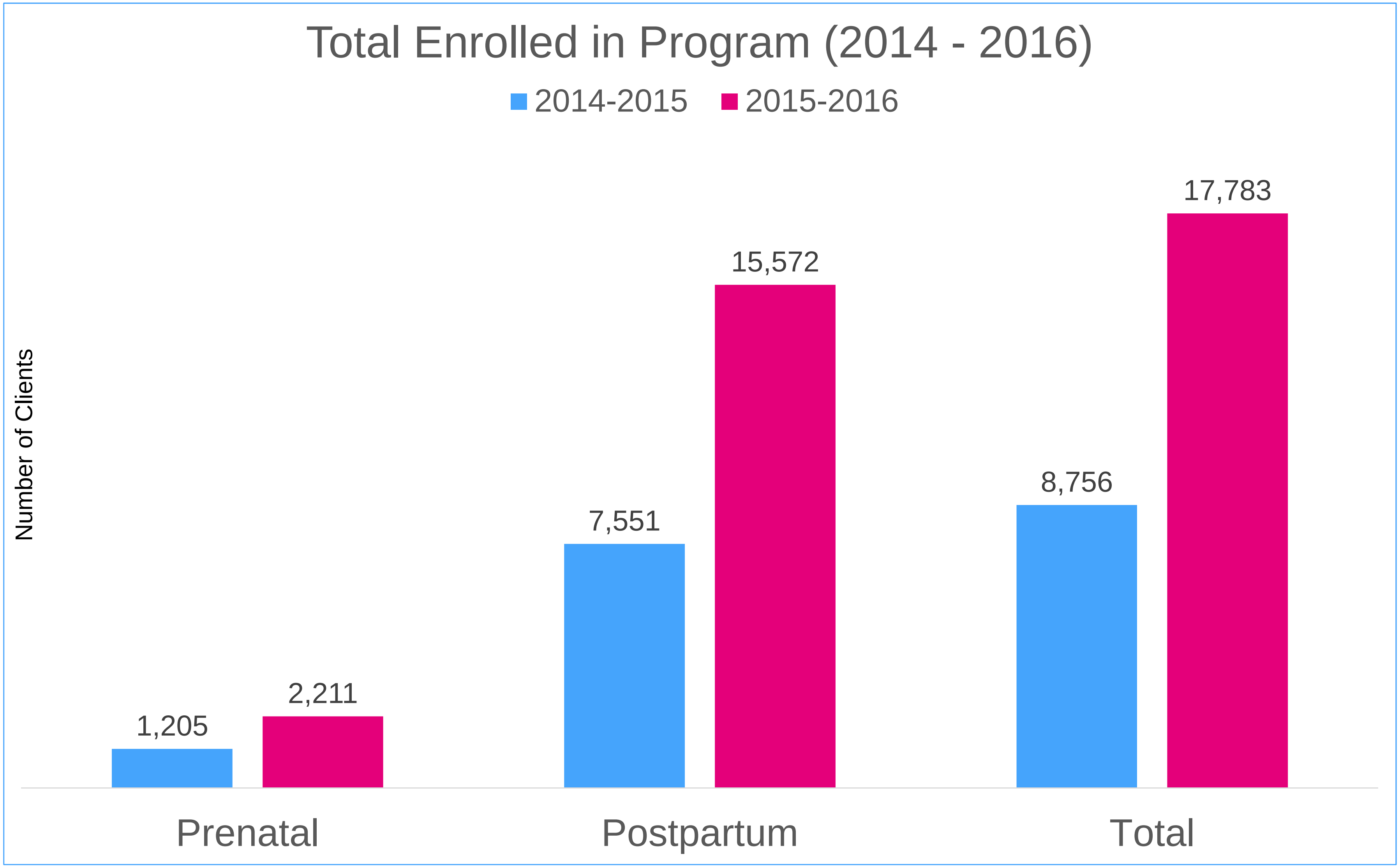
# Welcome Baby: Retention



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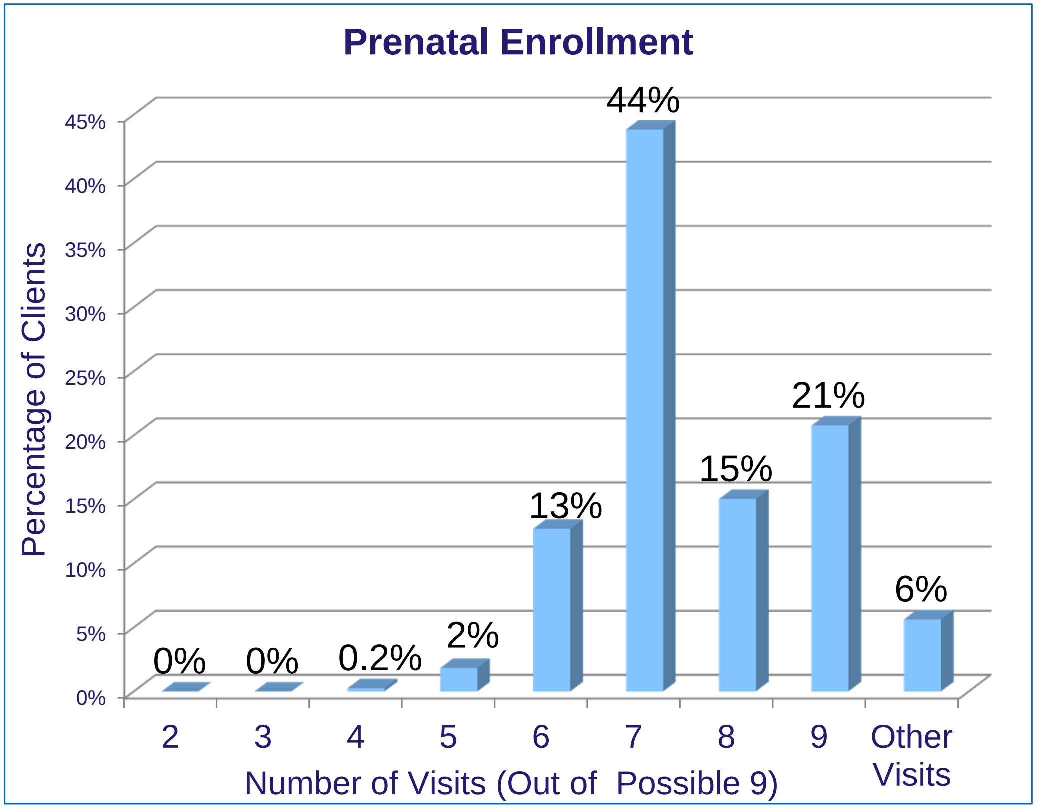
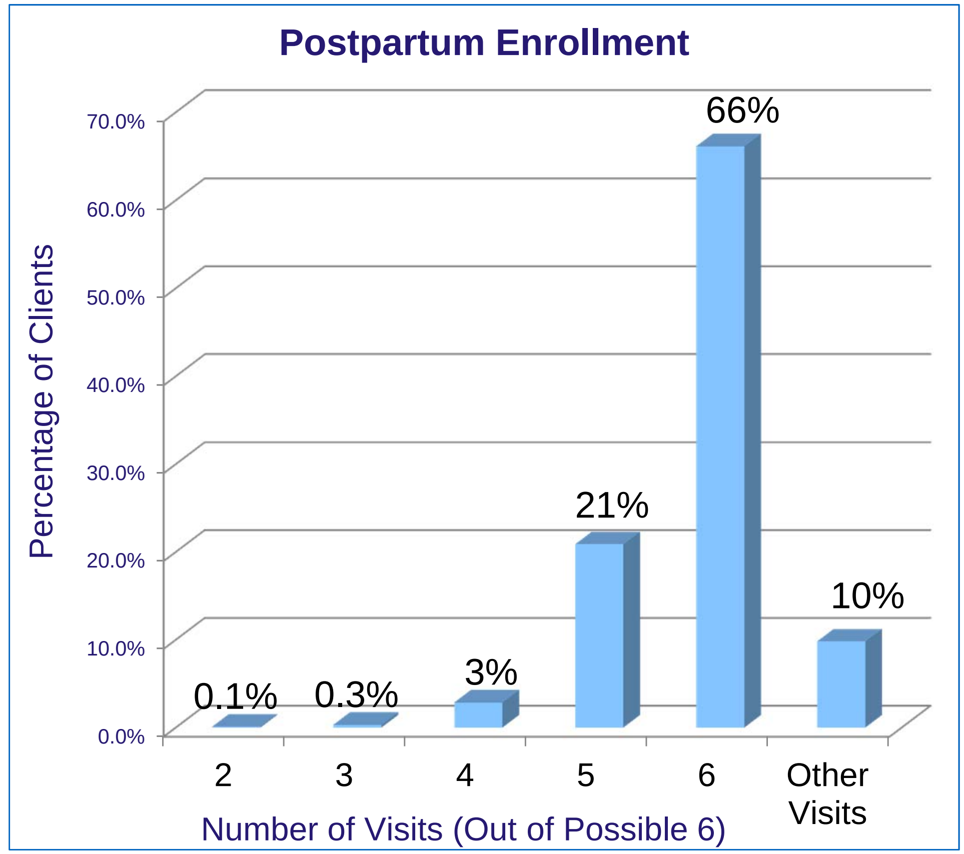
# Welcome Baby: Retention

## FY 14-15: Number of Visits For Completed Cases

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*Data Reflects Best Start Clients Only*

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# Implementation

**Breastfeeding Findings:**

- High risk clients have higher exclusive breastfeeding rates at hospital visit
- Majority of clients provide exclusive or some breastfeeding
- Initial high exclusive breastfeeding rate at hospital, with 1/3 decrease by 2 months



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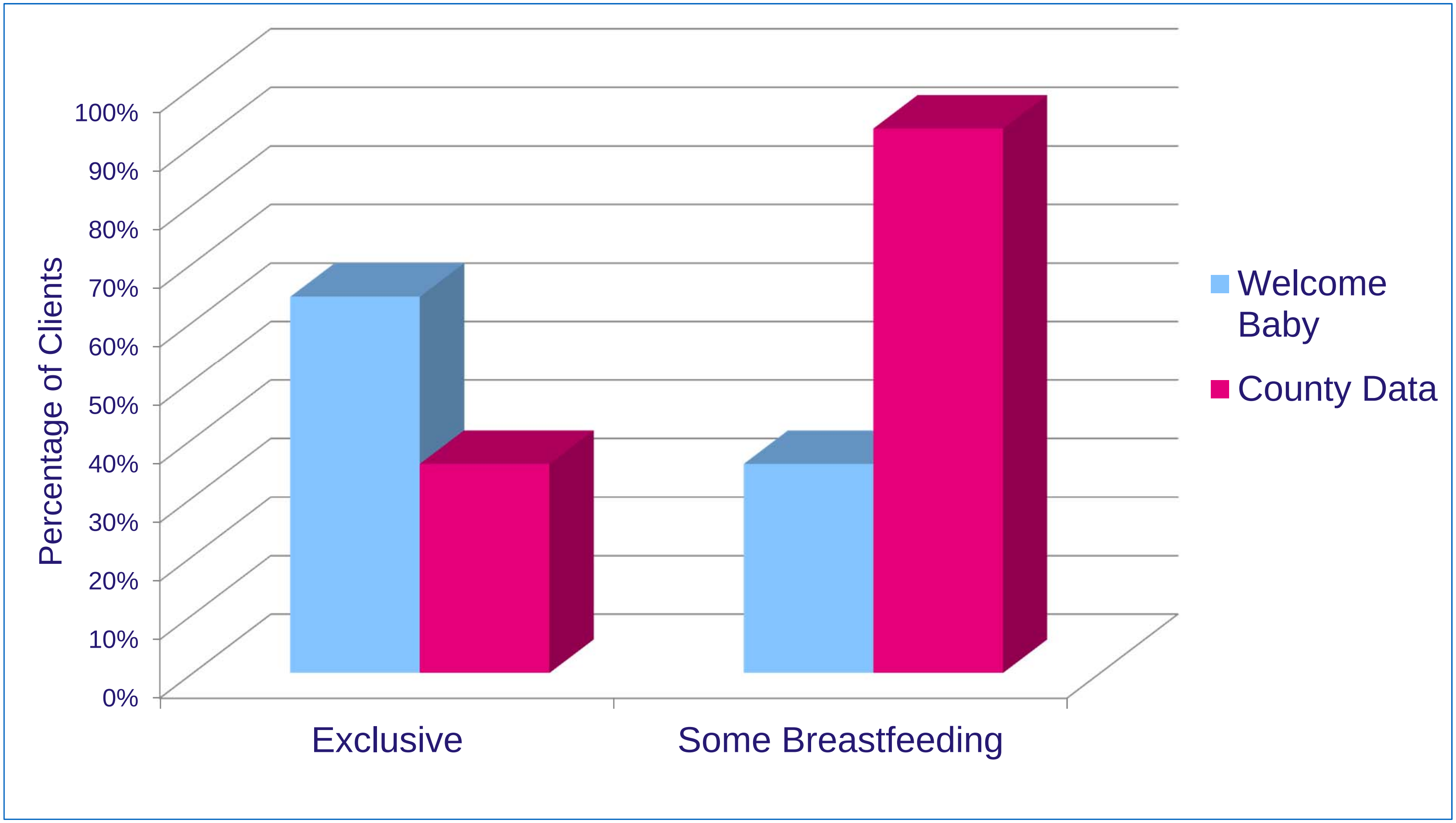
# Welcome Baby: Breastfeeding




