AGENDA

MEETING OF THE
BOARD OF COMMISSIONERS
Chair: Sheila Kuehl

Thursday, May 3, 2018
9:30 AM - 11:30 a.m.

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

(If you would like to speak to any item on the agenda, please complete a public comment form)

1. **ACTION**
   Call to Order
   - Judy Abdo, Executive Committee Chair
2. **INFORMATION** **3**
   Annual Audit: Entrance Interview
   - Sharareh Motamed, Staff Accountant
   - Roger Alfaro, Partner, Vavrinek, Trine, Day & Co
3. **INFORMATION** **12**
   Draft Budget FY 18-19
   - Raoul Ortega, Finance Director
   - Daisy Lopez, Finance Manager
4. **INFORMATION**
   Public Comment
5. **ACTION**
   Adjournment of Executive Committee
   (Budget and Finance Committee continues meeting)
6. **INFORMATION** **256**
   Review Special Meeting of the Budget and Finance Committee Notes

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– May 24, 2017

- Yvette Martinez, Budget & Finance Committee Chair

7. **INFORMATION**

Public Comment

8. **ACTION**

Adjournment

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AUDIT COMMUNICATIONS

Audit Scope and Timing

Perform the audit of the:

- Comprehensive Annual Financial Report (CAFR)
- State Compliance – *Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act* issued by the State Controller's Office

Timeline:

- Planning and Interim Fieldwork – June
- Final Fieldwork – August
- Report Delivery – September/ October

Our Responsibility

U.S. Generally Accepted Auditing Standards and Government Auditing Standards

Express opinions about whether the financial statements that have been prepared by management with the oversight of the Commission are presented fairly, in all material respects, in conformity with generally accepted accounting principles

- Reasonable, not absolute assurance
- Audit does not relieve the management of its responsibilities

Issue a report on state compliance SCO guidelines

Our Responsibility

Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures –

- Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity

- No opinion on internal control will be expressed

Our Responsibility

Communicate other matters:

- Qualitative aspects of accounting policies, accounting estimates and note disclosures
- Difficulties encountered
- Uncorrected misstatements
- Material corrected misstatements
- Disagreements with management
- Management representations
- Consultations with other accountants

Our Approach

Planning and Risk Assessment:

- Meet with Management
- Obtain an understanding of the entity, its environment and risks
- Identify audit risk areas
- Inspect financial and other information
- Consider/ inquire regarding fraud risks
- Understand the design and implementation of internal control
- Prepare risk assessment and audit plan

- Test key business cycles –
  - Revenue
  - Disbursements
  - Payroll
  - Investments
  - Capital assets
  - Financial reporting
  - IT
  - Budget
- State Compliance – Guidelines issued by State Controller

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VALUE THE difference

Our Approach

Final:

- Address key audit areas
- Perform tests, on a sample basis, on account balances and classes of transactions
- Prepare draft CAFR
- Test journal entries
- Assess accounting principles used and significant estimates
- Confirm contingencies with legal counsel
- Consider subsequent events

Exit:

- Propose / discuss audit adjustments
- Present findings and recommendations
- Provide required communications to those charged with governance

Questions

Contact information
Roger Alfaro, Partner
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909.466.4410

VALUE THE difference

VALUE THE *difference*

FY 2018-19 BUDGET:

TRANSMITTAL MEMO

Memo

To: Budget and Finance Committee/Executive Committee

From: Kim Belshé, Executive Director

Date: May 3, 2018

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2018-19 BUDGET**

Members of the Committees:

We are pleased to share with Commissioners a draft budget for fiscal year (FY) 2018-2019. This budget reflects First 5 LA's continued work – in partnership with others - to creatively and thoughtfully strengthen families, communities and systems of services and supports to ensure that all children in our County enter kindergarten ready to succeed in school and life.

The budget of an organization tells a story about that organization's vision, values and priorities. For First 5 LA, the proposed budget FY 2018-19 tells a story about how we are supporting young children and creating a vision for a better, stronger, more equitable future. It's a story about working with parents, community stakeholders, and decision-makers to make young children a priority. It's a story about First 5 LA's efforts to ramp up and sustain investments in family strengthening, to support and foster strong collaborative community efforts around a shared vision for children and families, and to facilitate access to essential early learning and health-related services and supports to achieve and sustain positive outcomes for children. And, the proposed budget tells the story of our Board's and staff's commitment to partnership, with resources proposed to enable First 5 LA to work creatively and collaboratively with County agencies and other partners to advance shared systems change goals to benefit young kids.

The proposed budget also reflects an organization that continues to transform to be more strategic, effective and efficient in service of young children and their futures. This proposed budget represents the second budget organized to reflect First 5 LA's new organizational structure and staffing in furtherance of our strategic direction, role and intended impact.

First 5 LA is pleased to present the proposed fiscal year 2018-19 budget for Board consideration and discussion on May 3rd, when the Executive and Budget & Finance Committees will jointly meet. As a result, we will convene this session as a Special Meeting of the Board of Commissioners.

What follows are a number of observations about key themes and issues associated with the proposed FY 2018-19 budget. In the attached material, Commissioners can review both a high-level

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overview of the four divisions around which First 5 LA's work is organized, including division goals, strategic priorities for the year ahead, and a few budget highlights, as well as detailed information breaking out the budget requests by each division and department.

Strategy Implementation

In its adoption of the 2015-2020 Strategic Plan in November 2014, the Board recognized both the fiscal realities of our declining revenues and the strategic value of First 5 LA approaching its work differently to achieve our goals for young children. First 5 LA's evolving approach – anchored in partnership and focused on policy and systems change – is reflected in the attached proposed FY 2018-19 Budget. The proposed budget represents staff's best estimate of the financial resources needed to move work forward to advance the goals and priorities articulated in our Strategic Plan – and the evolving nature of our approach to impact. The following are a number of key themes to highlight relative to the proposed budget:

- Exciting progress in implementation of the Strategic Plan. Significant progress has been made in executing the Strategic Plan this past year. As we enter the next two years of our current 5-year strategic plan period, the proposed budget recognizes implementation began at different starting points. We are both building on the foundation of First 5 LA's longer-term signature investments, such as Welcome Baby and Best Start, expanding work in its early phases, such as kindergarten readiness assessment efforts, and transitioning from planning to implementation of new work, such as early identification and intervention (Help Me Grow) and the built environment. The varying stages of early development and implementation are reflective of First 5 LA's new strategic direction and approach. Advancing meaningful change in policies and systems and achieving progress towards population-level improvements for all children in LA County is a long-term proposition; it's exciting to see First 5 LA gaining some real momentum in this work.

- Policy and systems change: at the center of our work. First 5 LA's Strategic Plan recognizes that the path to widespread impact and sustainability runs through communities, systems and public policies. The proposed FY 2018-19 budget reflects a continued transition away from funding discrete direct services with impact at the participant level and an increased emphasis on collaboration, systems change and public policy in furtherance of population-level outcomes. This work is complex and multi-faceted; and, it's encouraging to see early signs that we're moving in the right direction. The proposed budget requests funding to support such work, including the next phase of Countywide trauma- and resiliency-informed systems work; the testing of sustainability strategies for home visiting, such as Medicaid Targeted Case Management; and policy and advocacy activities to advance a focused, shared Early Care and Education state budget agenda.

- Partnerships are the heart of our work to change systems for children in LA County; and, partnerships are at the heart of the proposed budget. Partnerships are at the heart of First 5 LA's mission, strategy and tactics. Throughout the proposed budget, Commissioners will see the evolution in First 5 LA's approach and role, shifting from primarily a funder role to a lead convener, partner and catalyst role. This partnership work is challenging. It requires time and effort to build relationships, engage others, and forge a common agenda in the context of competing needs and demands. And, our experience demonstrates that multiple partnerships are critical to long-term, sustained systems changes. With the resources proposed in the draft budget, First 5 LA has the opportunity to build on extensive partnerships and current momentum to advance shared systems change goals to benefit young kids. Examples in the budget include: multiple First 5 LA-LA County partnerships, including continued support for the Department of Social Services CalWORKs home visiting pilot and for work emerging from the Office of Child Protection Prevention Plan; various funder partnerships, such as the funder collaborative to advance a trauma- and resiliency-informed LA County; and cross-sector partnerships, such as reflected in our early screening and intervention initiative (Help Me Grow).

- Value of strategic opportunism: The proposed budget recognizes the importance of being focused and disciplined in our work in support of First 5 LA's four outcome areas. At the same time, systems change work requires that we be responsive to opportunities that arise. The proposed budget for FY 2018-19 strikes a healthy balance between strategic focus on First 5 LA's organizational strategy and nimbleness to respond to opportunities. Towards that end, resources are included in each Division's budget to support emerging opportunities, including efforts emerging from the Board of Supervisors' actions, opportunities to leverage First 5 LA funds, and activities to address unexpected threats to child well-being.

- First 5 LA as an impact-focused learning organization: As we enter the second full year of standing up First 5 LA's new Integration & Learning Division, we will move forward with the learning agendas for Welcome Baby and Best Start, strengthen the foundational elements required for First 5 LA to be a learning organization and finalize the Impact Framework. The Impact Framework will clarify our intended impact, tell the story of how our funding and activities contribute to systems change, track our progress against the Strategic Plan, and inform our strategies. Consistent with the Strategic Plan, the proposed budget recognizes the importance of using data, evaluation, and learning to advance strategies that change policies and systems that benefit young children, measure progress toward our outcomes, and continuously inform organizational performance and improvement.

- Sustainability planning and projects. Consistent with the Strategic Plan's direction that First 5 LA make progress in aligning its expenditures to its declining revenues, First 5 LA's programmatic efforts are including a more intentional focus on sustainability and leveraging. In particular, the proposed budget includes resources to support sustainability efforts underway relative to our family-strengthening home visiting investments. In addition, our Policy & Strategy Division will continue its work to build coalitions of support for increased investment in priority areas, such as home visiting and early care and education, and execute a strategy related to alternative revenue generation at the municipal level.

Organization Alignment

The FY 2018-19 Budget represents the second budget reflecting First 5 LA's new organizational structure and staffing aligned to First 5 LA's strategic direction, role and impact. Highlights to call out here include:

- Staffing. First 5 LA's evolving approach to impact – one that places less emphasis on direct services and more emphasis on partnership, policy and systems – has implications for First 5 LA's staffing. Our more collaborative, partners-focused approach to advancing shared policy and systems goals is more staff-intensive, relative to staff's more traditional contract solicitation and management roles. In an effort to limit growth in First 5 LA's operating budget, the proposed budget caps the number of full time equivalent positions at the number authorized in the current year budget (148); vacant positions will be filled and aligned with our new structure and staffing model.

- Staff development/support. First 5 LA recognizes the importance of supporting staff to learn and grow in their jobs and strengthen the skills and capabilities they need to succeed. In the proposed budget for FY 2018-19, resources are included to support the next iteration of staff training through our Human Resources and Talent Management Department led "First 5 LA University." Training priorities have been identified that are grounded in our commitment to effective execution of the Strategic Plan, to invest in our employees, and to First 5 LA being a high-performing, high-impact organization.

- Infrastructure/systems. Administration Division leadership has worked collaboratively to identify specific business systems and processes to support First 5 LA's new Strategic Plan and direction. For FY 2018-19, resources are proposed to advance a number of foundational projects. Examples include initial implementation of an organization-wide system to enable staff to capture and easily access data and information that can be used to inform our work and course-corrections. This strategy - known as "knowledge management" - is an example of First 5 LA's efforts to create an organizational culture of more intentional learning by charting and accessing the flow of information at First 5 LA.

- Capital improvements. As the owner and operator of its building, into which First 5 LA moved in 2005, we are reaching the point in the life of our facility which will require certain capital expenditures to maintain this critical asset. Per the FY 2017-18 Budget process, during which the Board established a Capital Improvement Fund (CIF), funded by unspent prior year operating budgets, staff is preparing a Capital Improvement Plan (CIP) to draw upon those funds. In addition to improving the layout of the building to enhance internal collaboration and work, there will be a certain amount of ongoing investment to maintain our building. The creation of this plan will allow immediate needs to be addressed, as well as plan for the future needs of a facility that is now over twelve years old. Staff will bring the CIP to the Board for consideration and action outside the annual budget process this summer.

- Cost-effective operations. Each year, the Commission approves an annual administrative cost limit, which is a percentage of the total fiscal year budget. The administrative cost for supporting First 5 LA programs is projected to be 9.86% of the budget. Consistent with First 5 LA's past practice, First 5 LA continues to have one of the lowest administrative limit percentages among all 58 First 5 Commissions.

The proposed budget for FY 2018-19 includes a total budget request of $139,429,688 as presented in the table below.

BUDGET CATEGORY	FY 2017-18 Budget Original		FY 2017-18 Budget Revised		Proposed FY 2018-19 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Strategic Plan Priority Outcome Areas	$ 74,617,000		70,712,000		$ 88,218,000		$ 17,506,000	24.8%
b. Strategic Plan Investment Areas & Support Costs	10,441,000		9,941,000		10,768,000		$ 827,000	8.3%
c. Integration & Learning	6,377,000		5,830,000		5,941,000		111,000	1.9%
Total 2015-2020 Strategic Plan	$ 91,435,000	63%	$ 86,483,000	63%	$ 104,927,000	75%	$ 18,444,000	35.0%
Legacy Investments	31,824,000	22%	31,724,000	22%	11,653,000	8%	(20,071,000)	-63.3%
Total Program	$ 123,259,000	85%	$ 118,207,000	85%	$ 116,580,000	84%	$ (1,627,000)	-1.4%
Operating	21,614,104	15%	21,614,104	15%	22,849,688	16%	1,235,584	5.7%
TOTAL BUDGET	**$ 144,873,104**	**100%**	**$ 139,821,104**	**100%**	**$ 139,429,688**	**100%**	**$ (391,416)**	**-0.3%**

1. The Integration & Learning costs include research and evaluation resources in support of ongoing legacy investments.

2. The operating budget includes $9.1 million, or 40%, in support of programs and $13.8 million, or 60%, in support of organization-wide administrative functions, the latter being the annual Administrative Cost Limit. See Attachment B - Administrative Limit Calculation for additional detail.