*Data Reflects Best Start and Non Best Clients*



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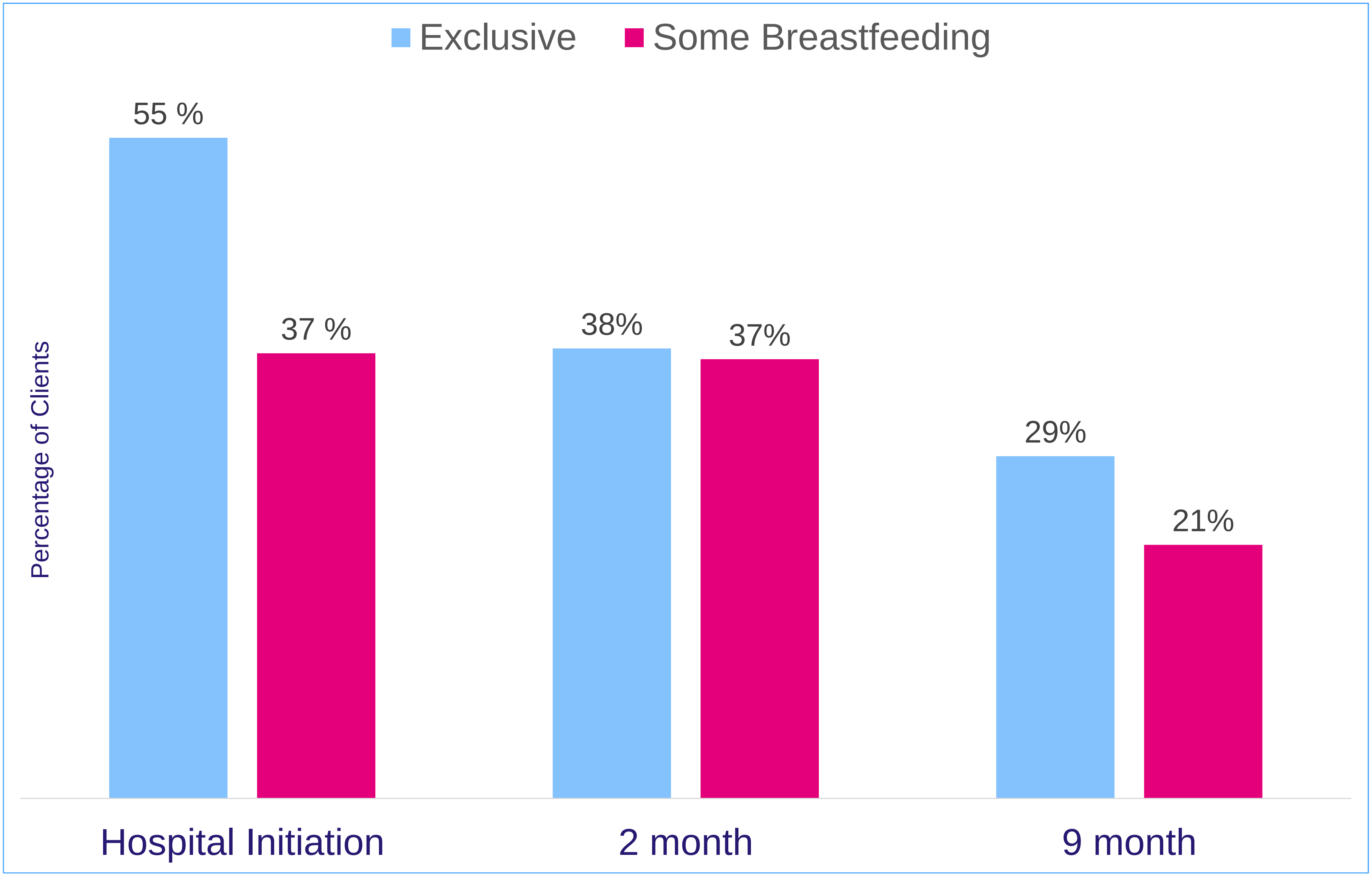
# Welcome Baby: Breastfeeding






*Data Reflects Best Start Clients Only*

# Implementation

**Program Referrals:**

- Most common referrals:

  # 1. Basic Needs and Health/Medical

  # 2.  Child Development and Health Education

**Referrals to Select Home Visitation:**

- A 75% increase in referral acceptances in FY 15-16
- Due to increased technical assistance and strategies such as WB/SHV 'meet and greets'



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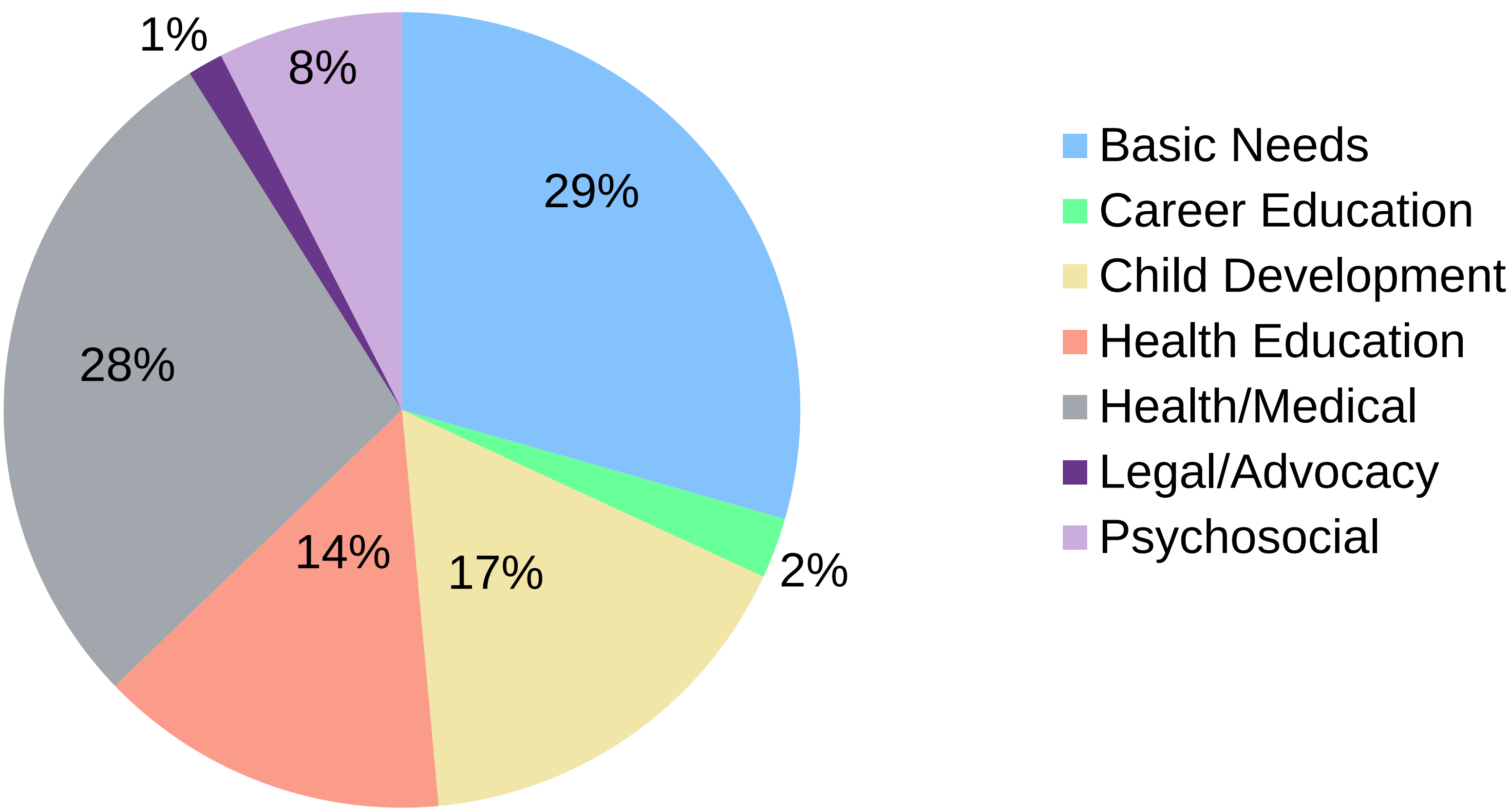
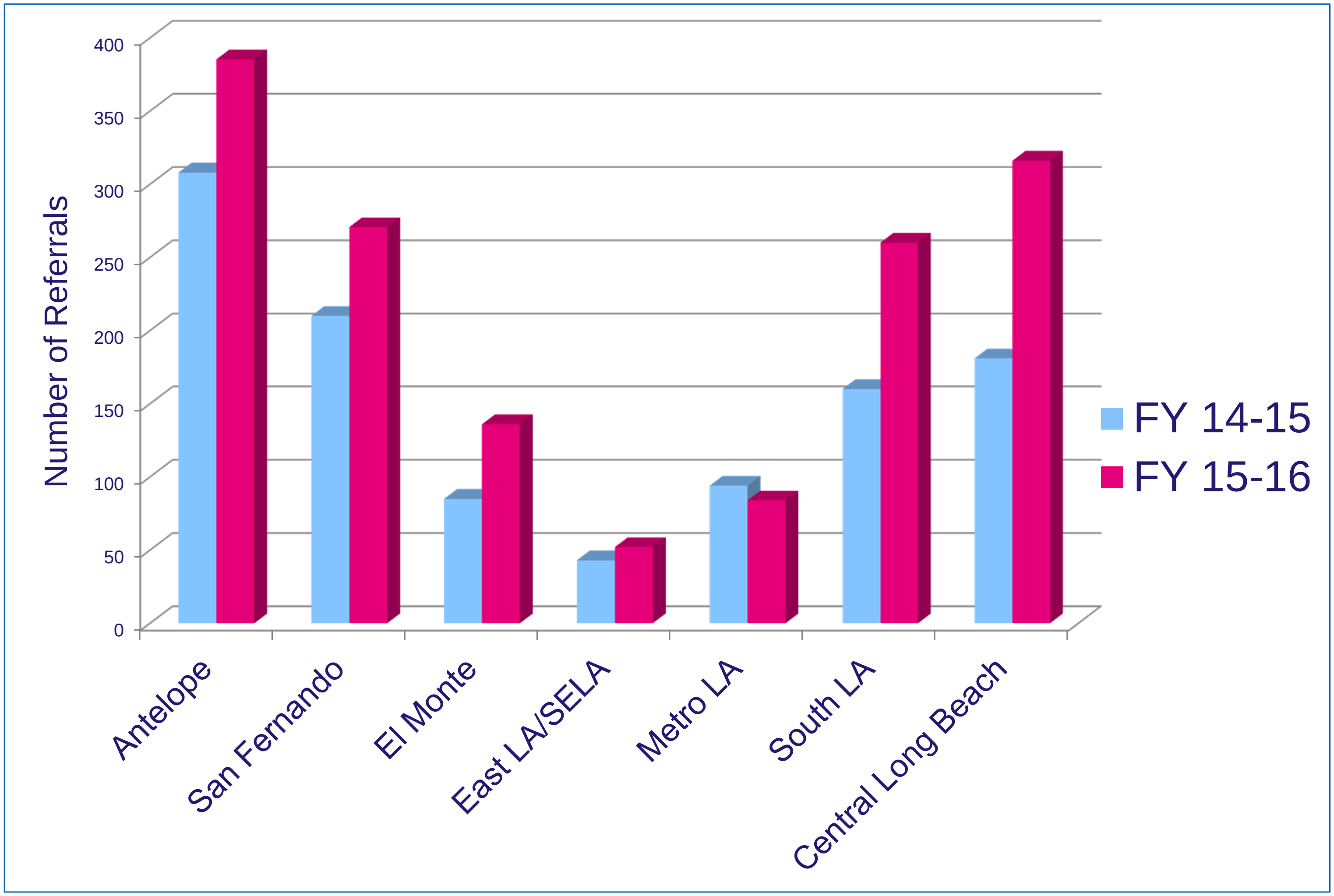
# Welcome Baby: Referrals

## Referral Types: FY 15-16

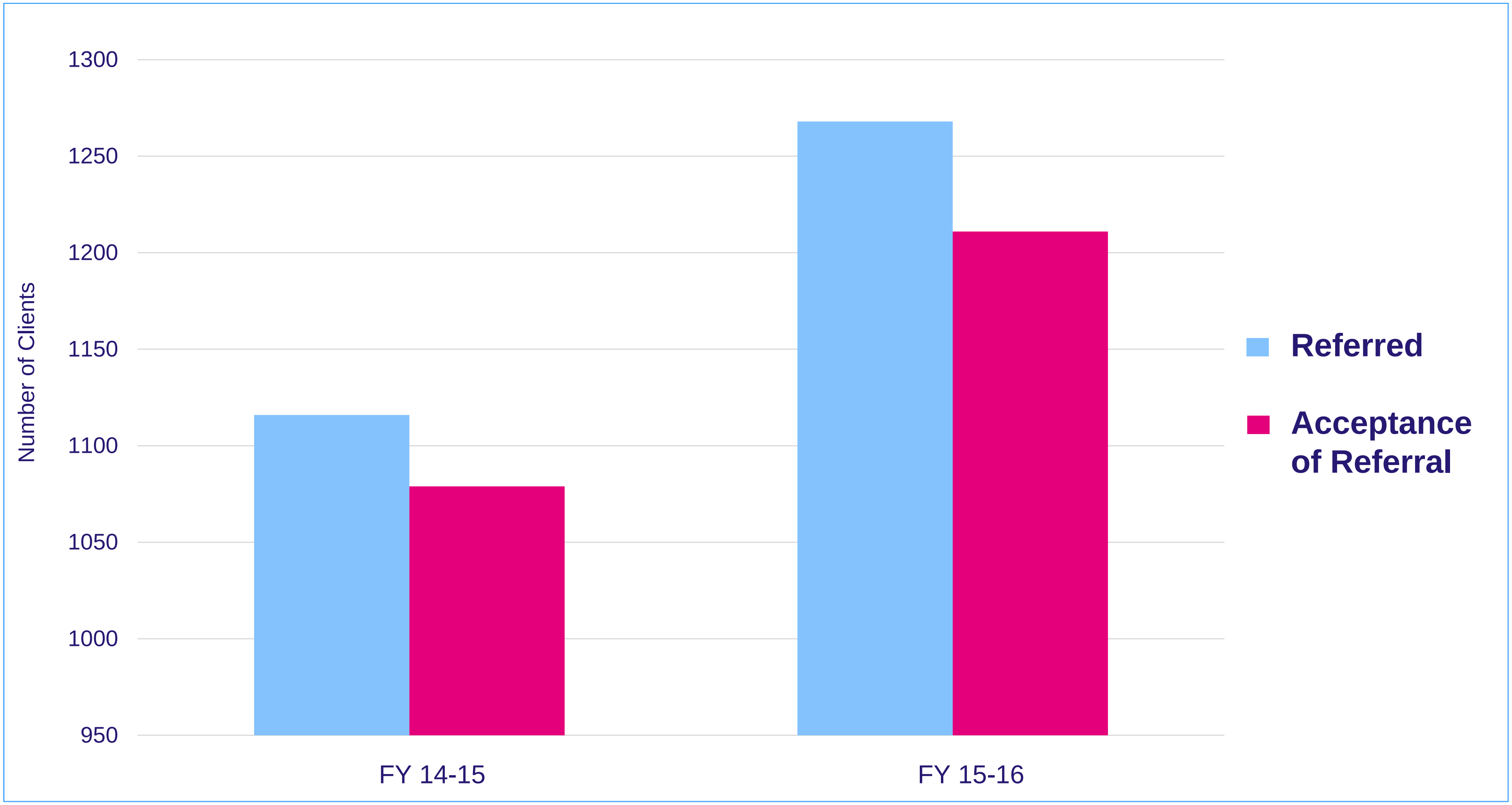


# Welcome Baby: Select Home Visitation Referrals




*Data Reflects Best Start Clients Only*

# Welcome Baby: Referral Acceptance to Select Home Visitation




- Referral Acceptance Rate of 96%

*Data Reflects Best Start Clients Only*



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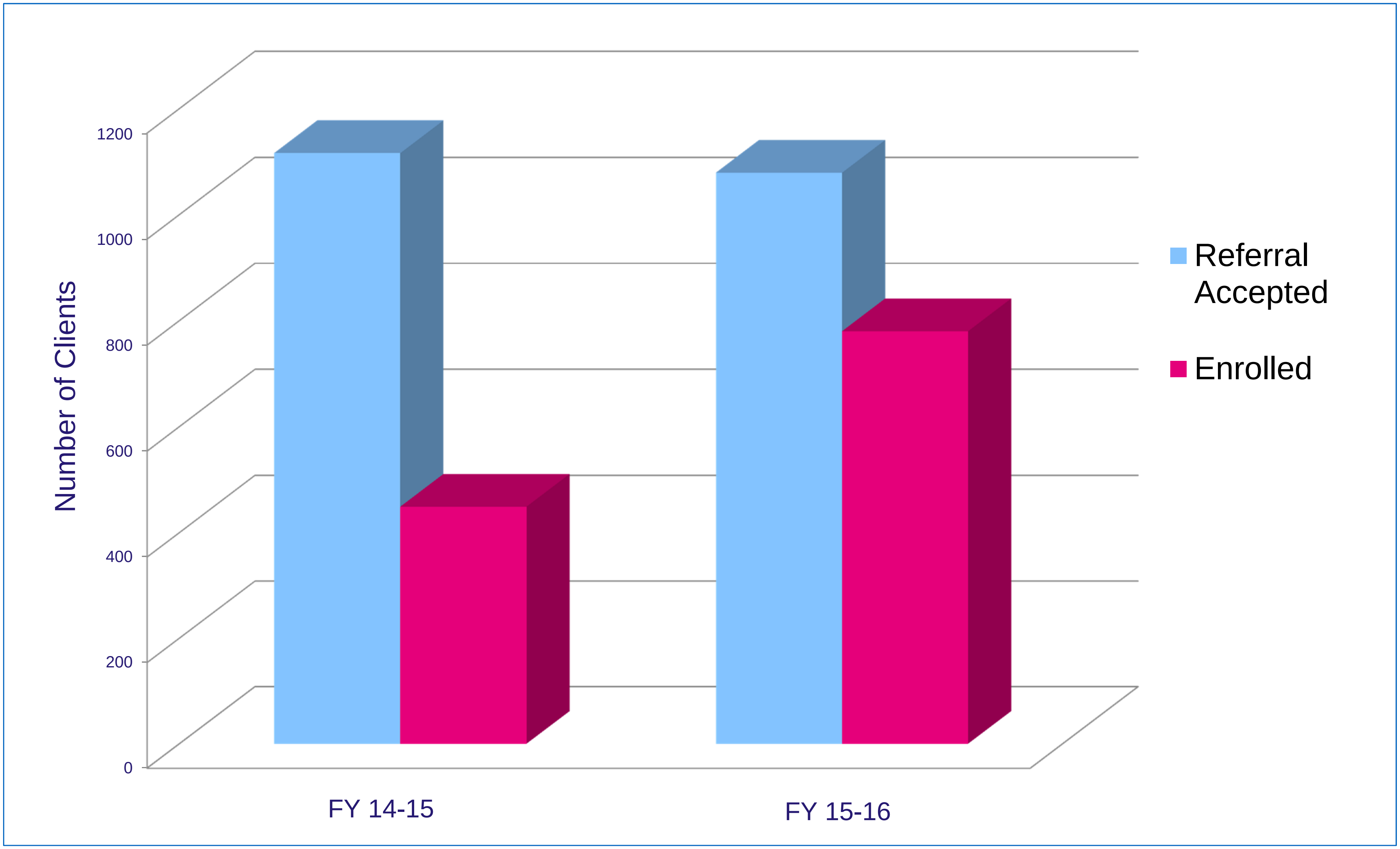
# Welcome Baby: Select Home Visitation Take-Up Rate




- The take-up rate in FY 14-15 was 40% and increased to 72% in FY 15-16.



*Data Reflects Best Start Clients Only*

# Evaluation Portfolio

- Evaluation Portfolio:
  - Modified Bridges Psychometric Study
  - Implementation & Outcomes Evaluation
  - Impact Evaluation

- Designed to provide information about Welcome Baby – a light-touch, universal model – to a variety of stakeholders



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# Modified Bridges Psychometric Study

## Key Study Questions:

- Can the Modified Bridges be administered consistently?
- Does the Modified Bridges distinguish between mothers with lower and higher risk levels?



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# Implementation & Outcomes Evaluation

**Key Evaluation Questions:**

- Is the Welcome Baby program being implemented as intended?
- What are early outcomes for families?
- What is the connection between program implementation and family outcomes?



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# Impact Evaluation

## Key Evaluation Question:

- What is the impact of Welcome Baby on families after they have completed the program?

# Evaluation and Learning

- Ongoing program improvement processes supplement formal evaluations

- First 5 LA and Oversight Entity work in collaboration to identify areas for program improvement:
  - Program modifications
  - Hospital enrollment and take-up rates
  - Site-specific support

- Leverage insights from similar programs in California and nationally

# Systems Building

Welcome Baby linkages with County home visitation services and efforts:

- Welcome Baby Referral Protocols

- Los Angeles County Perinatal and Early Childhood Home Visitation Consortium's Four Workgroups:
  - Data
  - Advocacy
  - Best Practices
  - Referrals



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# Policy and Sustainability

- **Local Level**:
  - Continuing outreach and learning to understand local health system priority outcomes and what evidence and data will be compelling
  - Incorporating the priorities for health networks and hospitals in evaluation and partnership development strategies
  - Working with the LA Home Visiting Consortium to build policy agenda and highlight best practices

# Policy and Sustainability

- **State Level**:
  - Building relationships and supporting the State Home Visiting Coalition to develop a state-level strategy to expand home visitation services
  - Learning from and partnering with First 5's throughout state that have invested significantly in home visitation
  - Exploring how leveraging strategies may be applicable to Los Angeles County
  - Engaging with First 5 Association leadership



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# Policy and Sustainability

- **Federal and National Level:**
  - Building relationships with the National Home Visiting Coalition and other national organizations
  - Exploring opportunities to advocate for inclusion of home visitation as an eligible Medicaid benefit
  - Monitoring national pilot efforts, such as the South Carolina Pay for Success Initiative and the Children and Families Commission of Orange County partnership with CalOptima

# Critical Work for FY 16-17

## Implementation

- Identify and implement strategies to:
  - Increase enrollment in specific target populations
  - Provision of technical assistance to continue increasing enrollment rates
  - Monitoring and increasing acceptance of referrals for higher risk Best Start families and enrollment into Select Home Visitation



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# Critical Work for FY 16-17

## Evaluation

- Address effectiveness of risk assessment tool:
  - Psychometric Study will provide information about whether the risk screening tool is working as intended

- Ongoing data collection for Implementation and Outcomes Evaluation

- Participant enrollment for Impact Evaluation anticipated to begin early 2017



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# Critical Work for FY 16-17

## System Building

- Ensuring linkages with:
  - Home visiting efforts within LA County
  - Efforts at the federal, state and local level aim that to increase awareness of home visiting