Finally, I'd like to close with a shout out to Finance Department Director Raoul Ortega and his team for guiding and leading this organization-wide process in a manner that reflects a strong commitment to First 5 LA's values and goals on behalf of young children and their families.

ATTACHMENT A:

FY 2018-19 BUDGET – HIGHLIGHTS

ATTACHMENT A:
FY 2018-19 BUDGET – HIGHLIGHTS

The FY 2018-19 Budget represents the fourth fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014, and the second fiscal year reflecting First 5 LA's new organizational approach to structure and staffing, and an alignment of program costs to further reflect realistic expenditures. The relatively steady level of resources proposed in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan reflects the progress of the work undertaken to define our direction, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. Proposed budget resources will be drawn from the Assigned category of the fund balance; at the time of budget approval, requested resources will shift from the Assigned category to the Committed category.

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 new/emerging strategies. These highlights provide a general overview of the FY 2018-19 Budget and assumptions that inform the requests, as well as a high-level discussion of the resources for Year 4 activities related to the implementation of the 2015-2020 Strategic Plan. The highlights are presented in the following manner:

I. Budget Overview
  A. Budget Development Context
  B. Overall Budget Summary
  C. Program Costs Summary
    1) 2015-2020 Strategic Plan: Focusing for the Future
      a. Strategic Plan Priority Outcome Areas
      b. Strategic Plan Related Investment Areas and Support Costs
      c. Integration & Learning
    2) Legacy Investments
  D. Internal Operations (Operating Budget)

II. Budget Development Context
  A. Format and Approach to the FY 2018-19 Budget
  B. Potential Future Changes

III. Revenue Assumptions

IV. Impact on Fund Balance

V. Administrative Cost Limit

VI. Conclusion

Further detail on each program and operating budget request by internal division and departments is provided in Attachments C - G. 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.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2018-19 Budget – Highlights

Attachment B: FY 2018-19 Budget

- FY 2018-19 Budget Summary
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment C: Programs Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment D: Policy & Strategy Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment E: Integration & Learning Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment F: Administration Division

Division Summary

Operating Summaries & Detail Tables by Department

Attachment G: Executive Division – Operating Summaries & Detail Tables by Department and Program Budget

For Attachments C – E, operating and program detail are organized by department within the division.

I. BUDGET OVERVIEW

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 a changing LA County. Consistent with the Commission's strategic direction, First 5 LA will place greater emphasis on efforts that contribute to the development and improvement of sustainable public financing, public policy and systems-level change to make services and supports work better for children and their families. This ongoing directional shift also means that First 5 LA is placing 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:

Families: 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.

Communities: 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.

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

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

Health-Related Systems: 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.

Specific program and operating costs associated with each Division are summarized in Attachments C – G.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2018-19 Budget

Consistent with FY 2017-18, the role of the FY 2018-19 Budget is to set the context and provide a proposal 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 2017-18. These adjustments resulted in a net decrease to the overall FY 2016-17 Budget of approximately $5.1 million, for a revised fiscal year budget of $139.8 million. The FY 2018-19 budget closely aligns with the revised estimates proposed in FY 2017-18, which was adjusted based on actual expenditure trends, additional contract/vendor information, and projected need based on the project timeline.

B. OVERALL BUDGET SUMMARY

The total FY 2018-19 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals $139.4 million, a decrease of approximately $392,000, or 0.3% compared to the FY 2017-18 revised budget of $139.8 million. Costs are estimated to decrease by 1.4% for programs and increase by 5.7% for internal operations.

BUDGET CATEGORY	FY 2017-18 Budget Original		FY 2017-18 Budget Amendments	FY 2017-18 Budget Revised		Proposed FY 2018-19 Budget		Variance	
Program									
2015-2020 Strategic Plan: Focusing for the Future									
a. Strategic Plan Priority Outcome Areas	$ 74,617,000		$ (3,905,000)	70,712,000		$ 88,218,000		$17,506,000	24.8%
b. Strategic Plan Investment Areas & Support Costs	10,441,000		(500,000)	9,941,000		10,768,000		$ 827,000	8.3%
c. Integration & Learning	6,377,000		(547,000)	5,830,000		5,941,000		111,000	1.9%
Total 2015-2020 Strategic Plan	$ 91,435,000	63%	$ (4,952,000)	$ 86,483,000	63%	$ 104,927,000	75%	$18,444,000	35.0%
Legacy Investments	31,824,000	22%	(100,000)	31,724,000	22%	11,653,000	8%	(20,071,000)	-63.3%
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TOTAL BUDGET	**$ 144,873,104**	**100%**	**$ (5,052,000)**	**$ 139,821,104**	**100%**	**$ 139,429,688**	**100%**	**$ (391,416)**	**-0.3%**

The FY 2018-19 Budget reflects an ongoing shift away from Legacy Investments approved as part of previous strategic plans, and an increased emphasis on the strategies and investments prioritized in the 2015-2020 Strategic Plan, including resources to continue expanding our policy and advocacy efforts, strategic communications, and strategic partnership ventures to develop and catalyze organization-wide relationships and partnerships that contribute to the advancement of First 5 LA's strategic plan outcomes.

In addition, although operating resource requirements continue to evolve, management has committed to living within the current level of authorized positions to support First 5 LA's work internally.

C. PROGRAM COSTS SUMMARY

1. 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE

a. Strategic Plan Priority Outcome Areas

The FY 2018-19 Budget reflects further advancement of the 2015-2020 Strategic Plan which includes estimated resources in support of the four priority outcome areas: 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 4 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

It is important to note that the development and implementation of the work within the four outcome areas was staggered and therefore proposed costs are indicative of the implementation period. For example, the organization's Welcome Baby and Select Home Visiting and the community capacity building work, within the Families and Communities outcome areas, respectively, represent ongoing work already in progress, while much of the proposed work in Health-Related Systems outcome area is in the beginning stages of implementation.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 4 activities. As the scope of tasks for FY 2018-19 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	Revised FY 2017-18 Budget		Proposed FY 2018-19 Budget	
Families	$ 29,675,000	42%	$ 40,845,000	46%
Communities	18,325,000	26%	20,976,000	24%
Early Care & Education (ECE) Systems	21,244,000	30%	22,910,000	26%
Health-Related Systems	1,468,000	2%	3,487,000	4%
Total Strategic Plan Priority Outcome Areas	**$ 70,712,000**	**100%**	**$ 88,218,000**	**100%**

Families ($40,845,000)

Much of the planned FY 2018-19 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. Additional activities in support of advancing the anchor investment goals are also included as part of the Strategy 1 – Home Visiting FY 2018-19 project costs. Many of these new activities were identified and established toward the latter part of FY 2017-18 through the emerging opportunities funds. Another significant change from prior year is the inclusion of Universal Assessment of Newborn (UAN) Welcome Baby (non-Best Start) resources within Strategy 1 – Home Visiting, formerly reflected under the Legacy category of work, as current Board policy stipulates the provision of home visiting services to both Best Start and non-Best Start families served by hospitals participating in the Welcome Baby (WB) program. In addition, estimated resources are included for activities to advance the Strategic Plan's Families Strategy 2 – Family Engagement, such as Abriendo Puertas and Project Dulce, which are focused on demonstrating the effectiveness of family engagement strategies in places where families access services including community clinics, schools, faith-based centers.

FAMILIES OUTCOME AREA	Proposed FY 2018-19 Budget	
Strategy 1 - Home Visiting	$ 38,310,000	94%
Strategy 2 - Family Engagement	2,335,000	6%
Emerging Opportunities	200,000	0%
Total Families Outcome Area	**$ 40,845,000**	**100%**

Families Strategy 1 – Home Visiting ($38,310,000)

The 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 voluntary hospital and 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 income status or 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 such as Healthy Families America or Parents as Teachers.

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, that is, non-Best Start families, facing serious challenges in caring for their newborn due to such factors as lack of social supports or limited knowledge on infant care will be linked to supportive services by implementing a universal risk screening at the birth of their child. Additionally, families who reside outside of the Best Start Communities, i.e. non-Best Start families, will be provided with a hospital visit and up to three postpartum home visits, as needed, to offer basic supports and ensure linkages to needed services. In FY 18-19, costs to provide home visiting services to non-Best Start families are incurred through Universal Assessment of Newborns funding source.

FY 2018-19 Welcome Baby and Select Home Visiting programs costs are fairly consistent with the revised FY 2017-18 Budget, indicating a thorough understanding of project resource needs to achieve outcomes.

Additional project costs proposed for FY 2018-19 include support for home visiting expansion through Department of Mental Health (DMH) Prevention and Early Intervention (PEI) funding and Department of Health Services (DHS) and Department of Public Social Services (DPSS) pilots.

STRATEGY/PROGRAM	Proposed FY 2018-19 Budget	
Families Strategy 1 - Home Visiting		
Welcome Baby Hospitals	$ 8,572,000	22%
Universal Assessment of Newborns - Welcome Baby Hospitals	10,511,000	27%
Select Home Visiting Programs	13,572,000	35%
Welcome Baby Implementation and Outcomes Evaluation	238,000	1%
Targeted Case Management Implementation Support	200,000	1%
MAMA's Visits Home Visiting Program Training and T.A. Support	334,000	1%
Family Strengthening Oversight Entity	3,577,000	9%
Stronger Families Database	935,000	2%
Home Visiting Sustainability Support in Health Systems	120,000	0%
Home Visiting Sustainability Support in Mental Health Systems	25,000	0%
Home Visiting Compensation and Turnover Analysis	200,000	1%
LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	0%
Total Families Strategy 1	**$ 38,310,000**	**100%**

Families Strategy 2 – Family Engagement ($2,335,000)

FY 2018-19 work related to Strategy 2 of the Families outcome area includes ongoing work around Abriendo Puertas and Project Dulce program implementation and research, as well as the addition of a Family Engagement Learning Community Support partnership.

The components of these activities are reflected in the table below.

STRATEGY/PROGRAM		Proposed FY 2018-19 Budget	
Families Strategy 2 - Family Engagement			
Abriendo Puertas	$	1,100,000	47%
Project Dulce		1,215,000	52%
Family Engagement Learning Community Support		20,000	1%
Total Families Strategy 2	**$**	**2,335,000**	**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 prenatal to age 5. The FY 18-19 program plan includes the following activities:

- Convene a Summit with Phase 1 partners to share implementation best practices and challenges
- Provide technical assistance to support Phase 1 partners in scaling and sustaining programming
- Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish
- Refine implementation and sustainability tools by identifying factors that inform provider capacity processes and needs to deliver a high-quality program
- Cultivate relationships to advance sustainability efforts with an eye toward the future, with new curricular designs and implementation practices for diverse populations, and
- Evaluate provider capacity issues and conduct a landscape analysis of hard-to-reach populations and the service providing entities to understand how to best meet the populations needs

Also included within this strategy is First 5 LA's investment in Project Dulce, an innovative pediatric-care-based intervention 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 much needed concrete supports and community resources; increase utilization of well-child/preventive health care visits; and decrease the use of emergency room care. Each Project Dulce participating clinic is expected to serve approximately 200 infants and their families, build continuous quality improvement capacity in the local CQI teams and participate in the national evaluation and sustainability efforts lead by the Center for the Study of Social Policy (CSSP). The goal for FY 2018-19, is to expand to two additional clinics for a total of five participating DULCE clinics.

Last, resources within Strategy 2 of the Families outcome area will fund the Family Engagement Learning Community Support project – a collaboration with other funders to support the building of the Family Engagement field through shared learning and integration efforts between funders. In addition, First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2018-19 that align with the strategy and goals. A total of $200,000 has been identified for use in FY 2018-19.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2018-19 please refer to Attachment C.

Communities ($20,976,000)

The Strategic Plan emphasizes the ongoing commitment to the community partnership investments and highlights the critical nature of community environments to the advancement of the Protective Factors. A majority of the planned FY 2018-19 costs within the Communities outcome area is driven by the first full year of the new Best Start Regional and Local Networks structure (regional with local customization) for Best Start community partnerships, endorsed by the First 5 LA Board of Commissioners in May 2017. Estimated resources for the Regional Networks and other place-based activities are included as follows:

COMMUNITIES OUTCOME AREA		**Proposed FY 2018-19 Budget**	
Strategy 1 - Community Leadership & Collaboration	$	18,282,000	87%
Strategy 2 - Coordinated Services & Supports		503,000	2%
Strategy 3 - Built Environment Policy & Advocacy		1,256,000	6%
Cross-Strategy Investments		685,000	3%
Emerging Opportunities		250,000	1%
Total Communities Outcome Area	**$**	**20,976,000**	**100%**

Communities Strategy 1 – Community Leadership & Collaboration ($18,282,000)

This anchor investment includes costs related to the new Best Start community partnership structure for the five Regional Networks ($15,460,000), Neighborhood Action Councils ($2,250,000) and the Center for the Study of Social Policy (CSSP) ($105,000).

Costs associated with the new Regional Network structure are included within Strategy 1 – Community Leadership & Collaboration and were approved for a total sum not to exceed $15.5 million annually. The five Regional Network grants were approved at the April 12, 2018 Board of Commissioner's meeting and are included in the FY 2018-19 Budget for a total of $15,460,000. The grantees represent a network of partners that will work together to fulfill regional and local level roles that support the operations and work of the community partnerships. Additional resources are included to support the transition implementation process. This transition will incorporate trauma and resiliency informed systems change. It will also serve as an opportunity to integrate all three Community outcome area strategies to improve work streams and coordination in a collective effort to achieve the necessary milestones for year 1 of the new structure. These investments are intended to be longer-term to achieve results at the family and community levels that promote optimal child development.

In addition, Strategy 1 also includes the continuation of the strategic partnership with South Bay Community Counseling (SBCC) Thrive LA, also referred to as the Neighborhood Action Councils, to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents for a total of $2,250,000. Three-months of resources are also included to transition the Center for the Study of Social Policy (CSSP) out as the lead capacity building support provider for the Best Start partnerships.

Communities Strategy 2 – Coordinated Services & Supports ($503,000)

With the establishment of the new Best Start structure, capacity building will support the organizational members of the partnerships. Resources will support Regional and Local Networks to deepen understanding of the network building and policy and systems change orientation to the work as well as to facilitate the integration of the countywide trauma and resiliency informed systems change framework to support the implementation of the new Best Start Structure. Additionally, funds will be used to support capacity building opportunities for other non-formally contracted organizational members of the Best Start community partnerships.

Communities Strategy 3 – Built Environment Policy & Advocacy ($1,256,000)

Major cost drivers in FY 2018-19 will support three primary areas: 1) support to build the capacity of community-based organizations and advocates to work with communities and advocate for healthy places and spaces for children and families; 2) build the capacity of municipalities to engage community residents and stakeholders in the development and implementation of comprehensive plans that position them to compete for and leverage impending Measure A park and opens space funding in 2019, and 3) the continued support of two legacy investments pertaining to food programs that incentivize and improve the access and distribution of healthy food to communities.

Communities – Cross-Strategy Investments ($685,000)

Resources for FY 2018-19 will fund the Capacity Building Consortium to support peer learning and reflection among grantees across the Communities outcome area. Funds will also support new staff roles as convener, connector and catalyst through local, regional and countywide convenings such as the Transportation Forum, Topic Interest Groups and Best Start Leadership summits.

First 5 LA will continue to explore internal and external emerging opportunities that may arise during FY 2018-19 that align with the strategy and goals. A total of $250,000 has been identified for use in FY 2018-19 with prospective opportunities identified around immigration rights and education and LA Walks.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2018-19, please refer to Attachment C.

<u>Early Care and Education (ECE) Systems ($22,910,000)</u>

Activities for FY 2018-19 related to the ECE outcome area include 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		Proposed FY 2018-19 Budget	
Strategy 1 - Policy/Advocacy	$	5,245,000	23%
Strategy 2 - QRIS		15,200,000	66%
Strategy 3 - Professional Development		2,065,000	9%
Emerging Opportunities		400,000	2%
Total ECE Outcome Area	**$**	**22,910,000**	**100%**

ECE Strategy 1 – Policy/Advocacy ($5,245,000)

Resources for FY 2018-19 will support the ECE Policy Advocacy Fund ($3,000,000), Kindergarten Readiness Assessment ($1,945,000), and the Educare Policy and Advocacy program ($300,000).

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 2018-19 assumes resources for the cost of partnership grants, technical assistance and capacity building activities, intermediary costs associated with executing and managing contracts, as well as facilitating grantee meetings. Some resources are also available for emerging opportunity grants that arise during the fiscal year.

FY 2018-19 resources will also support the continued advancement of work with school districts across LA County to promote the collection and use of Kindergarten Readiness Assessment (KRA) data through the use of the Early Development Instrument (EDI) that can help inform and drive ECE policy, fiscal and systems change. In FY 18-19, First 5 LA will continue to support the seven existing KRA communities and will expand, with the proposed addition of five new communities. First 5 LA is also continuing the partnership with UCLA to provide EDI data collection technical assistance to the participating KRA communities. The technical assistance component is also expanding to include a partnership with UNITE-LA as a steward for early childhood in the exploration and development of opportunities to expand the use of EDI across LA County and to advocate for resources and policy and systems change at the county, state and federal levels.

Educare is one of the nation’s most effective early childhood schools serving financially disadvantaged young children birth to five to ensure the best possible chance for success in life. The launch of Educare in Los Angeles at Long Beach presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. FY 2018-19 funds will focus on expanding professional development for ECE educators, access to the mental health system, family engagement practices, and local evaluation efforts.

ECE Strategy 2 – QRIS ($15,200,000)

Approximately 89% ($13,501,000) of the FY 2018-19 budgeted resources under the ECE strategy 2 will support the implementation of First 5 California’s Improve and Maximize Programs so All Children Thrive (IMPACT) program, also known as QRIS Continuous Site Engagement. This initiative supports a network of local quality improvement systems to better coordinate, assess and improve the quality of early learning settings. The majority of projected costs in FY 2018-19 will be spent on the implementation of the quality rating and improvement systems (QRIS) in order to meet the IMPACT site targets and match requirement. Activities will focus on assessing and rating the quality of providers, providing quality improvement services, and providing incentives to support the ongoing quality improvement of the sites. In addition, Child360, formerly LAUP, will continue to engage in policy and advocacy activities to promote long-term, sustainable investment in high quality early learning activities, as well as undertake activities related to the development of a highly qualified early care and education workforce.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to continue the test phase of the single, cohesive QRIS system with a focus on implementing and testing new approaches to QRIS in LA County, with an emphasis on a common data system, a revised incentives model, and the use of the ECE Workforce Registry to assess teacher grants for the QRIS Architects, and costs associated with moving to a common data system;
2. A Strategic Partnership with the Los Angeles County Office of Education (LACOE) that will support the development and administration of the QRIS data system (iPinwheel) for LA County;
3. Ongoing quality coaching support services to providers who had been engaged in existing LA County QRIS efforts through support in ERS, increasing positive adult-child interactions, and providing support for family engagement practices; and
4. Continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County with at least one new shared service alliance launch (for a prospective total of 5 shared service alliances).

ECE Strategy 3 – Professional Development ($2,065,000)

The aim in FY 2018-19 is to continue the support of the ECE Workforce Registry, continue partnerships with local institutes of higher education to advocate for an ECE credential and increase alignment between coursework and the California Early Childhood Educator Competencies, and to launch a project to increase alignment between professional development trainings and the California Early Childhood Educator Competencies.

The purpose of the Early Childhood Education Credential Advocacy Project is to increase access to quality early care and education by strengthening the preparation and professional development system for early childhood educators. The work will be led by Partnerships for Education, Articulation and Coordination through Higher Education (PEACH), a collaborative of early childhood education/child development faculty from over 20 colleges and universities. In the third year of this four year project, PEACH will continue to implement an advocacy plan to support the adoption of an ECE Credential, convene Los Angeles County colleges and universities to advocate for ECE Credential and connect with advocacy groups to plan strategies around ECE workforce development. In addition, PEACH will lead an element of the work focused on the integration and alignment of the ECE Competencies in college and university courses. This new component will help strengthen the pathway in higher education system for an ECE Credential.

The ECE Competencies Curriculum Project intends to increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers by providing 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. Year two activities in FY 18-19 will focus on selecting the seven ECE Competencies grantees, providing grantees with training and technical assistance before grantees develop their own action plans and begin to refine/develop training programs for early educators that incorporate the ECE Competencies.

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.

Additional resources are included in FY 2018-19 under Emerging Opportunities. These funds are intended to provide flexibility to respond to and implement emerging opportunities that align with the ECE outcome area to help further the Strategic Plan. Prospective projects may include: planning support for the LA County Office of Child Protective Services (OCP) and for the Office for the Advancement of ECE (OAECE) as well as support for the Pomona Unified School District (PUSD) to pilot a Pay for Success project which aims at reinvesting cost savings for ECE programs and services. Additional projects could include further Child Care Needs Assessment results analysis.

For additional information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2018-19, please refer to Attachment C.

Health-Related Systems ($3,847,000)

Activities for FY 2018-19 related to the Health outcome area are transitioning from the planning and development phase to implementation, and include work to begin implementation of the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA STRATEGY	**Proposed FY 2018-19 Budget**	
Strategy 1 - Early Identification/Developmental Screening/Connection to Services	$ 2,610,000	75%
Strategy 2 - Trauma-Informed Care	827,000	24%
Emerging Opportunities	50,000	1%
Total Health Outcome Area	**$ 3,487,000**	**100%**

Health Strategy 1 – Early Identification/Developmental Screening/Connection to Services ($2,610,000)

Through Strategy 1 of the Health outcome area, First 5 LA seeks to improve how health-related systems coordinate and connect to provide timely screening, effective care coordination and appropriate referrals with the goal of improving delivery care for young children at risk of developmental delays and their families by using the Help Me Grow model (HMG). 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 2018-19 resources will focus on supporting LA County Department of Public Health's (LACDPH) transition and on-boarding as the HMG Organizing Entity responsible for both the Centralized Access Point and Data Collection and Analysis components. First 5 LA will be the lead for Community and Family Engagement as well as Health Care Provider outreach. Strategic Partnerships and Requests for Proposals are anticipated to develop in FY 2018-19 in support of the core components. Additionally, First 5 LA will continue to support First Connections, the former Early Identification and Intervention – Autism and Other Developmental Delays project, which was found to align with the Health outcome area through the expiring initiatives process.

Health Strategy 2 – Trauma-Informed Care ($827,000)

In FY 2018-19, First 5 LA will continue to bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma and Resiliency-Informed Systems Change Work Group to use the action plan and environmental scan developed in FY 2016-17 to inform implementation of strategies across Los Angeles County. First 5 LA, in partnership with other funders will contribute to a pooled fund that will cover the costs associated with a third-party fiscal intermediary to support the workgroup and identification of demonstration projects that align with the strategies identified in the county-wide action plan report. In addition, First 5 LA's Health Systems Department and Communities Department are partnering to advance a trauma and resiliency informed approach within First 5 LA's Best Start communities and County agencies. In addition to the external county-wide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2018-19 that align with the Health-Related strategies and goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2018-19, please refer to Attachment C.

b. Strategic Plan Related 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, as well as costs for activities that advance the strategic plan goals, such as strategic partnerships, community engagement and advocacy and county partnerships.

Policy Agenda/Advocacy ($3,070,000)

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 2018-19 includes key activities to support First 5 LA's policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development. The FY 18-19 budget also includes an increase in advocacy activities related to early identification and intervention and family strengthening.

<u>Communications ($6,121,000)</u>

The Communications Department will continue to support the implementation of the 2015-2020 Strategic Plan in advancing First 5 LA's programmatic and policy goals in FY 2018-19. The focus will be on developing and implementing 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, and support First 5 LA's policy and systems change strategies.

The FY 2018-19 Budget includes two components: Communications & Marketing and Conference Funding. The resources for communications and marketing support the general marketing and communications for First 5 LA's projects, efforts and initiatives; marketing funds to support First 5 LA public education campaigns; strategic partnerships to engage decision makers on early care and education; strategic partnerships to engage decision makers on early childhood development; strategic partnership to advance the families outcome area; strategic partnership with the First 5 Association for coordinated communications efforts; research and development of communications and marketing strategies; coordinated communication support of First 5 LA partners and grantees; strategic partnership to elevate awareness of First 5 LA's mission and brand; communications support for the communities department programs and efforts, and promotional and collateral materials to build First 5 LA's brand. All communications and marketing activities are in service of improving implementation of our Strategic Plan outcomes for young children and families.

The Conference Funding provides conference sponsorship funding to applicants in support of knowledge-sharing activities that will advance the field of early childhood development through conferences and events that will increase community and/or professional capacity, disseminate best and promising practices and share new research findings.

<u>Strategic Partnerships ($946,000)</u>

The Strategic Partnership activities support organization-wide efforts to develop and catalyze relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. FY 2018-19 Strategic Partnership activities will focus on initiating, developing, and sustaining strong and effective partnerships with key stakeholders that have shared strategic value to First 5 LA at the local, state, and national levels. This will allow the organization to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent by improve the alignment of new resources. Internal support and learning, organizational-wide teams, existing and emerging funder collaboratives, and cross-sector convening activities will also assist in building the advocate base and leveraging resources in service of the policy and systems change goals stated in our 2015-2020 Strategic Plan.

<u>Community Engagement and Advocacy ($256,000)</u>

This initiative recognizes that parents' and caregivers' experiences provide valuable insight in the direction and development of programs and policies needed to help strengthen families and improve the communities in which they reside. Resources will be utilized to further develop a framework for community parents and caregivers to convene and share their opinions, experiences and expertise to inform First 5 LA's priorities at the community level as well as local civic policies and programs. Funding will also provide flexibility and an opportunity to explore an expanded parent engagement program that advances parent and caregiver leaders advocacy skillset to increase their presence and visibility with local elected officials and district offices.

See Attachment D, for more information on the budget amounts and activities anticipated by the Policy & Strategy Division in FY 2018-19.

<u>County Partnerships ($50,000)</u>

The County Partnership Fund will help support developing opportunities with County entities, when those emerging needs are assessed by First 5 LA to be aligned to or potentially aligned to the work in the Strategic Plan. These resources will be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan, as well as to support the work itself and inform how our work can enhance the very systems serving a significant amount of the County's population of children prenatal to age 5 and their families. See Attachment G, for more information on this County Partnerships Fund.

c. Integration & Learning

First 5 LA is anticipating expenditures of approximately $5,941,000 to support the ongoing transformation of the organization to one that is deeply rooted in accountability, learning and knowledge dissemination. The activities within this category include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, align to our legacy investments, and focus on the systematic use of data and evaluation to make decisions in service of better outcomes for our community members. The focus of these activities will be on: evaluation, research, measurement and data development, data integration, data analysis, co-developing learning agendas with key stakeholders, developing technical assistance strategies, and creating the foundation to share lessons and insights to build internal capacity and achieve greater change in outcomes. In addition, the Impact Framework will provide First 5 LA with greater insight and clarity in our systems change efforts through the development and implementation of an interactive tool that measures our impact in systems outcomes, our progress in support of the mission, and our contribution to the children and families in LA County.

<u>Program Evaluation ($3,320,000)</u>

Of the nearly $6 million proposed to advance learning and evaluation, Program Evaluation is the largest of the Integration & Learning 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 initiatives, such as Best Start and Welcome Baby.

See Attachment E, for more information on the budget amounts and activities anticipated by the Integration & Learning Division in FY 2018-19.