- Ongoing relationship building at federal and state level



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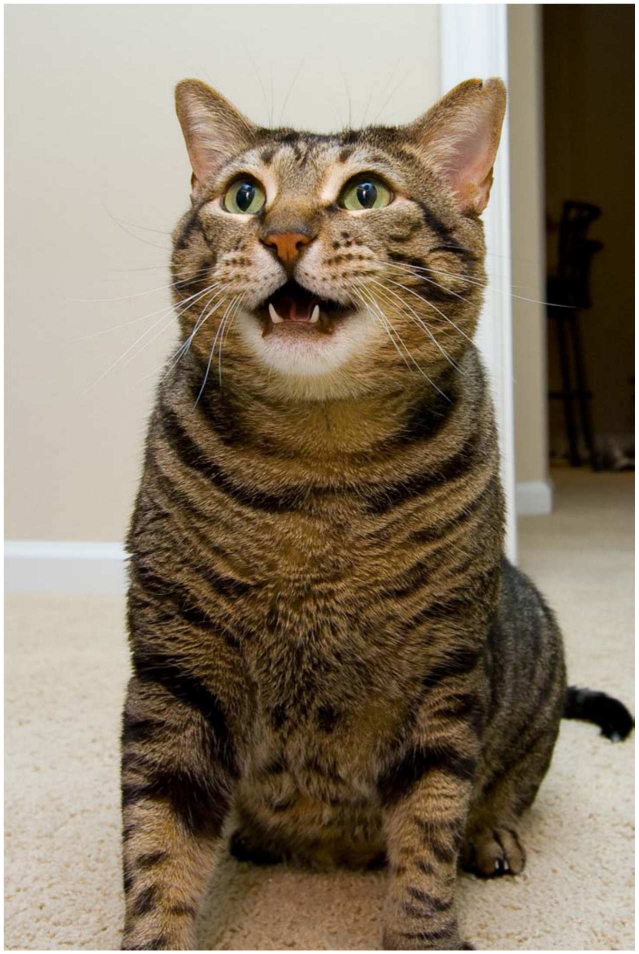
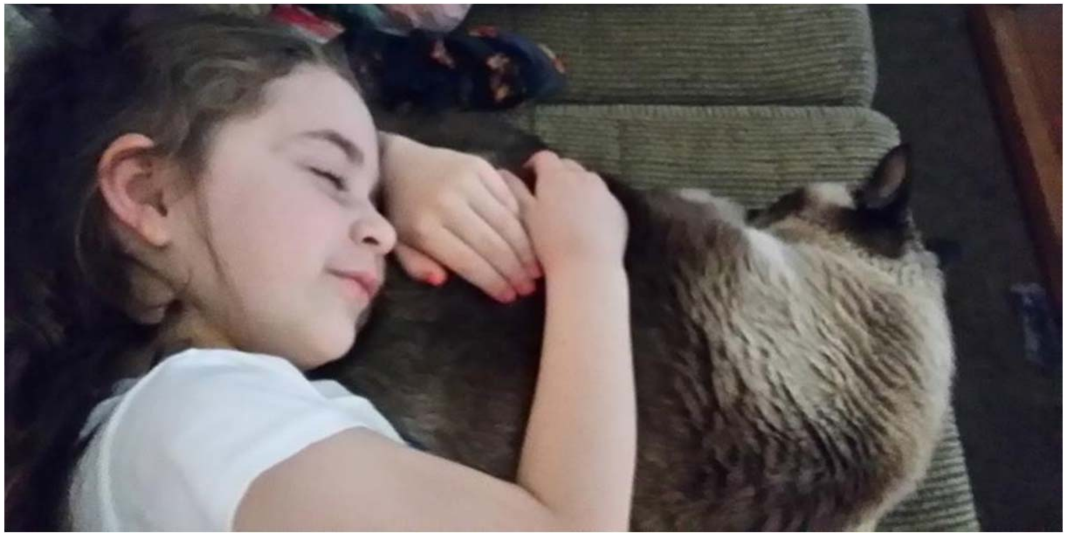
# Critical Work for FY 16-17

## Sustainability and Policy

- Using planned evaluation work to inform future investments:
  - Evaluations will offer insight into program improvement
  - Impact evaluation will be designed to support policy and funding objectives

# Questions?







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# Appendix: Data Slides

# Welcome Baby: Definitions

- **Client**: Enrolled parent who has completed a hospital or home visit
- **Approached**: Client approached and offered program, but has not yet enrolled
- **Enrolled**: Client has completed a hospital or home visit
- **Client Experience**: Client history
- **Client Risk Level**: Results of Bridges for Newborns Modified Assessment Tool, indicating low or high risk



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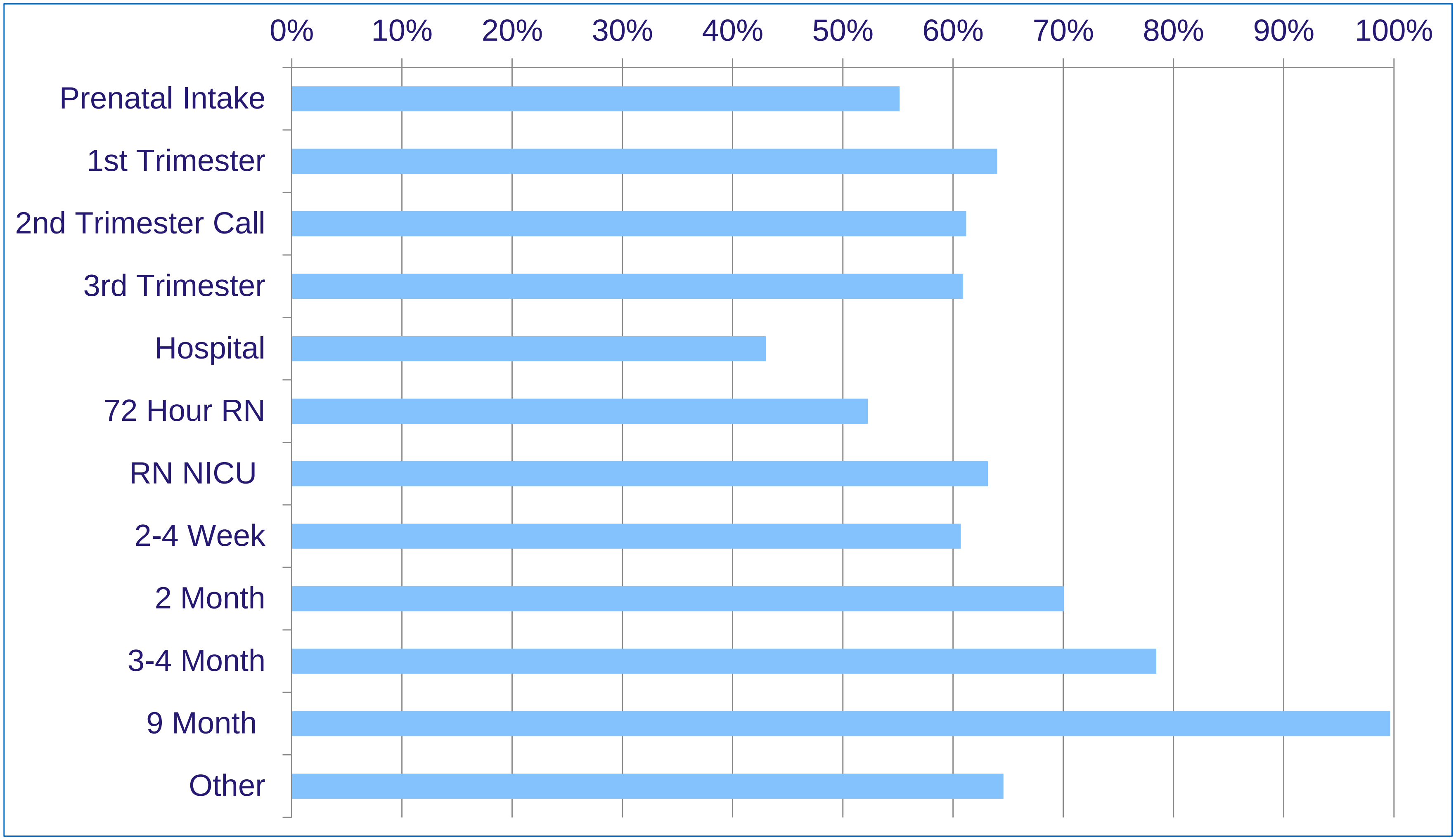
# Welcome Baby: Program Retention

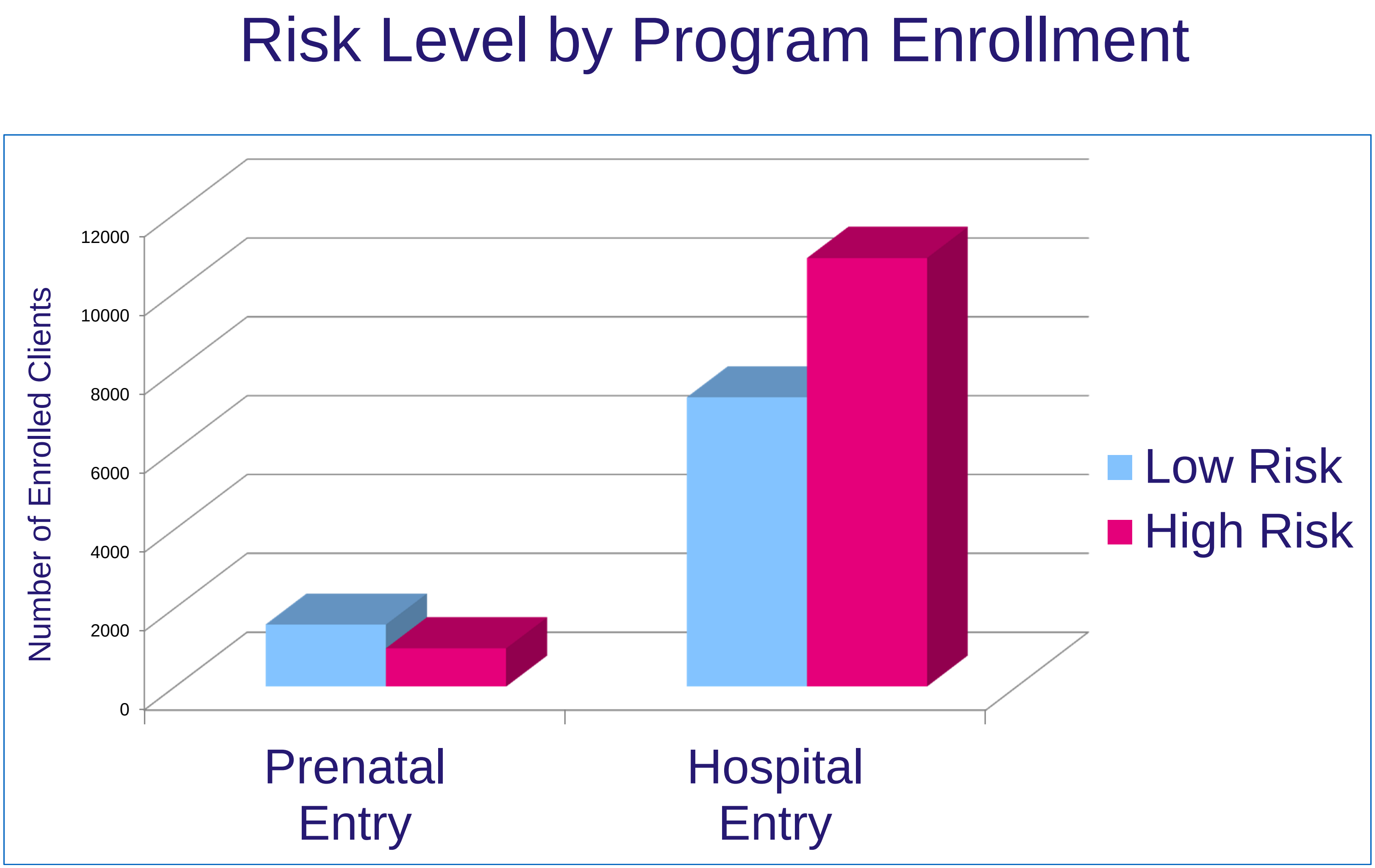
## FY 14-15: Percentage Completing Any Given Visit