2. LEGACY INVESTMENTS

These investments are existing multi-year programs ("Legacy Investments") representing ongoing work of the Commission that is expected to end according to the terms of the project approval. 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, consistent with the First 5 LA Governance Guidelines.

FY 17-18 was the final year funding several investments, while other investments have ramped down significantly from the previous year toward an expected end in FY 2018-19.

Black Infant Health ($1,863,000)
The Black Infant Health (BIH) project 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 the highest rates (more than three quarters) of African-American births occur in Los Angeles County. 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 to the BIH Program for five years beginning in FY 14-15. FY 18-19 marks the fifth and final year of this program.

Children's Dental Care ($372,000)

The Children's Dental Care initiative represents a 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. Two of the three grantees completed all program objectives in FY 2017-18. One grantee was granted additional time to meet all deliverables related to direct oral health services to children prenatal to age 5, parent education and provider training. This budget reflects the final two months of funds in support of this project, through August 2018.

Information Resource and Referral ($620,000)

The Los Angeles County's comprehensive telephonic and referral database, 211 LA County, addresses a broad range of issues pertinent to the prenatal to age 5 population such as health insurance, child care, health care providers, and parenting support. Through the Expiring Initiatives Assessment process, and with Board approval in March 2016, this project was recommended for a two-year extension through June 30, 2018. In March 2018, the First 5 LA Board of Commissioners approved an additional 6-month extension through December 2018 to support the provision of these services.

Little by Little/One Step Ahead ($3,925,000)

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 provides 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 2018-19, the initiative expects to provide services to over 64,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy ($4,428,000)

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 objective 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 is being developed within the workforce and service delivery organizations throughout Los Angeles County to provide PCIT services for families with children prenatal to age 5, specifically by providing training opportunities to mental health professionals on the PCIT model. Initially expected to end in FY 2016-17, the project is extended through June 30, 2019 in order to ensure that (1) all training cohorts are completed according to lessons learned; (2) an ongoing training infrastructure is solidified; and (3) mobile van services in two Service Planning Areas with access challenges are established.

D. *INTERNAL OPERATIONS (OPERATING BUDGET)*

Based on an analysis of historical spending and projected expenditures through June 2018, as well as anticipated needs for FY 2018-19, the budget includes approximately $22.9 million for First 5 LA operating costs.

The $22.9 million represents an increase of approximately $1,235,584 or 5.7% from the revised FY 2017-18 Budget, influenced primarily by an increase in Personnel costs as well as minor increases in supporting line items and offset by decreases in Consultant Services and Professional Services.

OPERATING COST CATEGORY	FY 2017-18 Budget				Proposed FY 2018-19 Budget	
	Original		Revised			
Personnel Services	$17,041,972	79%	$16,833,272	78%	$18,024,406	79%
General Operating Expenses	1,603,970	7%	$ 1,631,290	8%	1,788,900	8%
Consultant Services	1,689,700	8%	$ 1,818,800	8%	1,532,300	7%
Professional Services	484,352	2%	$ 555,252	3%	520,552	2%
Travel Expenses	316,710	1%	$ 355,710	2%	422,630	2%
Professional Development	477,400	2%	$ 419,780	2%	560,900	2%
Total Operating Costs	**$21,614,104**	**100%**	**$21,614,104**	**100%**	**$22,849,688**	**100%**

Please note: Percentages reflected have been rounded to the nearest whole

Attachments C - G provide additional detail on the operating budget request by internal division and department, based on the current organizational structure.

Highlights and Assumptions:

FY 2018-19 Budget changes to personnel are chiefly in response to the continued implementation of Strategic Plan activities and a reduction of vacant positions. As the implementation process continues, we have a clearer understanding of the staffing needs and other operating resources required to continue to effectively implement the Strategic Plan. A decision was made by management to maintain the current level of authorized positions for the organization and repurpose vacant positions to meet priority hire needs. Although the largest increase to the operating budget is in personnel, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories.

<u>Personnel Services</u>

Approximately $18.0 million, or 78.9%, of the total $22.9 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about $1.2 million, or 7.8% over the revised FY 2017-18 personnel budget. As mentioned above, this increase in personnel is primarily driven by the addition of short-term temporary staffing support, fewer vacant positions, and an increase in employee benefits. In an ongoing organization-wide effort to more closely align the budget with actual anticipated costs, First 5 LA continues to budget for estimated savings due to unforeseen, but common, changes in work force throughout the year. One of the ways in which this adjustment is carried out is by using a phased hiring approach to budget for the vacant positions in FY 2018-19. Of the seventeen open positions at the time of budget development, fifteen of those vacant positions are budgeted for ten months at the respective positions' mid-salary range, while two of the vacant positions are budgeted for six months at the position's mid-salary range, based on current outreach efforts and anticipated hire dates. Additionally, the personnel line item includes a 7% personnel attrition rate which is a 1% increase from the 6% rate used for FY 2017-18, based on the latest separation information available at the time of budget development. Also, although new positions have been identified for FY 2018-19 in order to expand and build upon the organization's current work and responsibilities, some positions are being repurposed from existing vacant positions to maintain the authorized headcount detailed in the FY 2017-18 Budget. Staffing needs will be revisited as the organization's activities and future direction are determined. A complete schedule of authorized positions may be found as part of Attachment B.

<u>General Operating Expenses</u>

General operating expenses comprise $1.8 million, or 7.8%, of the total operating costs of $22.9 million. This is a net increase of approximately $158,000 influenced primarily by capital outlay costs to replace servers, laptops, desktops, printers, phones, etc., hardware and software maintenance, building repair and maintenance, subscriptions and publications, and the addition of a new line item – Divisional Capacity Building. The Divisional Capacity Building line item is comprised of $25,000 per division, for four divisions, and is intended for use by all division department's to support Division capacity-building, such as retreats. Costs for these activities were removed from each of the departments individual operating budgets. The intent is to make access to these activities and resources more consistent and equitable across Divisions. These overall increases, as well as other minor increases, are offset by decreases in other areas such as internal meetings and telephone costs.

<u>Consultant Services</u>

The budget includes approximately $1.5 million for Consultant Services, representing 6.7% of total operating costs and a decrease of approximately $287,000, or 16% from FY 2017-18.

Professional Services

The budget includes approximately $521,000 to support Professional Services, representing 2.3% of total operating costs and a $35,000 or approximately 6% decrease in funding level compared to the revised FY 2017-18 budget. Resources will fund the First 5 California Association and Professional dues, among others, as well as legal fees, staff recruitment, commissioner stipends, web-based services, audit fees and miscellaneous bank charges.

Travel and Meeting

Travel and Meetings costs comprise 1.8% of the total operating costs at approximately $423,000, representing an increase from the revised funding level for FY 2017-18, primarily driven by staffing needs and the directional change of the organization toward a more policy, advocacy, and systems change approach.

Professional Development

Professional Development expenditures represent 2.5% of the total operating budget, at $561,000. This budget includes a $141,000 increase, or 34%, compared to the revised resources proposed in FY 2017-18. This operating cost category had not been established at the time of the FY 2017-18 Budget development or approval; the new chart of accounts (COA) structure was successfully implemented in July 2017. This category – previously reflected as a single line item within the Professional Services category under the former COA structure – includes costs related to First 5 LA staff development, including: Training Materials & Supplies, Internal Training, Leadership Programs, Conference Registrations and External Education/Training. Resources are included to support ongoing professional development and staff enhancement activities through relevant content and skills-based training opportunities, conferences and educational materials. In addition, funds are included to support equal-access staff training through our Human Resources and Talent Management Department led endeavor, referred to as “First 5 University”. Each department maintains a modest Professional Development budget, based on an organization average comprised of no more than 4% of the cost of total salaries, for program-specific needs. Professional development resources also include costs related to Board development, identified by Executive leadership as a priority. As First 5 LA continues to transition in response to new priorities and a gradual decline in funding, these resources will be critical to ensure that staff is well equipped to perform the key job functions needed to advance the desired outcomes outlined in the Strategic Plan.

II. 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 State Department of Finance (DOF) distributes the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization’s (BOE) administrative costs. As reflected in the First 5 LA Long Term Financial Projection, Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, and is projected to continue to decline in future years. Tobacco policy changes implemented in 2017 – including the increased smoking age to 21 years (SBx27), additional BOE licensing fees (ABx211 and AB2770), an increased cigarette tax by $2 per pack and taxation implementation of e-cigarettes (Proposition 56) – resulted in a one-time sharp decline in tobacco tax revenue for FY 2017-18 of nearly 16.2% from FY 2016-17. This one-time decline is consistent with the DOF revenue analysis, as is the projected revenue shortfall backfill by new Proposition 56 tax revenue anticipated for FY 2018-19. Per Proposition 56, the backfill amounts are calculated in arrears, which take into account the prior year actual revenue loss attributable to Proposition 56. As such, the backfill amount will increase revenue in FY 2018–19, after which revenue will continue an average rate of decline of approximately 3.8 percent. As always, First 5 LA will continue to work with other county Commissions and the State First 5 Association to closely monitor and evaluate the increasing BOE administrative costs and other adjustments associated with recently enacted legislation that will directly impact revenue.

Interest earnings, projected to yield approximately $5.2 million in revenue for FY 2018-19, are projected using an estimated 1.4% return on anticipated cash balances. Lease revenue is projected to generate approximately $141,000 in FY 2018-19, grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. In addition, as approved by the Board of Commissioners, First 5 LA will receive pass-through funds for the initiative "Improve and Maximize Programs so All Children Thrive" (IMPACT) from First 5 California to help advance First 5 LA's quality strategy work within the Early Child and Education (ECE) priority outcome area.

As Proposition 10 revenue continues on a downward trend, First 5 LA continues to explore alternative revenue generation strategies for the future as well as pursue opportunities to leverage funding from other funding streams to support the work of the Commission.

III. 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 March 2018 and the impact of recent legislation. As tobacco tax revenues that have supported the work to date continue to decline, and given the projected one-time additional revenue decrease adjustment in FY 17-18, spending is anticipated to continue to exceed the incoming revenue resulting in a commensurate decline in fund balance. Nevertheless, a portion of the budget is set aside for the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy. For FY 2018-19, the Reserve is calculated at $34.4 million, an amount that is also classified as unassigned for fund balance purposes.

The annual budget, also per board policy, 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 2018-19 Budget do not exceed the remaining balance for the previously Board approved and committed multi-year allocations, approval of the FY

2018-19 Budget for these initiatives does not represent a commitment of additional dollars since resources will be drawn from the previously approved allocation. The projected remaining allocation balances as of June 30, 2018 will be brought to the Commission for reaffirmation in June 2018 in conjunction with the approval of the FY 2018-19 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.

The current fund balance, although diminishing, provides the organization with the opportunity to gradually transition to a more sustainable “live within our means” spending portfolio, with the goal of aligning annual spending with revenue and reducing the demand and reliance on fund balance. Balances for all fund balance categories will not be finalized until the completion of the FY 2017-18 year-end audit and Comprehensive Annual Financial Report (CAFR). Fund balance updates will be provided in the next Long Term Financial Projection.

IV. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization’s administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is due to the fact that administrative costs are generally not as fluid as other types of costs, and cannot adapt quickly to respond to changes in actual spending levels.

The definition of administrative cost accounts for 100% of the following departments’ costs: Administration Division, Board of Commissioners, Communications, Contract Administration and Purchasing, Executive, Facilities Management, Finance, Human Resources & Talent Management, Information Technology, Integration & Learning Division (excluding personnel costs associated with the Knowledge Management Manager and the Information & Data Analytics Specialist, both of which are program-specific), Policy & Strategy Division (excluding personnel costs associated with the Special Projects Manager, whose work stream is predominantly program-specific), and Programs Division (excluding costs for Interns).

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: Communities, Community Relations, Early Care & Education, Family Supports, Health Systems, Integration & Learning, Measurement, Learning & Evaluation, Public Policy & Government Affairs, and Strategic Partnerships.

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 Department Directors do not spend 100% of their time strictly on 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 continues to have the lowest administrative limit percentages, which range from 9.86-25% of annual spending.

Using the methodology noted above (further detail is provided as part of Attachment B), the administrative cost for supporting First 5 LA programs is projected to be $13.8 million, or 9.86% of the total budget. The increase from the previous year's revised 9.31% is due to the overall increase in operational costs and the overall reduction in programmatic expenditures proposed for FY 2018-19.

V. CONCLUSION

Each year the Board adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to advance the work in alignment to the strategic direction. This year's budget process is another step toward advancing the goals established in the 2015-2020 Strategic Plan. It is also reflective of First 5 LA's efforts to improve and align financial goals and estimates with actual need while remaining cognizant of declining revenues and fund balance. This is made evident by the continued decline in legacy investments and the increase in partnerships such as those with County entities and philanthropies– the overall goal of which is to leverage and maximize resources, with a focus on sustainability, to collectively continue to improve outcomes for children and their families. First 5 LA also endeavors to continue to improve its financial management and reporting practices to effectively communicate the use and progress of the Commission's work. To the extent that there are financial implications associated with decisions taken by the organization, staff will return to the Board of Commissioners with findings, options and recommendations, including funding adjustments, as appropriate.

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.

ATTACHMENT B:

FY 2018-19 BUDGET

- Budget Summary
- Budget Summary for Programs by Initiative/Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

	BUDGET COMPONENT	FY 2017-18	FY 2018-19	VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	$	%
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
1	Families	$ 29,675,000	$ 40,845,000	$ 11,170,000	37.6%
2	Communities	18,034,000	20,976,000	2,942,000	16.3%
3	Early Care & Education Systems	21,244,000	22,910,000	1,666,000	7.8%
4	Health-Related Systems	1,468,000	3,487,000	2,019,000	137.5%
Sub-total: Strategic Plan Priority Outcome Areas		***$ 70,421,000***	***$ 88,218,000***	***$ 17,797,000***	***25%***
Strategic Plan Related Investment Areas & Support Costs					
5	Policy Agenda/Advocacy	$ 2,320,000	$ 3,070,000	$ 750,000	32.3%
6	Communications & Marketing	6,044,000	6,121,000	77,000	1.3%
7	Communications - Conference Funding	300,000	250,000	(50,000)	-16.7%
8	Strategic Partnership-Cross-Cutting Funder Partnership	660,000	745,000	85,000	12.9%
9	Strategic Partnership-Grantmaking Memberships	42,000	41,000	(1,000)	-2.4%
10	Strategic Partnership-Organizational Capacity	200,000	-	(200,000)	-100.0%
11	Strategic Partnership-Partnership Development	250,000	160,000	(90,000)	-36.0%
12	Community Engagement and Advocacy	291,000	256,000	(35,000)	N/A
13	Policy & Strategy - Emerging Opportunities	75,000	75,000	-	0.0%
14	County Partnerships	50,000	50,000	-	0.0%
Sub-total: Strategic Plan Related Investment Areas & Support Costs		***$ 10,232,000***	***$ 10,768,000***	***$ 536,000***	***5%***
Integration & Learning					
15	Communities of Practice	$ 18,000	$ 35,000	$ 17,000	94.4%
16	Data Development and Integration	1,050,000	975,000	(75,000)	-7.1%
17	Data Partnership with Funders	850,000	850,000	-	0.0%
18	Grantee Assessment	75,000	75,000	-	0.0%
19	Impact Framework	-	112,000	112,000	N/A
20	Knowledge Management	-	178,000	178,000	N/A
21	Learning Plan Development	100,000	200,000	100,000	100.0%
22	Oranizationl-Wide Investment	32,000	96,000	64,000	200.0%
23	Program Evaluation	3,655,000	3,320,000	(335,000)	-9.2%
24	Integration & Learning - Emerging Opportunities	50,000	100,000	50,000	100.0%
Sub-total Integration & Learning		**$ 5,830,000**	**$ 5,941,000**	**$ 111,000**	**2%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 86,483,000**	**$ 104,927,000**	**$ 18,444,000**	**21%**
LEGACY INVESTMENTS					
25	At-Risk Fathers Investment	$ 314,000	$ 295,000	$ (19,000)	-6.1%
26	Baby Friendly Hospitals	457,000	150,000	(307,000)	-67.2%
27	Black Infant Health	1,606,000	1,863,000	257,000	16.0%
28	Children's Dental Care	7,217,000	372,000	(6,845,000)	-94.8%
29	Children's Vision Care	252,000	-	(252,000)	-100.0%
30	Early Identification and Intervention - Autism and Other Developmental Delays	884,000	-	(884,000)	-100.0%
31	Information Resource and Referral	1,240,000	620,000	(620,000)	-50.0%
32	Little by Little/One Step Ahead	3,979,000	3,925,000	(54,000)	-1.4%
33	Parent Child Interaction Therapy	3,943,000	4,428,000	485,000	12.3%
34	Policy Advocacy Fund	310,000	-	(310,000)	-100.0%
35	Universal Assessment of Newborns	10,980,000	-	(10,980,000)	-100.0%
36	Workforce Development	542,000	-	(542,000)	-100.0%
TOTAL LEGACY INVESTMENTS		**$ 31,724,000**	**$ 11,653,000**	**$ (20,071,000)**	**-63%**
TOTAL FIRST 5 LA PROGRAM BUDGET		$ 118,207,000	$ 116,580,000	$ (1,627,000)	-1.4%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
Families					
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	$ 9,721,000	$ 8,572,000	$ (1,149,000)	-12%
	Universal Assessment of Newborns - Welcome Baby Hospitals	-	10,511,000	10,511,000	N/A
	Select Home Visiting Programs	13,430,000	13,572,000	142,000	1%
	Family Strengthening Oversight Entity	3,480,000	3,577,000	97,000	3%
	Home Visiting Compensation and Turnover Analysis	-	200,000	200,000	N/A
	Home Visiting Sustainability Support in Health Systems	-	120,000	120,000	N/A
	Home Visiting Sustainability Support in Mental Health Systems	-	25,000	25,000	N/A
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	26,000	-	0%
	MAMA's Visits Home Visiting Program Training and T.A. Support	-	334,000	334,000	N/A
	Stronger Families Database	780,000	935,000	155,000	20%
	Targeted Case Management Implementation Support	-	200,000	200,000	N/A
	Welcome Baby Implementation and Outcomes Evaluation	-	238,000	238,000	N/A
Families Strategy 2 - Family Engagement	Abriendo Puertas	740,000	1,100,000	360,000	49%
	Project Dulce	645,000	1,215,000	570,000	88%
	Family Engagement Learning Community Support	-	20,000	20,000	N/A
Families - Emerging Opportunities	Emerging Opportunities - Families Outcome Area	853,000	200,000	(653,000)	-77%
Sub-total Families		**$ 29,675,000**	**$ 40,845,000**	**$ 11,170,000**	**38%**
Communities					
Communities Strategy 1 - Community Leadership & Collaboration	Broader Community Building and Engagement	$ 2,500,000	$ -	$ (2,500,000)	-100%
	Center for the Study of Social Policy (CSSP)	-	572,000	572,000	N/A
	Community Partnerships	10,797,000	-	(10,797,000)	-100%
	Neighborhood Action Councils	-	2,250,000	2,250,000	N/A
	Region 1 Central-East Regional Network	-	4,236,000	4,236,000	N/A
	Region 2 SLA Regional Network	-	4,710,000	4,710,000	N/A
	Region 3 SFV Regional Network	-	2,248,000	2,248,000	N/A
	Region 4 Port Cities Regional Network	-	2,198,000	2,198,000	N/A
	Region 5 AV Regional Network	-	2,068,000	2,068,000	N/A
Communities Strategy 2 - Coordinated Services & Supports	Organizational Capacity Building	-	503,000	503,000	N/A
	Community Resource Networks	150,000	-	(150,000)	-100%
Communities Strategy 3 - Built Environment Policy & Advocacy	Built Environment Policy Advocacy Fund	-	750,000	750,000	N/A
	Link Advocates Government Family and Parks (Link)	-	300,000	300,000	N/A
	Community Advocacy Fund	190,000	-	(190,000)	-100%
	Legacy Investments	556,000	206,000	(350,000)	-63%
Communities - Cross-Strategy Investments	Capacity Building and Learning	3,361,000	-	(3,361,000)	-100%
	Capacity Building Consortium	-	518,000	518,000	N/A
	Integrated Transition Planning (ITP)	-	63,000	63,000	N/A
	Local, Regional and County Wide Convening	-	104,000	104,000	N/A
Communities - Emerging Opportunities	Emerging Opportunities - Communities Outcome Area	480,000	250,000	(230,000)	-48%
Sub-total Communities		**$ 18,034,000**	**$ 20,976,000**	**$ 2,942,000**	**16%**
Early Care & Education (ECE) Systems					
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	$ 3,000,000	$ 3,000,000	$ -	0%
	Educare Policy and Advocacy	100,000	300,000	200,000	200%
	Kindergarten Readiness Assessment	530,000	1,945,000	1,415,000	267%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	VARIANCE $	VARIANCE %
ECE Strategy 2 - QRIS	Early Childhood Educators Improving Quality (CCALA)	745,000	141,000	(604,000)	-81%
	QRIS Architects Group and Systems Planning	1,242,000	463,000	(779,000)	-63%
	QRIS Continuous Site Engagement (LAUP)	13,842,000	13,501,000	(341,000)	-2%
	QRIS Database	-	895,000	895,000	N/A
	Shared Services Support	200,000	200,000	-	0%
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project	790,000	700,000	(90,000)	-11%
	Early Childhood Educator Competencies Curriculum Project	45,000	700,000	655,000	1456%
	ECE Workforce Registry	650,000	665,000	15,000	2%
ECE - Emerging Opportunities	Emerging Opportunities - ECE Outcome Area	100,000	400,000	300,000	300%
Sub-total ECE		**$ 21,244,000**	**$ 22,910,000**	**$ 1,666,000**	**8%**
Health, Mental Health & Substance Abuse Systems					
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	$ 518,000	$ 2,610,000	$ 2,092,000	404%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	700,000	827,000	127,000	18%
Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	250,000	50,000	(200,000)	-80%
Sub-total Health		**$ 1,468,000**	**$ 3,487,000**	**$ 2,019,000**	**138%**
Sub-Total: Priority Outcome Areas		**$ 70,421,000**	**$ 88,218,000**	**$ 17,797,000**	**25%**
Strategic Plan Related Investment Areas & Support Costs					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	$ 130,000	$ 130,000	$ -	0%
	State Policy and Sustainability Advocate	440,000	440,000	-	0%
	Strategic Plan Advocacy Strategies	1,750,000	2,500,000	750,000	43%
Communications & Marketing	Communications & Marketing	6,044,000	6,121,000	77,000	1%
Communications - Conference Funding	Conference Funding	300,000	250,000	(50,000)	-17%
Strategic Partnership - Cross-Cutting Funder Partnership	Emerging Funder Collaboratives	450,000	450,000	-	0%
	LA Funders Collaborative	20,000	20,000	-	0%
	LA-N-Sync	25,000	25,000	-	0%
	Los Angeles Chamber of Commerce	40,000	40,000	-	0%
	Los Angeles Partnership for Early Childhood Investment	15,000	25,000	10,000	67%
	Southern California Grantmakers (SCG)	110,000	85,000	(25,000)	-23%
	Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	-	100,000	100,000	N/A
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	42,000	41,000	(1,000)	-2%
Strategic Partnership - Organizational Capacity	Organizational Capacity Building	200,000	-	(200,000)	-100%
Strategic Partnership - Partnership Development	Consulting	150,000	100,000	(50,000)	-33%
	Convenings	100,000	60,000	(40,000)	-40%
Community Engagement and Advocacy	Parent and Caregiver Advisory Council	186,000	103,000	(83,000)	-45%
	Parent Advocacy and Engagement	105,000	153,000	48,000	46%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	75,000	75,000	-	0%
County Partnerships	County Partnership Fund	50,000	50,000	-	0%
Sub-Total: Strategic Plan Related Investment Areas & Support Costs		**$ 10,232,000**	**$ 10,768,000**	**$ 536,000**	**5%**
INTEGRATION & LEARNING					
Communities of Practice	External Partner Learning	3,000	7,000	4,000	133%
	Learning Advisory Committee	5,000	10,000	5,000	100%
	Organizational-wide Learning	10,000	18,000	8,000	80%
	Data Analytics	25,000	25,000	-	0%
	Data Consultant	$ 100,000	$ 90,000	$ (10,000)	-10%
	Data Requests	5,000	5,000	-	0%
	Dissemination	15,000	15,000	-	0%
	First 5 LA Contracts and Grants Program Reporting Database	140,000	75,000	(65,000)	-46%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	VARIANCE $	VARIANCE %
Data Development and Integration	Indicator Development	165,000	165,000	-	0%
	LA County Data Match	-		-	0%
	Los Angeles County Health Survey	-		-	0%
	Los Angeles County P-5 Asset Mapping	-		-	0%
	Los Angeles Mommy and Baby (LAMB) Project	-		-	0%
	Maternal Infant Hospital Assessment	-		-	0%
	WIC Data Mining Research Partnership	600,000	600,000	-	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000	850,000	-	0%
Grantee Assessment	Grantee Perception Report	75,000.00	75,000	-	0%
Impact Framework	Impact Framework	-	112,000	112,000	N/A
Knowledge Management	Knowledge Management	-	178,000	178,000	N/A
Learning Plan Development	Cross Outcomes/Strategy Area	-	100,000	100,000	N/A
	ECE Outcome Area	50,000	50,000	-	0%
	Health Systems Outcome Area	50,000	50,000	-	0%
Organizational-wide Investment	Investment Process	32,000.00	96,000	64,000	200%
Program Evaluation	Best Start Learning Agenda	500,000	800,000	300,000	60%
	Obesity Prevention & Nutrition Collective Impact Evaluation	750,000	600,000	(150,000)	-20%
	Parent-Child Interaction Therapy Evaluation	131,000	-	(131,000)	-100%
	Professional Development Program Evaluation	54,000	-	(54,000)	-100%
	Quality Rating and Improvement System Evaluation	-	300,000	300,000	N/A
	Welcome Baby Implementation and Outcomes Evaluation	654,000	-	(654,000)	-100%
	Welcome Baby Impact Study	1,566,000	1,620,000	54,000	3%
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	50,000.00	100,000	50,000	100%
Sub-total Integration & Learning		**$ 5,830,000**	**$ 5,941,000**	**$ 111,000**	**2%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 86,483,000**	**$ 104,927,000**	**$ 18,444,000**	**21%**
LEGACY INVESTMENTS					
At-Risk Fathers Investment	At-Risk Fathers Investment	$ 314,000	$ 295,000	$ (19,000)	-6%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 3	20,000	-	(20,000)	-100%
	Baby Friendly Hospital Project - Cycle 4	437,000	150,000	(287,000)	-66%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	100,000	400,000	300,000	300%
	Black Infant Health Program	1,506,000	1,463,000	(43,000)	-3%
Children's Dental Care	Children's Dental Care Program	7,217,000	372,000	(6,845,000)	-95%
Children's Vision Care	Children's Vision Care	252,000	-	(252,000)	-100%
Early Identification and Intervention - Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	884,000	-	(884,000)	-100%
Information Resource and Referral	211 LA County	1,240,000	620,000	(620,000)	-50%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,979,000	3,925,000	(54,000)	-1%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	3,943,000	4,428,000	485,000	12%
Policy Advocacy Fund	Policy Advocacy Fund - II	197,000	-	(197,000)	-100%
	Policy Advocacy Fund Technical Assistance Provider	113,000	-	(113,000)	-100%
Universal Assessment of Newborns	Welcome Baby Hospitals	10,980,000	-	(10,980,000)	-100%
Workforce Development	P-5 Workforce Development Core Competencies	542,000	-	(542,000)	-100%
TOTAL LEGACY INVESTMENTS		**$ 31,724,000**	**$ 11,653,000**	**$ (20,071,000)**	-63%
TOTAL FIRST 5 LA PROGRAM BUDGET		$ 118,207,000	$ 116,580,000	$ (1,627,000)	-1.4%