*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start Clients Only.*

# Welcome Baby: Client Risk Levels

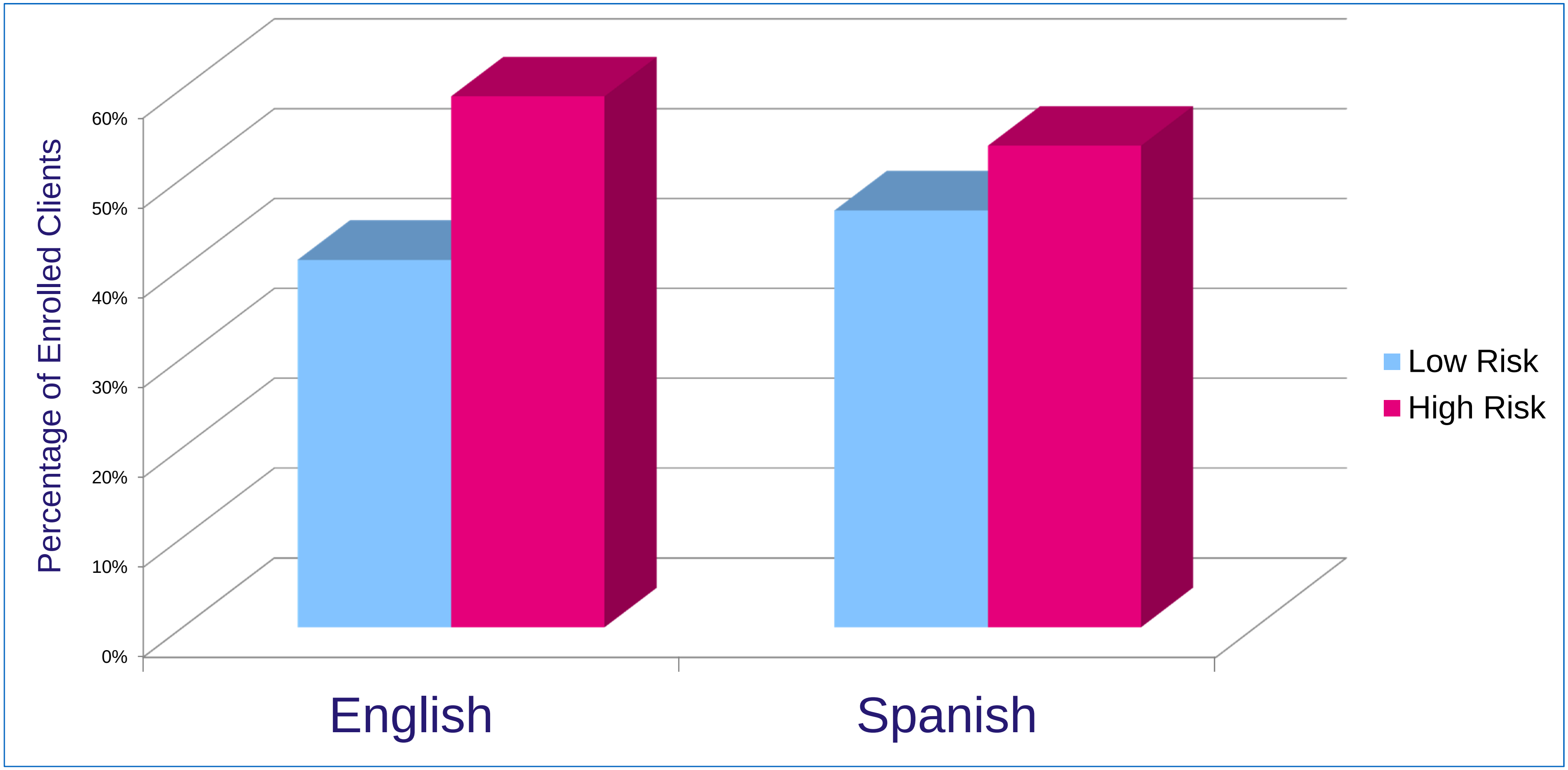





*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start Client Only.*

# Welcome Baby: Client Risk Levels

## Risk Levels by Predominant Languages Served






*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

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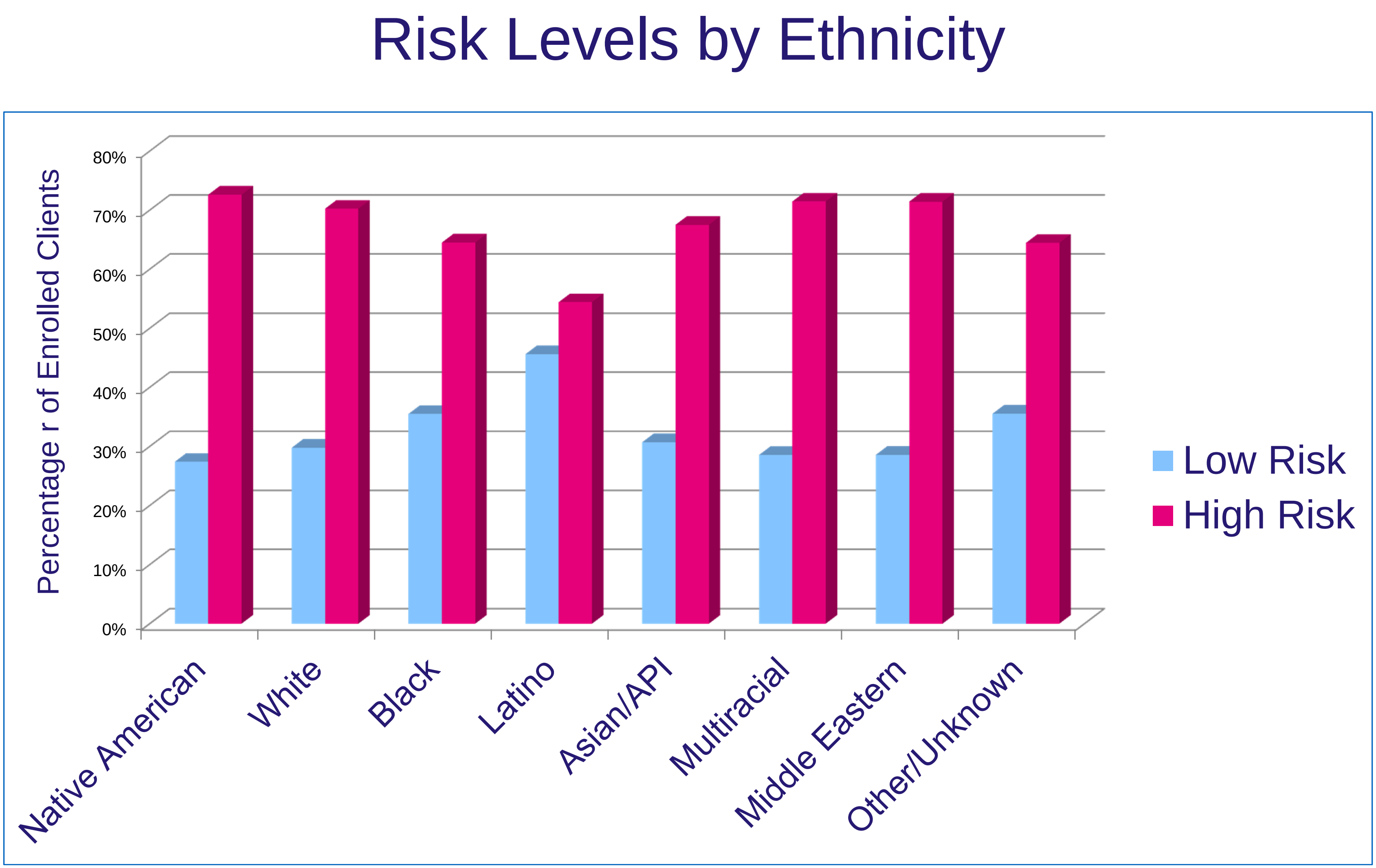
# Welcome Baby: Client Risk Levels






*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

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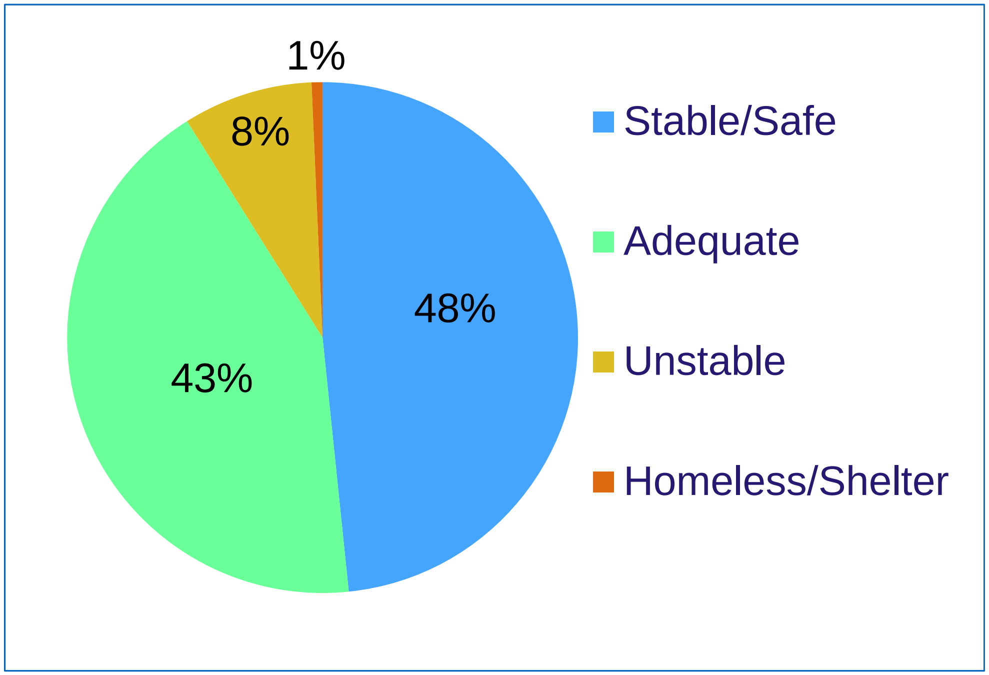
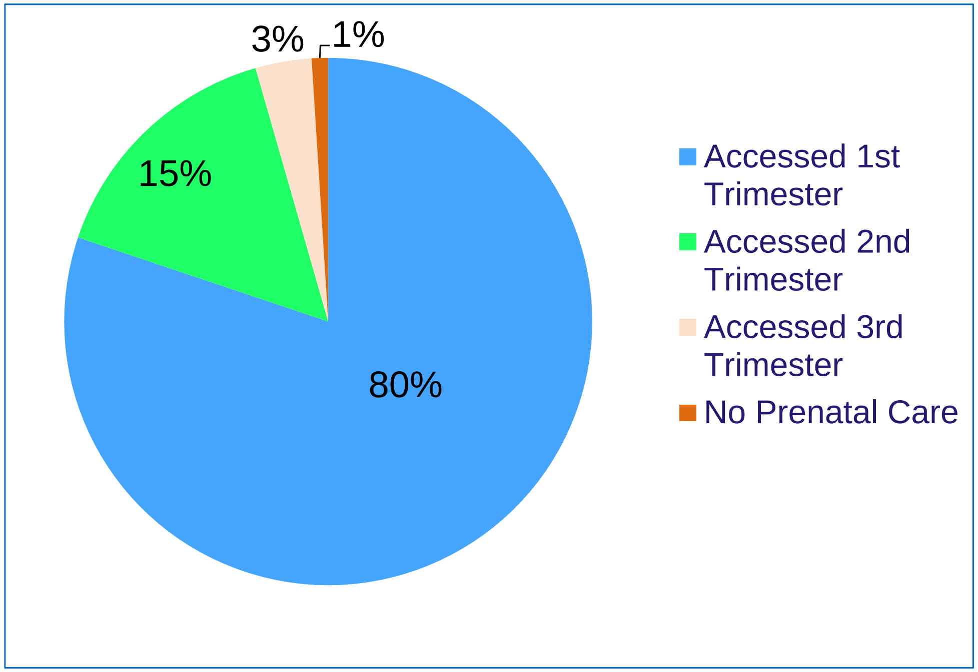
# Welcome Baby: Client Experiences