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OPERATING COSTS SUMMARY FY 2018-19

		FY 2017-18			FY 2018-19						
		Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Programs	Policy & Strategy	Integration & Learning	Proposed Budget	Variance from FY 2017-18
Personnel Services											
Salaries											
	Total Salaries	12,995,691	12,548,401	447,290	993,795	3,267,470	5,070,669	3,184,908	1,545,644	14,062,486	1,066,795
	Total Employee Benefits	3,837,581	3,275,556	562,025	269,414	886,389	1,499,088	920,443	386,586	3,961,920	124,339
	Total Personnel Services	**16,833,272**	**15,823,957**	**1,009,315**	**1,263,209**	**4,153,859**	**6,569,757**	**4,105,351**	**1,932,230**	**18,024,406**	**1,191,134**
Operating Services											
6205	ADP-Payroll	37,000	29,008	7,992	-	38,000	-	-	-	38,000	1,000
6210	Worker's Compensation Insurance	84,000	57,018	26,982	-	85,000	-	-	-	85,000	1,000
6215	Utilities	165,000	154,226	10,774	-	165,000	-	-	-	165,000	-
6220	Corporate Insurance	76,000	30,000	46,000	-	75,000	-	-	-	75,000	(1,000)
6225	Mileage, Parking and Other Transporation	71,300	41,824	29,476	5,800	3,150	44,300	15,500	2,500	71,250	(50)
6230	Telephone	70,750	67,436	3,314	-	67,000	-	-	-	67,000	(3,750)
6235	Cell Phone & Mobile Devices	54,250	23,800	30,450	1,800	17,100	20,700	15,600	600	55,800	1,550
6240	Outside Printing & Publishing	19,700	48,072	(28,372)	-	3,000	-	20,000	-	23,000	3,300
6245	Other Supplies	20,250	19,000	1,250	250	20,000	-	-	-	20,250	-
6250	Postage & Delivery	13,200	13,301	(101)	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	2,550	409	2,141	-	1,500	2,000	3,600	-	7,100	4,550
6260	Office Supplies	87,560	68,674	18,886	7,000	54,500	10,400	11,200	4,900	88,000	440
6265	Subscriptions & Publications	12,330	7,811	4,519	-	2,350	2,550	13,600	3,000	21,500	9,170
6270	Capital Outlay	102,000	61,512	40,488	-	126,000	-	-	-	126,000	24,000
6275	Equipment-Rents & Leases	118,200	24,510	93,690	-	119,000	-	-	-	119,000	800
6280	Building Repair & Maintenance	180,000	185,868	(5,868)	-	192,000	-	-	-	192,000	12,000
6285	Equipment Repairs & Maintenance	23,500	8,963	14,537	-	22,000	2,000	-	-	24,000	500
6290	Offsite Storage	33,900	16,947	16,953	-	15,500	-	18,900	-	34,400	500
6295	Hardware & Software Maintenance	246,400	140,277	106,123	-	251,800	-	3,500	-	255,300	8,900
6300	Miscellaneous/Contingency	75,000	5,004	69,996	50,000	25,000	-	-	-	75,000	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	138,400	75,845	62,555	15,000	28,600	36,000	38,500	15,000	133,100	(5,300)
6315	Divisional Capacity Building	-	-	-	25,000	-	25,000	25,000	25,000	100,000	100,000
	Total Operating Services	**1,631,290**	**1,079,505**	**551,785**	**104,850**	**1,324,700**	**142,950**	**165,400**	**51,000**	**1,788,900**	**157,610**
Consultant Services											
6410	Consultant Fees	1,517,300	565,065	952,235	186,000	743,800	60,000	15,000	210,000	1,214,800	(302,500)
6420	Other Professional Fees	295,000	288,024	6,976	-	315,000	-	-	-	315,000	20,000
6430	External Reviewers	6,500	3,520	2,980	-	2,500	-	-	-	2,500	(4,000)
	Total Consultant Services	**1,818,800**	**856,609**	**962,191**	**186,000**	**1,061,300**	**60,000**	**15,000**	**210,000**	**1,532,300**	**(286,500)**
Professional Services											
6510	Audit	70,000	70,000	-	-	80,000	-	-	-	80,000	10,000
6520	Legal Fees	250,000	250,000	-	175,000	-	-	-	-	175,000	(75,000)
6540	Professional Dues	118,752	108,216	10,536	75,000	23,130	7,100	5,472	12,850	123,552	4,800
6550	Staff Recruitment	25,000	39,482	(14,482)	-	25,000	-	-	-	25,000	-
6560	Commissioners Stipends	34,000	17,700	16,300	30,000	-	-	-	-	30,000	(4,000)
6570	Web-Based Services	45,500	22,688	22,812	-	75,000	-	-	-	75,000	29,500
6580	Bank & Other Service Charges	12,000	11,920	80	-	12,000	-	-	-	12,000	-
	Total Professional Services	**555,252**	**520,006**	**35,246**	**280,000**	**215,130**	**7,100**	**5,472**	**12,850**	**520,552**	**(34,700)**
Travel Expenses											
6610	Airfare	136,980	76,863	60,117	6,000	12,100	32,980	92,000	18,300	161,380	24,400
6620	Lodging	135,150	45,153	89,997	5,000	20,700	46,500	56,000	34,000	162,200	27,050
6640	Per Diem	69,730	34,274	35,456	3,500	10,300	20,700	28,500	13,200	76,200	6,470
6650	Other Travel Expense	13,850	13,810	40	500	2,750	1,000	9,000	9,600	22,850	9,000
	Total Travel Expenses	**355,710**	**170,100**	**185,610**	**15,000**	**45,850**	**101,180**	**185,500**	**75,100**	**422,630**	**66,920**
Professional Development											
6810	Training Materials & Supplies	2,880	-	2,880	-	9,000	900	2,600	-	12,500	9,620
6820	Internal Training	69,500	185	69,315	-	60,000	3,000	30,400	1,000	94,400	24,900
6830	Leadership Programs	53,000	4,990	48,010	-	102,000	-	-	-	102,000	49,000
6840	Conference Registrations	253,400	89,069	164,331	6,000	38,200	64,100	61,000	40,700	210,000	(43,400)
6850	External Education/Training	41,000	14,094	26,906	-	75,000	10,000	36,200	20,800	142,000	101,000
	Total Professional Development	**419,780**	**108,338**	**311,442**	**6,000**	**284,200**	**78,000**	**130,200**	**62,500**	**560,900**	**141,120**
	Total OPERATING EXPENSES	**21,614,104**	**18,558,515**	**3,055,589**	**1,855,059**	**7,085,039**	**6,958,987**	**4,606,923**	**2,343,680**	**22,849,688**	**1,235,584**

First 5 LA
FY 2018-19 Operating Budget
Administrative Limit Calculation

Departmental Budgets:		
Administration Division	$	729,486
Board of Commissioners		89,050
Communications		1,271,597
Contract Administration & Purchasing		1,168,496
Executive		1,766,009
Facilities Management		870,700
Finance		1,393,273
Human Resources & Talent Mgmt.		1,456,146
Information Technology		1,466,938
Integration & Learning Division[1]		481,742
Policy & Strategy Division[2]		408,348
Programs Division[3]		550,952
Salary & Benefits[4]:		
Communities		271,067
Community Relations		190,769
Early Care & Education		198,911
Family Supports		200,528
Health Systems		252,312
Integration & Learning		218,121
Measurement, Learning & Evaluation		224,823
Public Policy & Government Affairs		264,001
Strategic Partnerships		272,037
Total FY 2017-18 Administrative Budget	**$**	**13,745,307**
Total FY 2018-19 Operating Budget		22,849,688
Total FY 2018-19 Program Budget		116,580,000
Total FY 2018-19 Budget	**$**	**139,429,688**
Administrative Cost Percentage		**9.86%**

1. Budgets for two positions were excluded in the calculation of the division's total budget.
2. Budget for one position was excluded in the calculation of the division's total budget.
3. Budget for Interns was excluded in the calculation of the division's total budget.
4. Directors and Administrative Assistants only.

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FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2017-18 Authorized Positions[1]	FY 2017-18 Filled Positions as of March 2018	FY 2018-19 Baseline*	FY 2018-19 Addition/Deletion	FY 2018-19 Total
Executive					
Operations	7	6	7	1***	8
Administration Division					
Administration	4	4	4	0	4
Contract Administration & Purchasing	9	9	9	1****	10
Facilities Management	0	0	0	0	0
Finance	9	8	9	0	9
Human Resources & Talent Management	4	4	4	0	4
Information Technology	5	4	5	0	5
Integration & Learning Division					
Integration & Learning Division Support	4	4	4	0	4
Integration & Learning	7	5	7	0	7
Measurement, Learning & Evaluation	6	2	6	0	6
Policy & Strategy Division					
Policy & Strategy Division Support	3	3	3	0	3
Communications	10	10	10	0	10
Community Relations	5	5	5	0	5
Public Policy and Government Affairs	9	7	9	0	9
Strategic Partnerships	7	7	7	0	7
Programs Division					
Programs Division Support	2	2	2	0	2
Communities	27	26	23	0	23**
Early Care & Education	10	9	10	0	10
Family Supports	12	12	12	0	12
Health Systems	8	7	8	2	10
	148	134	144	4	148

1) Temporary employees are not included in the FTE count.
*Baseline was reduced from 148 to 144 due to the "term" of the four Program Support staff ending.
**A request to promote one employee from Grade 18 to Grade 19 was received.
***This position is a placeholder for a Project Manager position.
****This position is for a Contract Compliance Officer with a 2-year limited term.

ATTACHMENT C:

PROGRAMS DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

PROGRAMS DIVISION SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19						
		Revised Budget	Programs Division	Communities	Early Care & Education	Family Supports	Health Systems	Proposed Budget	Variance from FY 2017-18
Personnel Services									
Salaries									
	Total Salaries	4,836,645	511,123	1,786,272	794,317	1,136,503	842,454	5,070,669	234,024
	Total Employee Benefits	1,493,232	81,365	576,641	237,181	362,054	241,847	1,499,088	5,856
	Total Personnel Services	**6,329,877**	**592,488**	**2,362,913**	**1,031,498**	**1,498,557**	**1,084,301**	**6,569,757**	**239,880**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	42,820	500	35,000	2,400	4,000	2,400	44,300	1,480
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	21,400	300	13,800	2,400	2,400	1,800	20,700	(700)
6240	Outside Printing & Publishing	-	-	-	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	1,500	-	2,000	-	-	-	2,000	500
6260	Office Supplies	7,960	1,500	5,000	1,200	1,500	1,200	10,400	2,440
6265	Subscriptions & Publications	1,730	250	1,000	300	500	500	2,550	820
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	1,500	-	2,000	-	-	-	2,000	500
6290	Offsite Storage	-	-	-	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	48,700	2,500	20,000	6,000	5,500	2,000	36,000	(12,700)
6315	Divisional Capacity Building	-	25,000	-	-	-	-	25,000	25,000
	Total Operating Services	**125,610**	**30,050**	**78,800**	**12,300**	**13,900**	**7,900**	**142,950**	**17,340**
Consultant Services									
6410	Consultant Fees	239,600	35,000	25,000	-	-	-	60,000	(179,600)
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**239,600**	**35,000**	**25,000**	**-**	**-**	**-**	**60,000**	**(179,600)**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	6,000	-	1,000	2,100	2,000	2,000	7,100	1,100
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**6,000**	**-**	**1,000**	**2,100**	**2,000**	**2,000**	**7,100**	**1,100**
Travel Expenses									
6610	Airfare	32,580	2,000	8,000	5,780	12,000	5,200	32,980	400
6620	Lodging	49,900	1,500	8,000	6,000	20,000	11,000	46,500	(3,400)
6640	Per Diem	22,400	1,500	5,000	6,000	4,000	4,200	20,700	(1,700)
6650	Other Travel Expense	500	-	-	1,000	-	-	1,000	500
	Total Travel Expenses	**105,380**	**5,000**	**21,000**	**18,780**	**36,000**	**20,400**	**101,180**	**(4,200)**
Professional Development									
6810	Training Materials & Supplies	880	-	-	500	400	-	900	20
6820	Internal Training	4,500	-	-	3,000	-	-	3,000	(1,500)
6830	Leadership Programs	3,000	-	-	-	-	-	-	(3,000)
6840	Conference Registrations	52,600	1,500	15,000	10,000	18,000	19,600	64,100	11,500
6850	External Education/Training	2,000	8,000	-	-	2,000	-	10,000	8,000
	Total Professional Development	**62,980**	**9,500**	**15,000**	**13,500**	**20,400**	**19,600**	**78,000**	**15,020**
	Total OPERATING EXPENSES	**6,869,447**	**672,038**	**2,503,713**	**1,078,178**	**1,570,857**	**1,134,201**	**6,958,987**	**89,540**

Programs Division Support

PROGRAMS DIVISION SUPPORT

Authorized Positions

Vice President, Programs	1
Executive Assistant & Division Coordinator	1
Total	**2**

The Program Division takes the lead responsibility for implementation of strategies and objectives in the FY 2015-2020 Strategic Plan in the four outcome areas: Families Support, Communities, Early Care and Education and Health Systems. The Program Division is focused on building the partnerships and system changes to improve outcomes for families as exemplified in our goal statement:

> ***Through partnership, the Program Division promotes strategic investment, innovation, and leadership to advance the policies and systems that will improve outcomes for children and families.***

The Strategic Plan serves as the guiding document for the work of the Program Division defining the specific strategies that will be the priority work and targets for progress. In executing this work, Programs staff:

- Research and develop initiatives to support strategy implementation
- Identify and engage key partners and stakeholders that are critical to executing the work
- Provide operational, financial and programmatic management of a portfolio of projects that support the four outcome areas
- Work in partnership with the Administrative Division to procure, administer and manage contracts and grants, consistent with requirements of a public entity
- Develop and engage resources to provide technical assistance to grantees and partners to execute the work
- Develop and implement strategies to integrate work across the four outcome areas and identify areas of outcome alignment
- Seek and leverage opportunities to engage parents and community members in our work
- Prioritize learning questions, working with the Integration & Learning Division to support program-specific and broader strategic evaluations.

PROGRAM DIVISION

The Program Division is led by the Vice President (VP) of Programs and includes four departments consistent with the Strategic Plan:

- Family Supports

- Communities
- Early Care and Education
- Health Systems.

Each department is led by a Director that reports to the Vice President of Programs.

PROGRAMS DIVISION SUPPORT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	253,596	253,596	292,572	511,123	257,527
	Total Employee Benefits	57,704	57,704	63,302	81,365	23,661
	Total Personnel Services	**311,300**	**311,300**	**355,874**	**592,488**	**281,188**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insura	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tr	500	500	229	500	-
6230	Telephone	-			-	-
6235	Cell Phone & Mobile Devices	600	600	350	300	(300)
6240	Outside Printing & Publishing	-		-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	2,607	1,500	500
6265	Subscriptions & Publications	500	500		250	(250)
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenanc	-	-	-	-	-
6285	Equipment Repairs & Mainten	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Mainten	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	1,700	3,200	3,200	2,500	(700)
6315	Divisional Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**4,300**	**5,800**	**6,386**	**30,050**	**24,250**
Consultant Services						
6410	Consultant Fees	25,000	50,000	31,000	35,000	(15,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**50,000**	**31,000**	**35,000**	**(15,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	25,000	-	11,000	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**25,000**	**-**	**11,000**	**-**	**-**
Travel Expenses						
6610	Airfare	2,000	2,000	2,193	2,000	-
6620	Lodging	3,000	3,000	-	1,500	(1,500)
6640	Per Diem	1,500	1,500	680	1,500	-
6650	Other Travel Expense			978	-	-
	Total Travel Expenses	**6,500**	**6,500**	**3,851**	**5,000**	**(1,500)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	4,500	3,000	600	1,500	(1,500)
6850	External Education/Training	-	-	-	8,000	8,000
	Total Professional Developme	**4,500**	**3,000**	**600**	**9,500**	**6,500**
	Total OPERATING EXPENSES	**376,600**	**376,600**	**408,711**	**672,038**	**295,438**

Family Supports

FAMILY SUPPORTS

Authorized Positions

Director	1
Senior Program Officer	3
Program Officer	7
Program Associate	1
Total	**12**

The Family Supports Department takes the lead responsibility for implementation of strategies and objectives in the Families outcome area in the FY 2015-2020 Strategic Plan. The two main strategies include:

- **Strategy 1**-Lead the testing, modification, and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family Protective Factors, with a primary focus on Welcome Baby, including support for intensive home visiting to families at high-risk of poor child outcomes identified through the Welcome Baby system.

- **Strategy 2-**Promote high-quality parent engagement, in partnership with others, through investment in evidence-informed models in ECE and health-related settings, public education and policy change.

The Strategic Plan serves as the guiding document for the work of the Family Supports Department, defining the specific strategies that will be the priority work and targets for progress. In executing this work, staff:

- Research and develop initiatives to support strategy implementation
- Identify and engage key partners and stakeholders that are critical to executing the work
- Provide operational, financial and programmatic management of a portfolio of projects that support the outcome area
- Work in partnership with the Administrative Division to procure, administer and manage contracts and grants, consistent with requirements of a public entity
- Develop and engage resources to provide technical assistance to grantees and partners to execute the work
- Develop and implement strategies to integrate work across the Families outcome area, and identify areas of outcome alignment across the other outcome areas: Early Care and Education, Health Systems and Communities
- Seek and leverage opportunities to engage parents and community members in our work
- Prioritize learning questions, working with the Integration & Learning Division to support program-specific and broader strategic evaluations.

The Family Support Department is led by the Director of Family Supports, who oversees three streams of work consistent with the Strategic Plan and supported by an Administrative Assistant at .5 FTE:

Each stream is led by a Senior Program Officer that reports to the Director of Family Supports. Five program officers lead the work in the two Home Visiting streams and two program officers lead the work in the Family Engagement stream. The Program Associate supports projects in all three streams with a focus on grants management functions, such as document management and tracking, invoicing, event logistics and literature review. The Department also oversees seven legacy investments and is exploring multiple areas of emerging opportunity for FY 18-19, primarily related to efforts to support the scale and sustainability of home visiting in Los Angeles County in partnership with local government and others.

FAMILY SUPPORTS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,155,222	1,155,222	713,551	1,136,503	(18,719)
	Total Employee Benefits	349,902	349,902	277,103	362,054	12,152
	Total Personnel Services	**1,505,124**	**1,505,124**	**990,654**	**1,498,557**	**(6,567)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	2,880	4,000	3,055	4,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	2,400	2,400	2,000	2,400	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	2,000	1,500	1,277	1,500	-
6265	Subscriptions & Publications	500	500		500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	14,500	15,500	6,689	5,500	(10,000)
	Total Operating Services	**22,280**	**23,900**	**13,021**	**13,900**	**(10,000)**
Consultant Services						
6410	Consultant Fees	120,000	120,000	-	-	(120,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**120,000**	**120,000**	**-**	**-**	**(120,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	4,500	1,900	1,672	2,000	100
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**4,500**	**1,900**	**1,672**	**2,000**	**100**
Travel Expenses						
6610	Airfare	7,500	12,000	4,615	12,000	-
6620	Lodging	16,000	20,000	(2,339)	20,000	-
6640	Per Diem	6,000	4,000	444	4,000	-
6650	Other Travel Expense	-		-	-	-
	Total Travel Expenses	**29,500**	**36,000**	**2,720**	**36,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	380	-	400	20
6820	Internal Training	-	-	185	-	-
6830	Leadership Programs	-	3,000	290	-	(3,000)
6840	Conference Registrations	18,900	8,000	9,933	18,000	10,000
6850	External Education/Training	-	2,000	1,614	2,000	-
	Total Professional Development	**18,900**	**13,380**	**12,022**	**20,400**	**7,020**
	Total OPERATING EXPENSES	**1,700,304**	**1,700,304**	**1,020,089**	**1,570,857**	**(129,447)**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Welcome Baby Hospitals	$9,721,000	$8,572,000	-11.81%

Program Summary

Welcome Baby is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby 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 program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child's birth.

The Welcome Baby program focuses on the following outcomes:
* Increased breastfeeding
- Increased initiation, duration and exclusivity of breastfeeding
- Improved parent knowledge of nutrition
* Families receive appropriate health and developmental care
- Higher immunization rates
- Higher rates of health insurance coverage
- Increased number of mothers screened for post-partum depression
- Increased numbers of parents administering high quality developmental screens
* Families experience improved connections to supports, resources, and services in their community, resulting in more referrals and increased utilization of existing resources for families with unmet basic needs: drug, alcohol, or domestic violence exposure; social isolation; post-partum depression; or risk factors for developmental delays.

FY 18-19 objectives are to:
• Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
• Maintain 90% rate for program participants that will initiate any breastfeeding at time of hospital visit
• Achieve 80% rate for program participants receiving 2-4 week postpartum visit that will be given options for ongoing emergency and other care
• Maintain 95% rate for program participants receiving a 3-4 month home visit that will receive an Ages & Stages Questionnaire (ASQ) screening at that visit
• Achieve 80% rate for babies receiving a 9 month visit that are up to date on immunizations

Spending Plan and Funding Methodology

Each Welcome Baby site has a single contract, but is funded partially under Families Strategy 1 and partially under the Universal Assessment allocation, with costs expensed to each category dependent on the number of Best Start and non-Best Start families served each fiscal year. In FY 18-19, program costs under Families Strategy 1 for Home Visiting includes 14 Welcome Baby providers for $8,572,000. This amount reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80% of the programmatic funds are expended. The Program Budget for FY 18-19 takes this historical trend into account to provide a more accurate budget. As such, FY 18-19 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

The budget for each Welcome Baby grantee is based upon anticipated enrollment and percentage of Best Start and non-Best Start families to be served. The majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials. In FY 18-19 Welcome Baby anticipates enrolling 15,900 families (an estimated 7,000 Best Start and 8,900 Non-Best Start).

The following were taken into account when developing the FY 18-19 estimate:
• Hospital birth rate county information from 2015 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 16-17 and application of current Best Start/Non-Best Start enrollment; data

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

indicated a higher Non-Best Start enrollment resulting in higher expenditures for Universal Assessment than Best Start Family Strengthening.
• Increases in related program costs (mileage, supplies) in anticipation of increased enrollment
• Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.
• Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening.

*FY 18-19 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable spending on a grantee level. Typical cost categories whose funding was not maximized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Universal Assessment of Newborns - Welcome Baby Hospitals	$10,980,000	$10,511,000	-4.27%

Program Summary

Welcome Baby is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

The Universal Assessment portion of Welcome Baby is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby 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 program is intended to be offered universally to all families regardless of income status, potential challenges or risk. Universal Assessment includes postpartum home-based visits, if needed, as well as a hospital visit at the time of the child's birth.

Universal Assessment focuses on the following outcomes:
* Increased breastfeeding
- Increased initiation, duration and exclusivity of breastfeeding
- Improved parent knowledge of nutrition
* Families receive appropriate health and developmental care
- Higher immunization rates
- Higher rates of health insurance coverage
- Increased number of mothers screened for post-partum depression
- Increased numbers of parents administering high quality developmental screens
* Families experience improved connections to supports, resources, and services in their community, resulting in more referrals and increased utilization of existing resources for families with unmet basic needs: drug, alcohol, or domestic violence exposure; social isolation; post-partum depression; or risk factors for developmental delays.

FY 18-19 objectives are to:
• Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
• Maintain 90% rate for program participants that will initiate any breastfeeding at time of hospital visit
• Achieve 80% rate for program participants receiving 2-4 week postpartum visit that will be given options for ongoing emergency and other care
• Maintain 95% rate for program participants receiving a 3-4 month home visit that will receive an Ages & Stages Questionnaire (ASQ) screening at that visit.

Spending Plan and Funding Methodology

Each Welcome Baby site has a single contract, but is funded partially under Families Strategy 1 and partially under the Universal Assessment allocation, with costs expensed to each category dependent on the number of Best Start and non-Best Start families served each fiscal year. In FY 18-19, program costs under the Universal Assessment allocation includes 14 Welcome Baby providers for $10,511,000. This amount reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80% of the programmatic funds are expended. The Program Budget for FY 18-19 takes this historical trend into account to provide a more accurate budget. As such, FY 18-19 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

The budget for each Welcome Baby grantee is based upon anticipated enrollment and percentage of Best Start and non-Best Start families to be served. The majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials. In FY 18-19 Welcome Baby anticipates enrolling 15,900 families (an estimated 7,000 Best Start and 8,900 Non-Best Start).

The following were taken into account when developing the FY 18-19 estimate:
• Hospital birth rate county information from 2015 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 16-17 and application of current Best Start/Non-Best Start enrollment; data

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

indicated a higher Non-Best Start enrollment resulting in higher expenditures for Universal Assessment than Best Start Family Strengthening.
• Increases in related program costs (mileage, supplies) in anticipation of increased enrollment
• Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.
• Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening.

*FY 18-19 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable spending on a grantee level. Typical cost categories whose funding was not maximized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

Change from Prior Year (if >+-20%)

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Select Home Visiting Programs	$13,430,000	$13,572,000	1.05%

Program Summary

Select Home Visiting (SHV) programs are an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

SHV programs are evidence-based, voluntary, home-based intervention programs for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family's needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

The programs aim to:
• Increase parent knowledge of early childhood development and improve parenting practices;
• Cultivate and strengthen nurturing parent-child relationships;
• Provide early detection of developmental delays and health issues;
• Prevent child abuse and neglect; and
• Increase children's school readiness and school success

Target Performance Measures:
• Achieve an enrollment rate (based on receipt of first home visit) of 70% of clients referred by Welcome Baby;
• Ensure enrolled clients receive at least 75% of the appropriate number of home visits based upon the individual level of service to which they are assigned;
• Track breastfeeding initiation, exclusivity and duration rates;
• Implement Patient Health Questionnaire (PHQ) for Depression Screening at intake and once a month for 90% of actively enrolled clients; and
• Ensure at least 90% of target children are linked to a medical/healthcare home.

Spending Plan and Funding Methodology

FY 18-19 represents the fifth year of implementation for a total of 19 SHV providers. The majority of contract expenses will be spent on personnel and on costs such as supplies and mileage associated with client enrollment. The contract amount in FY 18-19 is estimated to be $13,572,000. The total reflects an analysis based on the programmatic budgets for SHV from previous fiscal years relative to actual expenditures. It was calculated that historically up to 80 % of the programmatic funds are expended. The following were taken into account when developing the FY 18-19 estimate:

a) Data from the Stronger Families database was utilized to identify the current number of active clients and the individual enrollment rate per provider for a 6-month period from FY 17-18. This data was utilized to estimate each individual provider's program needs, including costs for personnel, supplies, and mileage. This conservative approach utilizes each provider's current enrollment rate, assumes it will remain steady, and applies it throughout FY 18-19 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.

b) Individual sites have a maximum number of approved home visitors to hire; there are fourteen new home visitors estimated to be needed and hired in FY 18-19. Prior to hiring new staff, additional assessments are completed on a site-level basis to confirm need and provide approval for new staff.

c) Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.

d) Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

*FY 18-19 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

to unpredictable spending on a grantee level. Typical cost categories whose funds were not entirely utilized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Family Strengthening Oversight Entity	$3,480,200	$3,577,000	2.78%

Program Summary

Family Strengthening Oversight Entity (FSOE) aligns with the 2015-2020 Strategic Plan given its support for the implementation of the Family Strengthening strategies, specifically the Welcome Baby and Home Visiting programs, which work to increase family protective factors.