## Housing Stability




## Prenatal Care



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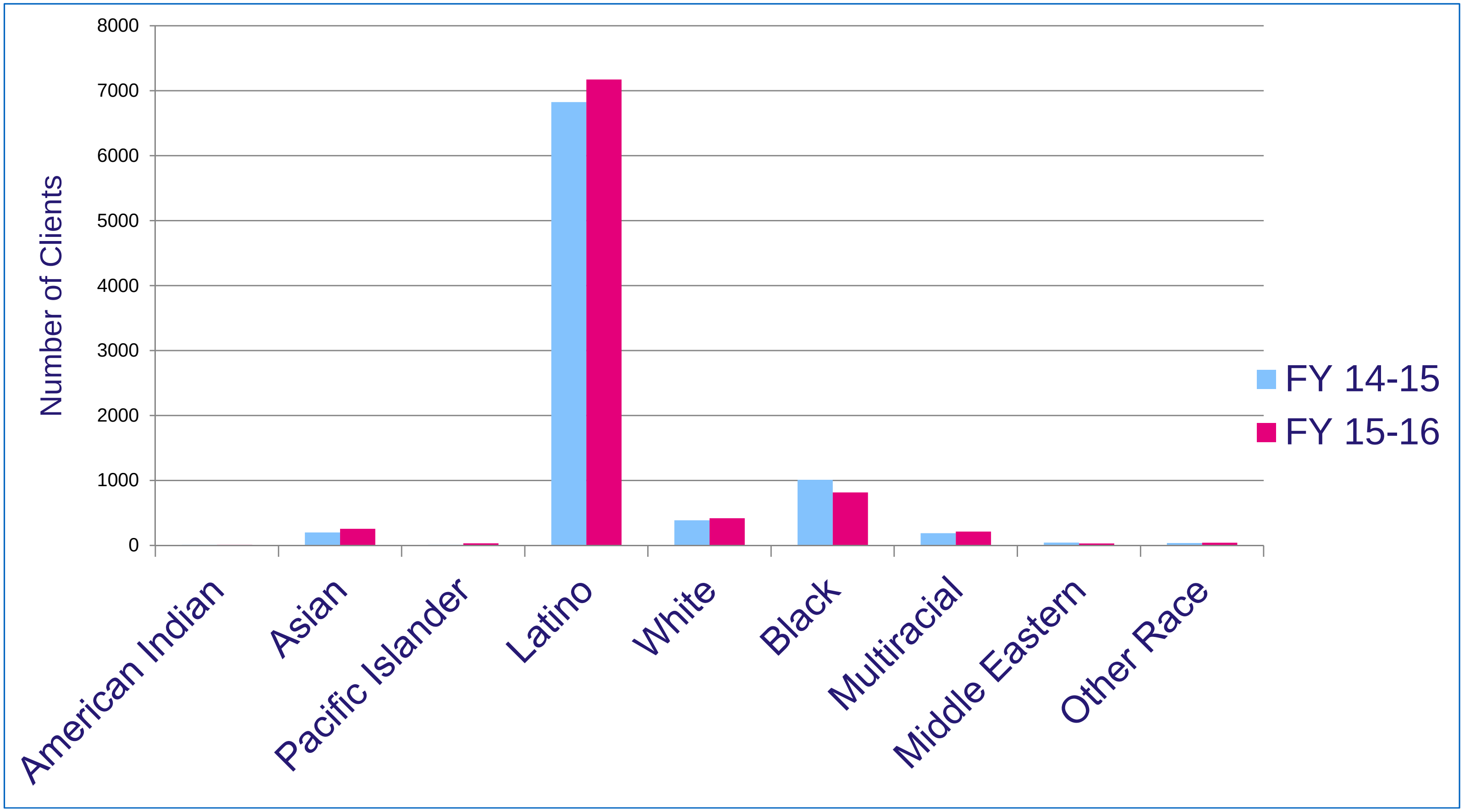
*Data Source: Stronger Families Database, FY 14-16*

# Welcome Baby: Demographics

- Latino: 79%
- Black: 10%
- White: 5%
- Asian: 3%
- Multiracial: 2%
- API, Middle Eastern, Other: Less than 1%

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*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

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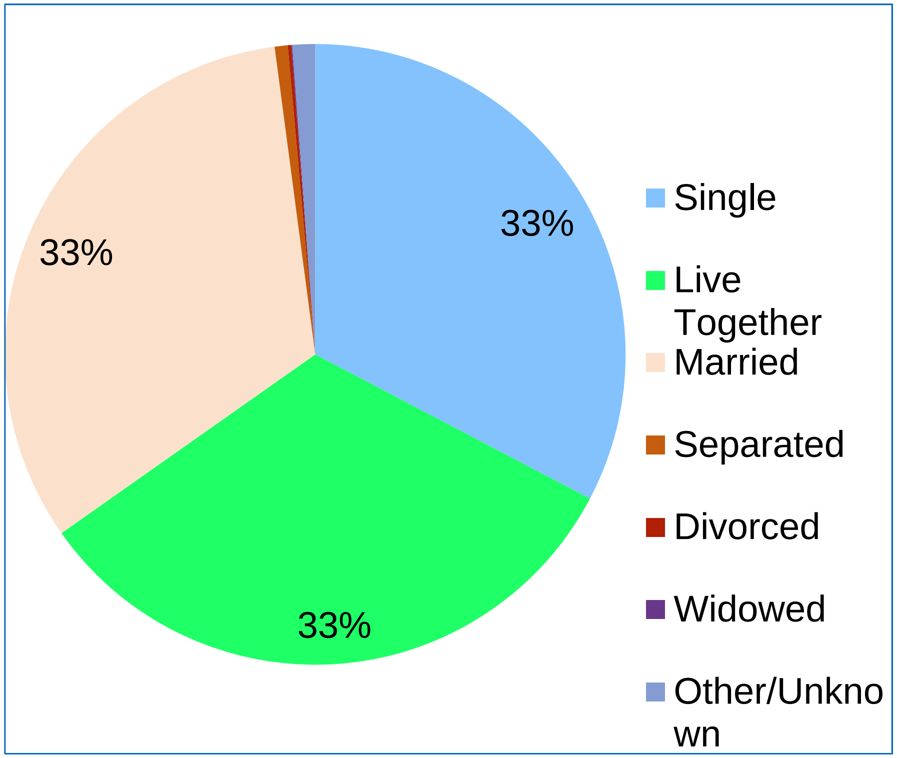
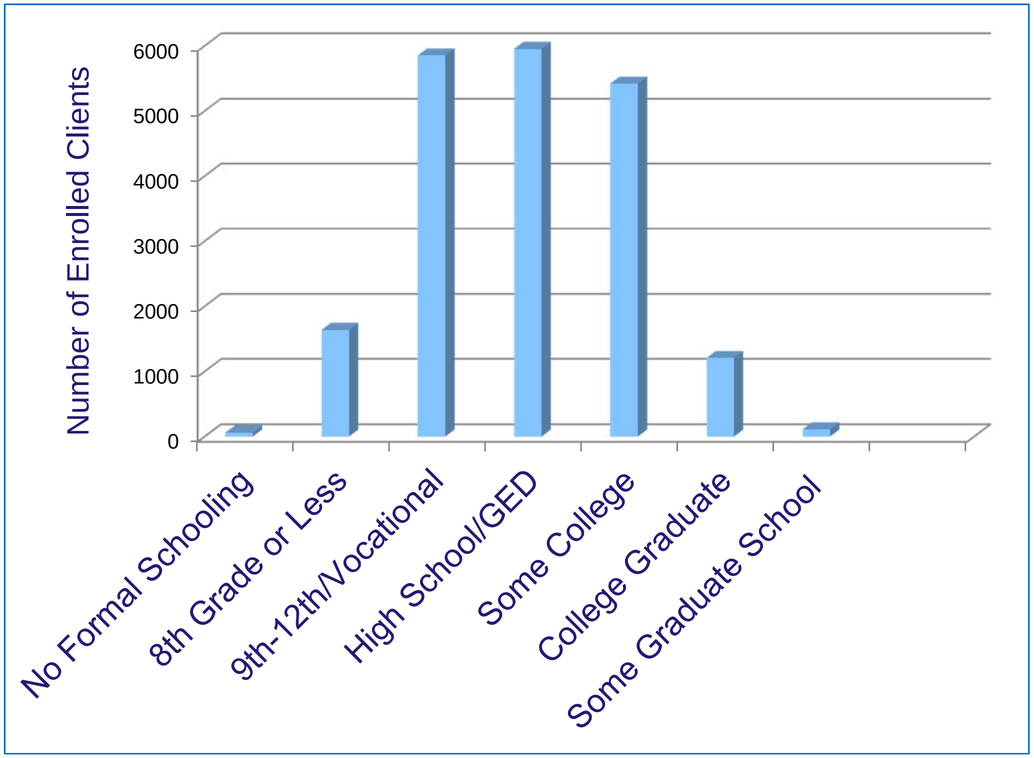
# Welcome Baby: Demographics

## Marital Status




## Educational Level

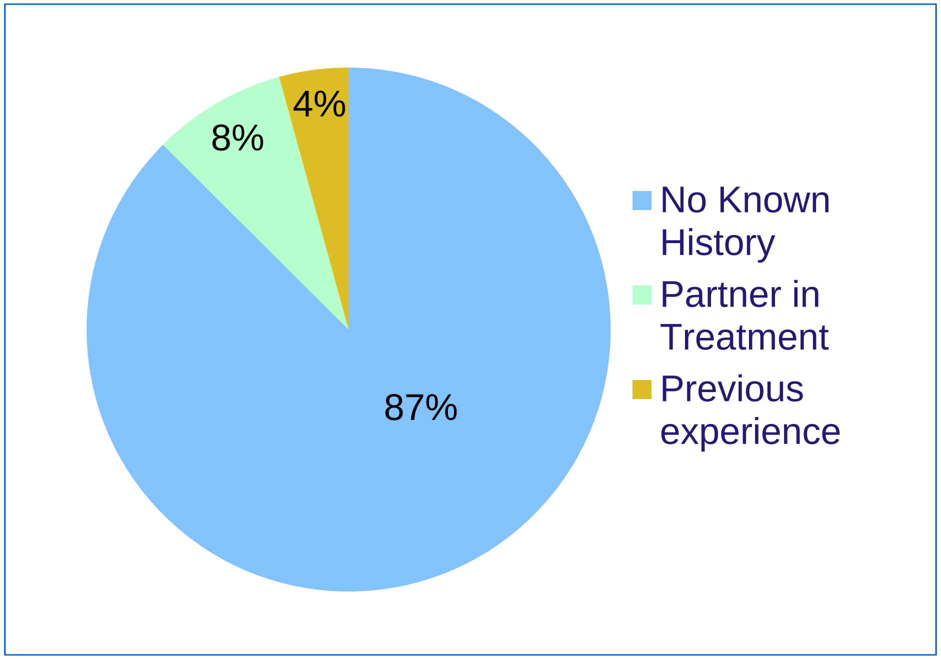


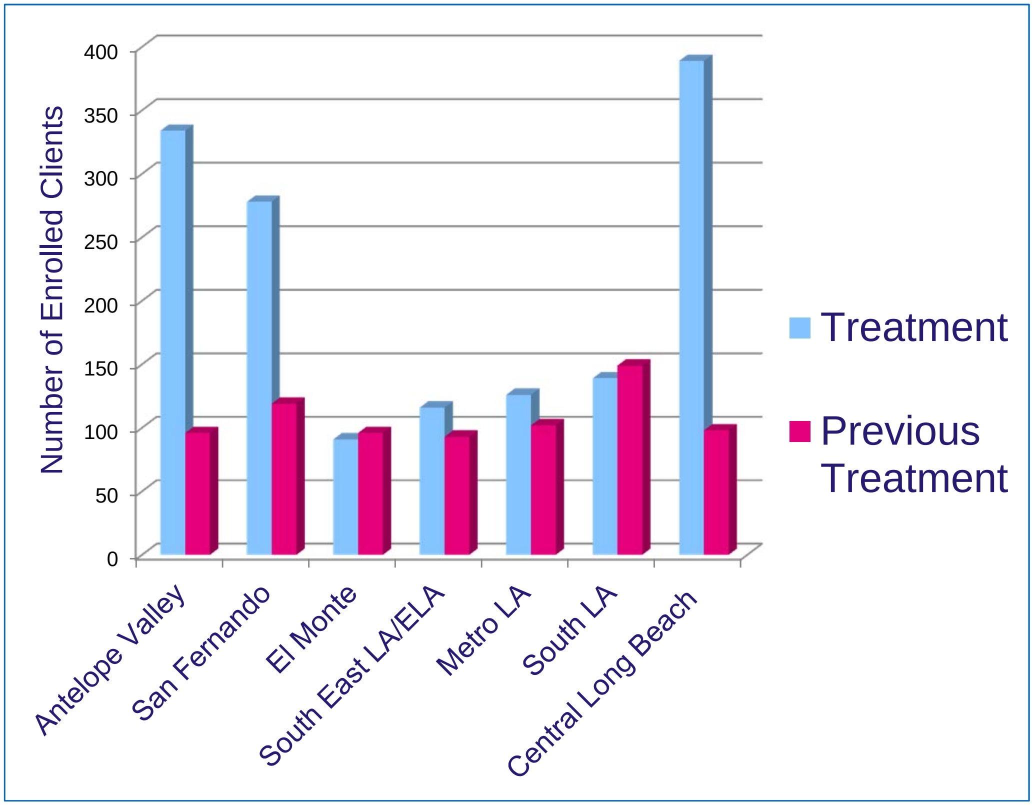



*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

# Welcome Baby: Client Experiences

## Domestic Violence






*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

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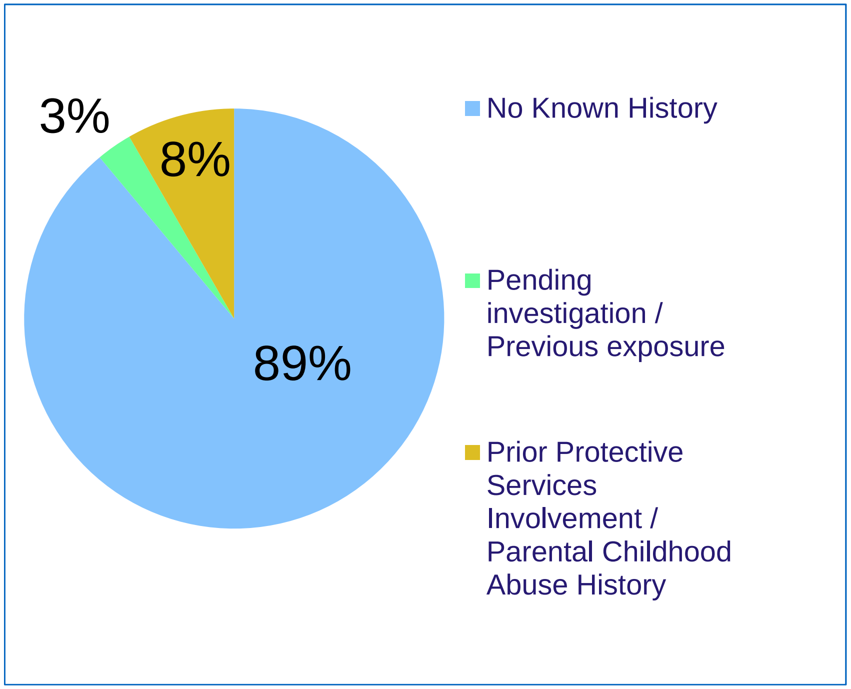
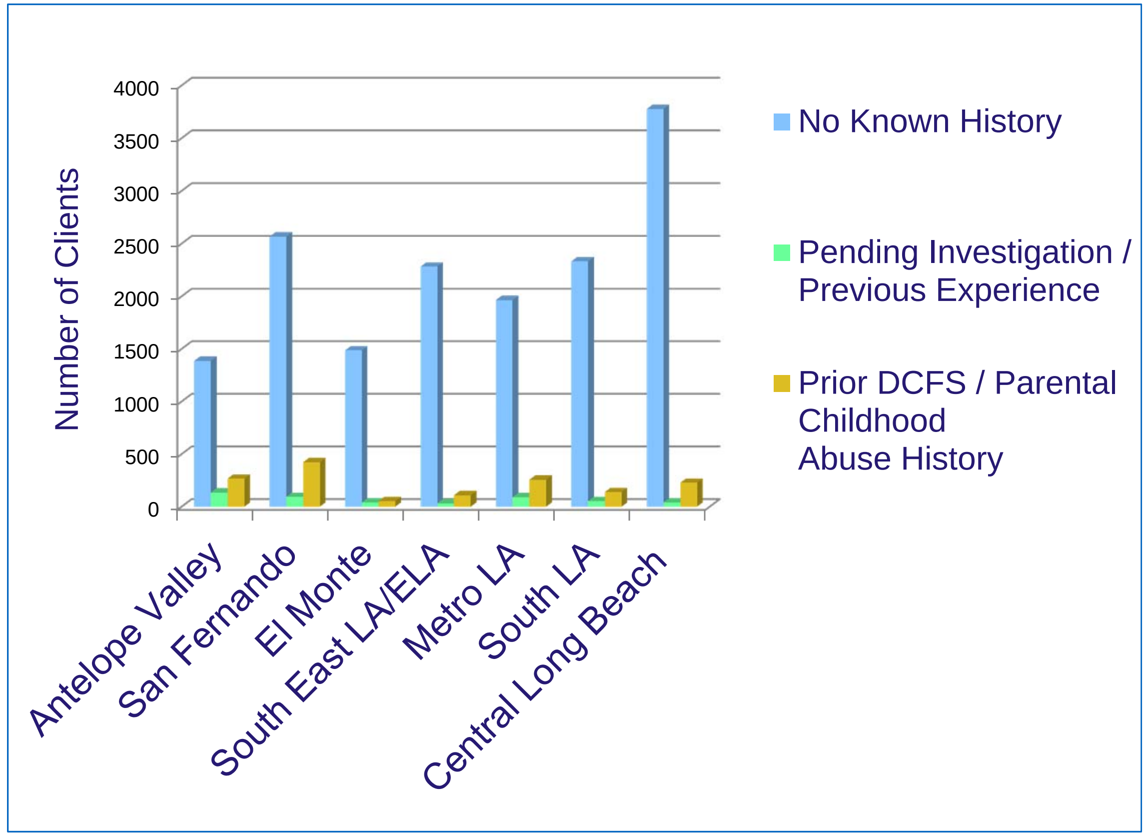
# Welcome Baby: Client Experiences

## Child Abuse

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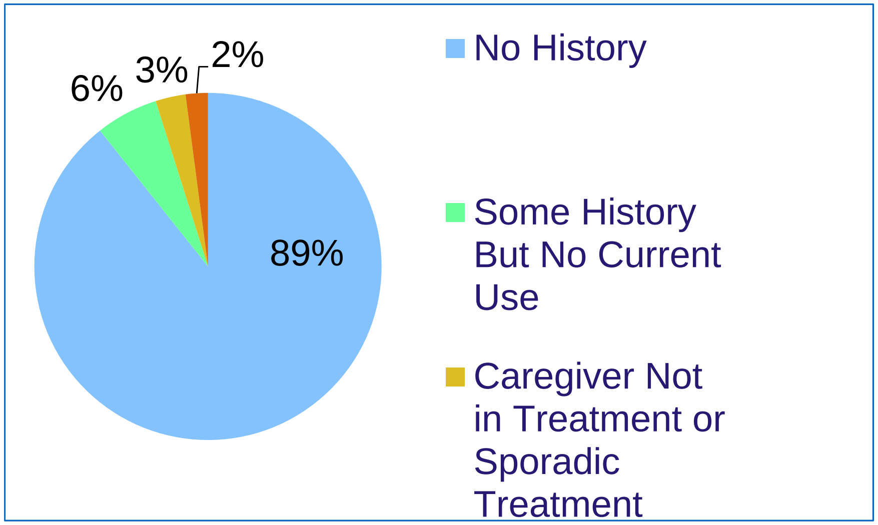
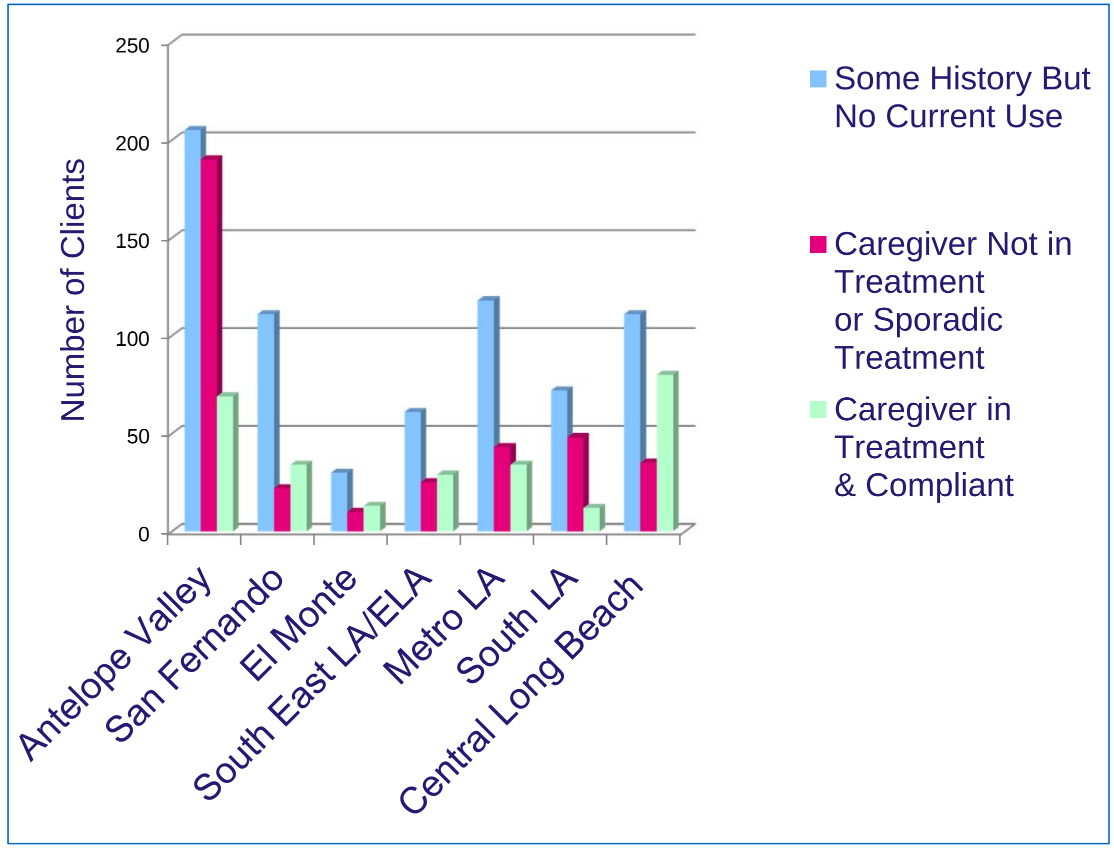
*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

# Welcome Baby: Client Experiences

## Substance Abuse

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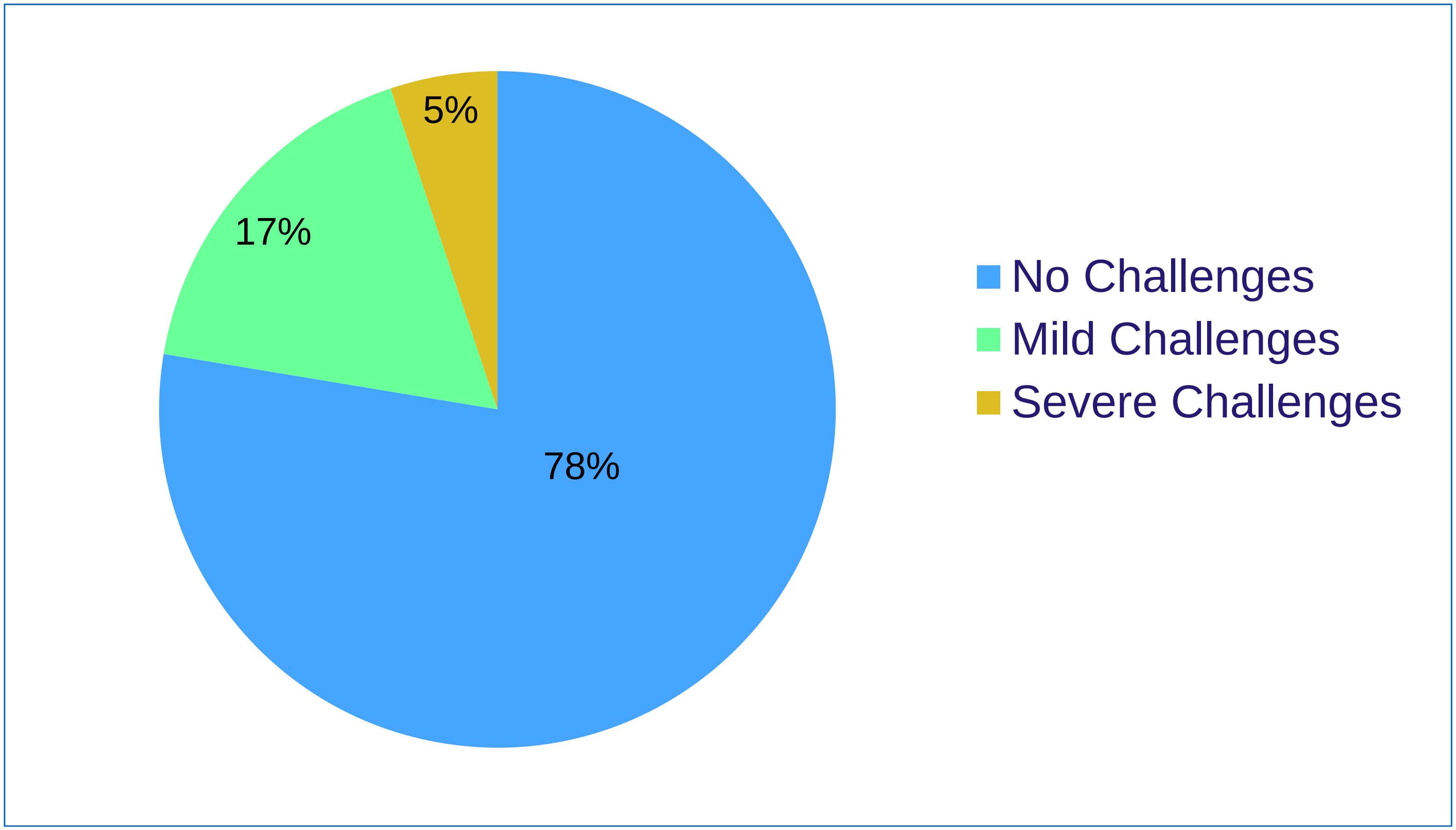
*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

# Welcome Baby: Client Experiences

## Mental Health

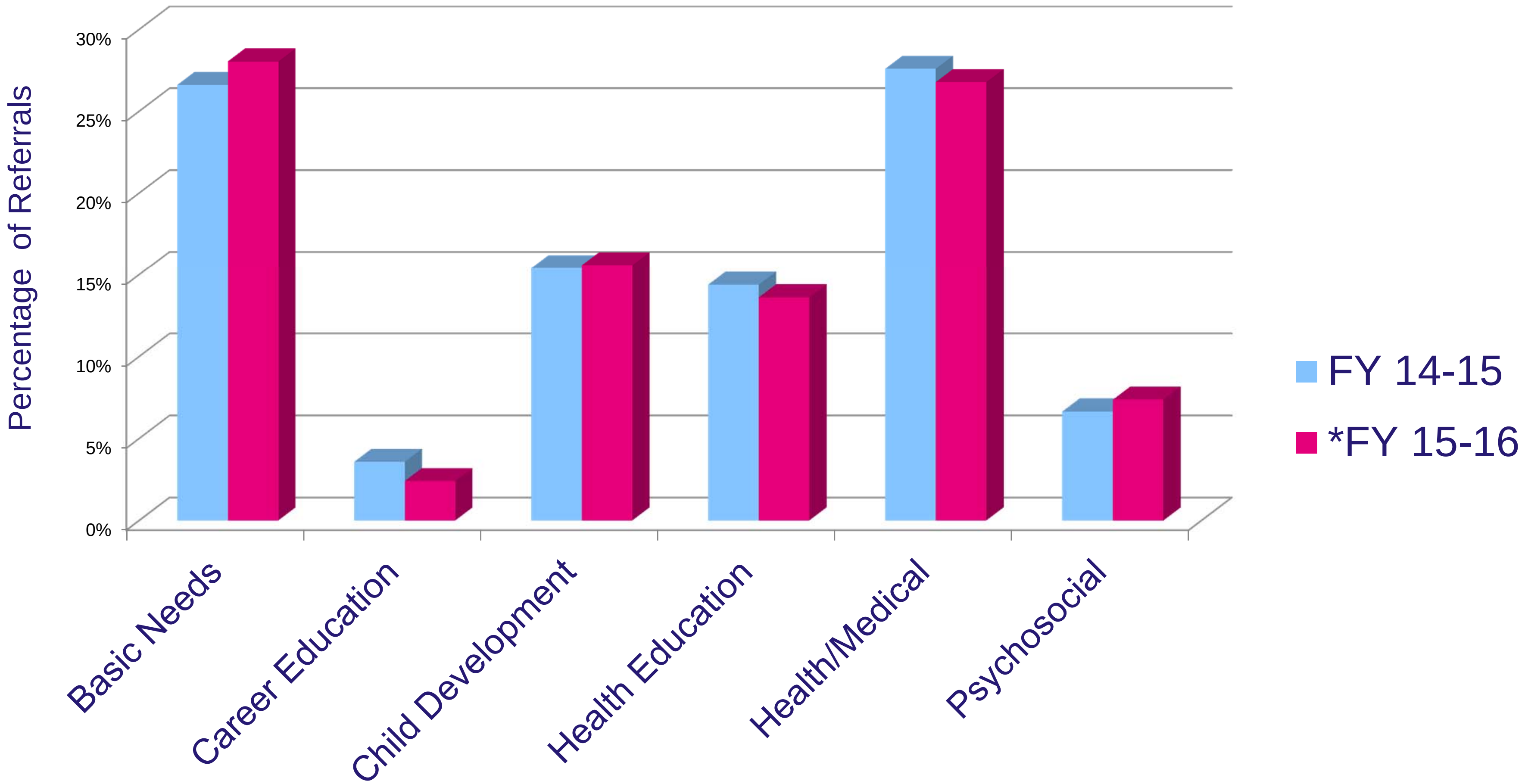





*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

# Welcome Baby: Referrals

## Referrals by Category and Fiscal Year






**Data Source: Stronger Families Database, June 2015-April 2016. Data reflects Best Start and Non Best Start Clients.*

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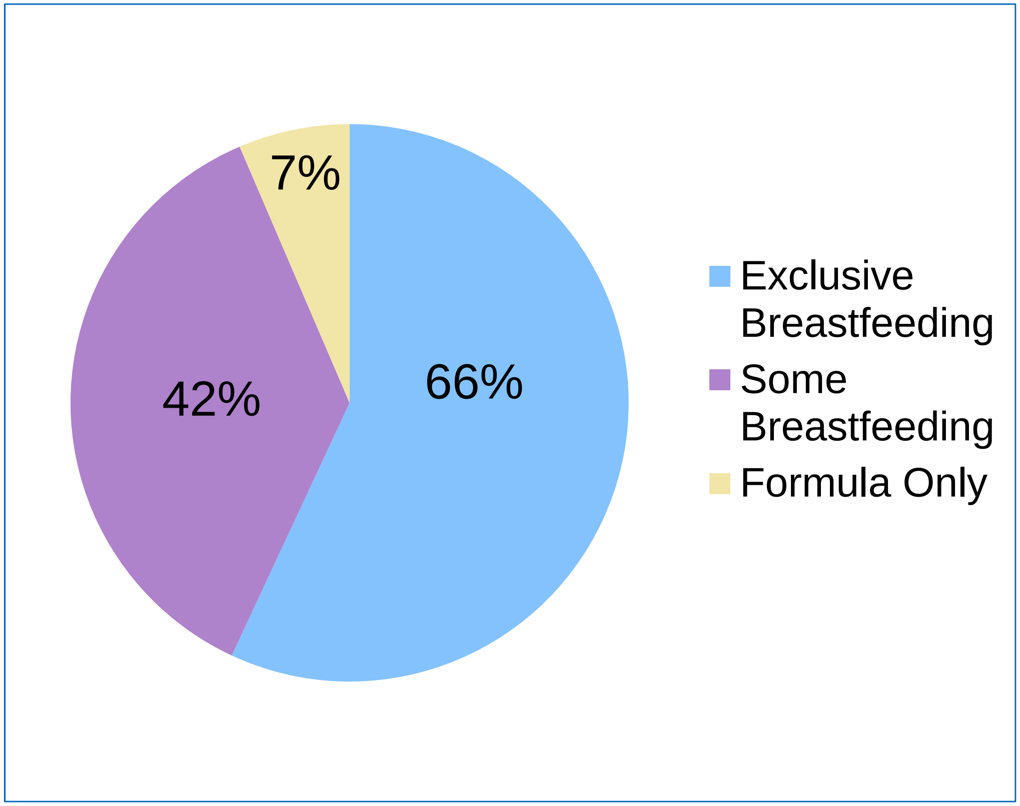
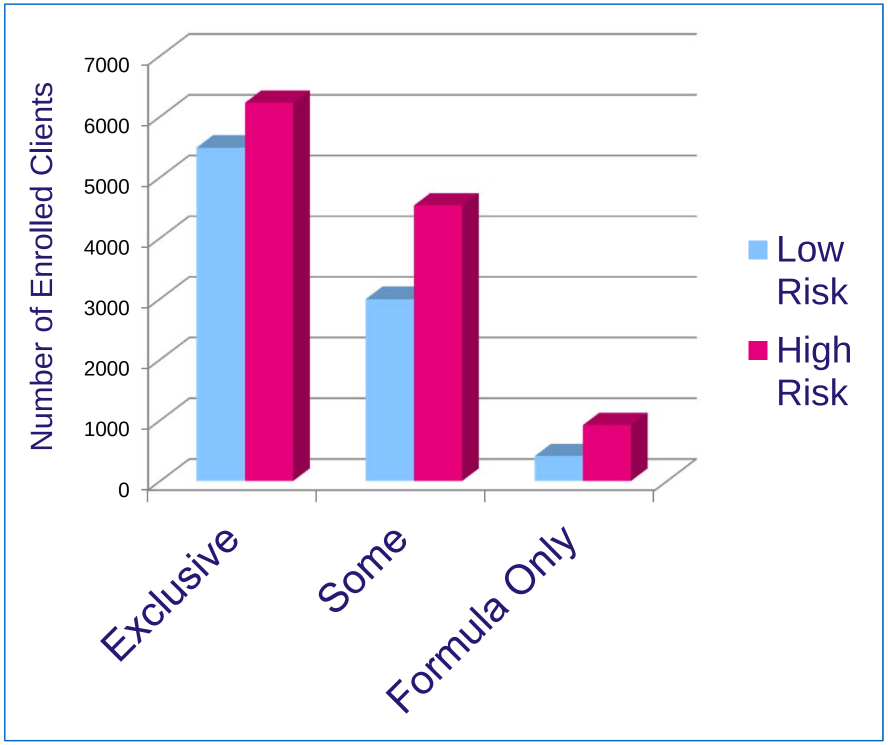
# Welcome Baby: Breastfeeding

## All Clients




## All Clients by Risk Level

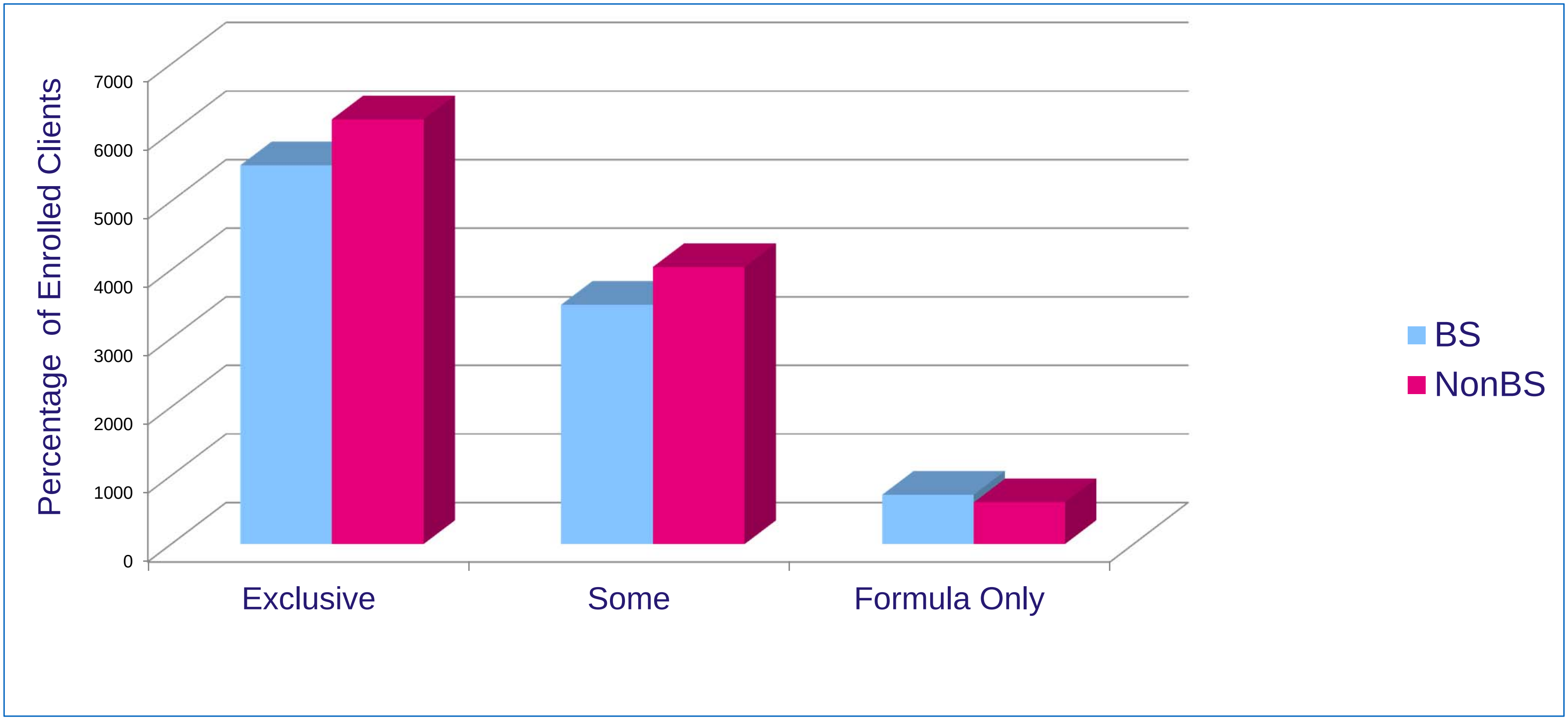





*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

# Welcome Baby: Breastfeeding

## Best Start vs. Non-Best Start

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*Data Source: Stronger Families Database, FY 14-16. Data reflects Best Start and Non Best Start Clients.*

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Thank you!
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