The FSOE aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county. The FSOE also provides programmatic technical assistance and support to the Select Home Visitation providers to support implementation and model fidelity. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's Stronger Families Database System; participation and coordination in the development of the Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts. The FSOE also coordinates the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participates in county-wide efforts to coordinate, enhance, expand, and advocate for high quality home visiting programs.

Spending Plan and Funding Methodology

In FY 18-19 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to 14 Welcome Baby and twenty-one Select Home Visitation providers. The program budget estimate was based on historical expenditures and implementation of similar activities, including coordination of two Family Strengthening Cohort Trainings, up to six regional peer-to-peer workshops and an Annual Summit as well as inclusion of new resources to support the LAC Perinatal and Early Childhood Home Visiting Consortium.

Spending Plan & Methodology
In FY 18-19 the Family Strengthening Oversight Entity (FSOE) will:
• Coordinate and provide input to evaluation activities and study designs with First 5 LA Integration and Learning staff, evaluation contractors, and Welcome Baby sites
• Coordinate and implement 2 Welcome Baby Training (over 150 hours of training)
• Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visiting providers
• Coordinate training workshops for the Select Home Visiting providers
• Organize and conduct 2 peer to peer learning opportunities
• Provide program materials to providers across 14 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
• Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers
• Coordinate the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participate in county efforts to coordinate across home visiting programs in LA County.

The following were taken into account when developing the FY 18-19 estimate:
• Anticipated merit increase for personnel
• Inclusion of new full-time Program Coordinator to provide administrative support to the Home Visitation Consortium
• Increase in funding to provide technical assistance to Select Home Visiting grantees on team dynamics and change management given the increased number of anticipated pilots and expansion of services through the Board of Supervisors Home Visitation Motion.
• Increase in funding to support convenings regarding sustainability for Welcome Baby and Select Home Visitation

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Home Visiting Compensation and Turnover Analysis		$200,000	0.00%

Program Summary

The December 2016 Los Angeles County Board of Supervisor's Home Visiting Motion calls for a large scale increase of home visiting services in Los Angeles County. Home Visitors are the core asset of home visiting programs across all models. Therefore, the motion creates significant demand to both retain and grow the workforce to provide perinatal and early childhood home visiting services. Staffing is also the most significant cost of home visiting programs. Therefore, the Compensation and Turnover Study will support planning to sustain the current workforce by ensuring strong retention, while establishing a clearer knowledge base regarding overall program costs for expansion.

Spending Plan and Funding Methodology

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Home Visiting Sustainability Support in Health Systems		$120,000	0.00%

Program Summary

CPrograms Division work in both the Home Visiting (Family Supports Department) and Help Me Grow (Health Systems Department) strategies highlight significant partnership opportunities with County agencies, health plans and other entities to leverage and maximize collective resources, programmatic efforts and funding. This consulting contract will support health-related systems research, County partnership development support and technical expertise to the Health Systems and Family Supports Departments.

Spending Plan and Funding Methodology

Change from Prior Year (if >+-20%)

This is a new item for the Families Department budget.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Home Visiting Sustainability Support in Mental Health Systems		$25,000	0.00%

Program Summary

In late 2017, the LA County Department of Mental Health announced plans to re-direct $50 million in unspent Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds to specifically support mental health-enhanced home visiting services in the County. The large infusion of funding into the HV landscape requires significant effort and planning to realize timely and efficient implementation. This consulting support provides technical assistance to DMH (administered through the Center for Strategic Public Private Partnerships housed in the LA County Office of Child Protection) in operationalizing MHSA-PEI funds.

Spending Plan and Funding Methodology

$25,000 - In FY17-18, First 5 LA provided $75,000, which will be fully expended, in consulting support to DMH for technical assistance to operationalize Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds for home-visiting related efforts. These costs represent any additional funding as needed, up to $25,000 for ongoing consulting support in FY18-19.

Change from Prior Year (if >+-20%)

The entity was awarded a contract in FY17-18 for $75,000, which will be fully expended by the end of the fiscal year. The amount budgeted for FY18-19 would cover any remaining work, if needed.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
LAC Perinatal and Early Childhood Home Visiting Consortium	$26,000	$26,000	0.00%

Program Summary

The Los Angeles County Perinatal and Early Childhood Home Visiting Consortium (The Consortium) is a leader in the coordination, measurement and advocacy for high-quality home visiting. The Consortium seeks to (1) build referral pathways; (2) support provider training; (3) collect data; (4) elevate, promote and advocate for quality home visiting; and (5) increase funding and partnerships to support home visiting. The consortium is also working to build its own capacity to achieve these strategic goals.

Spending Plan and Funding Methodology

The FY 18-19 funding will be utilized in the following manner, consistent with the prior year contract and spending trend:

- Support for implementation of The Consortium’s Strategic Plan, including facilitation of annual action planning and learning processes
- Coaching and capacity building (topics include: workgroup leadership and decision-making)
- Skills training for Consortium and home visitation workforce, including assessment of needs and recruitment of trainers
- Support to strengthen self-governance, including self-assessment, leadership strengthening and process clarification
- Landscape analysis, including identifying home visiting service gaps and needs and long-term sustainability funding

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
MAMA's Visits Home Visiting Program Training and T.A. Support		$334,000	0.00%

Program Summary

The LA County Department of Health Services (DHS) received approval to expand their MAMA’s Neighborhood program to include home visitation, and will provide home visitation staff with training and technical assistance coordinated by First 5 LA's Family Strengthening Oversight Entity. This includes up to two training cohorts to train over 70 MAMA's staff, technical assistance for program implementation and provision of client materials. This approach will help embed crucial best practices within their model to more effectively engage parents and support and retain home visitation staff as DHS builds their program infrastructure.

Spending Plan and Funding Methodology

The Family Strengthening Oversight Entity (FSOE) will coordinate up to two training cohorts for over 70 of the Department of Health Services MAMA's Neighborhood home visitation staff, provide technical assistance, lead training on reflective supervision for staff, and provide client materials. The program budget estimate was based on assessing expenditures that support the FSOE's Family Strengthening Training for home visitation staff, provision of reflective practice and client materials.

Spending Plan & Methodology
In FY 18-19 the Family Strengthening Oversight Entity (FSOE) will support the MAMA's Program by:
• Coordination and implementation of up to 2 Family Strengthening Trainings
• Coordination of monthly reflective practice training and coaching sessions for MAMA's supervisors
• Provision of peer to peer engagement for MAMA's staff
• Provision of client materials (including home safety items, boppy nursing pillows, infant books and developmental toys)

The following were taken into account when developing the FY 18-19 estimate:
• Addition of part-time administrative coordinator position
• Funding to coordinate and implement up to two Family Strengthening Trainings
• Funding to conduct reflective practice training for supervisors and peer to peer engagements
• Funding for provision of client materials

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	**Investment Category**
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	**2017 - 2018 Revised Budget**	**2018 - 2019 Budget**	**% Variance**
Stronger Families Database	$780,000	$935,000	19.87%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2015-2020 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by these programs. This budget item will support and continue the build-out of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

Aside from the ongoing database hosting and maintenance, in FY 18-19 the system will finalize the creation of a supervisor module and database changes to allow for transitions of clients between program models if risks are identified postpartum, and continued support of Tableau reporting and additional features requested by users. Additional work is anticipated as a result of potential strategies from the County Board of Supervisors Home Visiting Motion, such as: piloting efforts to enhance and improve referrals across home visiting programs in LA County; and pilot integration of Home Visiting programs into county functions to support long-term financing of Home Visiting. This includes development of a targeted case management module and codebook to support evaluation efforts that utilize the database.

FY 18-19 funds will support the following areas:

DATABASE DEVELOPMENT ($300,000)
The database will work on and finalize a supervisor module in FY 18-19. Additionally, potential strategies may require additional development time to create or enhance existing functions or new modules. At $200/hour and 1,500 hours, this is $300,000.

TARGETED CASE MANAGEMENT (TCM) Module ($100,000)
Development of a TCM Module to support expansion of TCM implementation with all Select Home Visitation Grantees, including training of users and technical assistance.

CODEBOOK OF DATABASE ($55,000)
Development of a codebook to enable external users and evaluators to understand database and facilitate analysis of data.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT ($276,000)
For consultants, staff anticipates using about 1,075 hours of program development/management consultant time, 1,000 hours of tester time, data-sharing consultant time, and 100 hours of HIPAA consultant time.

HOSTING ($204,000)
The web hosting with NetChemistry to make the database available to program staff costs $15,000/month. The hosting to make the Tableau reports available to staff costs $24,000/year.

Change from Prior Year (if >+-20%)

Additional development work is anticipated as a result of potential strategies from the County Board of Supervisors Home Visiting Motion, such as: piloting efforts to enhance and improve referrals across home visiting programs in LA County; and pilot integration of Home Visiting programs into county functions to support long-term financing of Home Visiting. This includes development of a targeted case management module and codebook to support evaluation efforts that utilize the database.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Targeted Case Management Implementation Support		$200,000	0.00%

Program Summary

Ongoing efforts to respond to the Los Angeles County Board of Supervisor's motion related to the enhancement and expansion of home visiting in the county have revealed a number of opportunities to embed home visiting practices into multiple county functions to leverage and maximize funding. One of those opportunities is the Targeted Case Management (TCM) strategy, a Medicaid benefit. Through a partnership with LA County Department of Public Health (DPH), F5LA select home visiting grantees have an opportunity to join the County TCM platform and leverage federal funding for programmatic activities that are currently being performed.

A TCM pilot with 5 grantees was launched in FY17-18. In FY18-19, this pilot will expand to up to 15 additional grantees. Optimas Consulting has been hired to provide training and technical assistance to onboard the additional 15 grantees, and provide ongoing support for the initial cohort of 5 grantees. Optimas will also provide critical support to F5LA in working with LA County DPH, the local governing authority for the County, to join the TCM platform.

Spending Plan and Funding Methodology

$175,000 – For the expansion cohort of up to 15 grantees, Consultant will provide training and technical assistance, individual site visits/interviews, review grantee systems and processes and oversee the pilot time survey. Additionally, Consultant will continue to monitor initial cohort of 5 grantees as they adopt additional TCM functions, such as the billing component.

$25,000-Provide TA and support to First 5 LA, liaise with LA County DPH, and complete any information needed for County and State requirements to participate in TCM.

Change from Prior Year (if >+-20%)

Significant increase from prior year due to expansion of pilot from 5 to an additional 15 grantees (total of 20 grantees)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Welcome Baby Implementation and Outcomes Evaluation	$654,000	$238,000	-63.60%

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

WBIO will have a no-cost extension (total contract amount will not increase; unspent funds will roll over) into FY 18-19 to complete the remaining deliverables. The project was delayed due to the Institutional Review Board approval process and challenges in linking collected data to the Stronger Families Database. The anticipated FY 18-19 costs include:

1) Datasets and Codebooks: $16,000
2) Design/recommend a system that will sustain monitoring of implementation and outcomes beyond the contract period: $108,000
3) Final Report: $96,000
4) Indirect Costs for presentations to First 5 LA and external stakeholders: $18,000

The total estimated round off cost is $238,000. The estimates above were calculated by examining the contractor's current payment schedule as well as the costs associated with other similar projects.

Change from Prior Year (if >+-20%)

The Welcome Baby Implementation and Outcomes (WBIO) study was intended to end in FY 17-18, however challenges in linking client data with the Stronger Families Database led to delays in finalizing study results. The WBIO study received a no-cost extension into FY 18-19 in order to finalize key deliverables and conduct presentations for internal and external stakeholders, which will shift costs for some deliverables to FY 18-19.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Abriendo Puertas	$740,000	$1,100,000	48.64%

Program Summary

Abriendo Puertas/Opening Doors is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome area, with a focus on increasing family protective factors and impacting systems of services and supports to better engage parents/caregivers in fostering their child's early learning and healthy development. Abriendo Puertas/Opening Doors' train-the–facilitator model helps local family service providers improve their outreach and interaction with families, and create a sustainable program that reaches beyond the initial training sessions. This investment supports Abriendo Puertas' organizational capacity to advance and sustain its evidence-based family engagement model and practices.

The curriculum promotes school readiness, family well-being, and advocacy by addressing best practices in:
· Brain development
· Key aspects of early childhood development (cognitive, language, physical, and social/emotional)
· Early literacy
· Numeracy
· Bilingualism
· Health
· Attendance
· Civic engagement
· Parent leadership
· Goal setting, and
· Planning for family success

In October 2016, the Commission approved a strategic partnership with Abriendo Puertas/Opening Doors and an 18-month contract was executed on January 2017 to explore provider capacity issues in family engagement program implementation across diverse school and non-school settings (i.e. ECE, health-care, etc.). These environments are non-stigmatizing, thereby created a unique opportunity to reach families that may be relatively more isolated from the broader array of family support services.

The major program components for FY 18-19 include:

1. Convening a Summit with Phase 1 partners share best practices and challenges with implementation

2. Providing technical assistance to support initial phase partners in scaling and sustaining programming

3. Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish

4. Refining implementation and sustainability tools with school and non-school settings by identifying factors that informs provider capacity processes and needs to deliver high quality programming

5. Cultivating relationships that would advance sustainability efforts in future steps towards new curricular design and implementation practices for diverse populations

In addition, a research contractor will be solicited to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across Los Angeles County by:

1) Evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors
2) Conducting a landscape of hard-to-reach populations and the service-providing entities they access to best meet their population needs.

Spending Plan and Funding Methodology

The initial 18-month investment in FY 16-17 and FY 17-18, as well as actual costs, informed the estimates for the

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

following cost categories in FY 18-19:

· Personnel: $185,000- Manage agency costs (projected to cover Director & Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)

· Contracted Services: $170,000 - Support sub-contracts (projected to cover costs of technical assistance, translators, curriculum consultants, etc.)

· Training Expenses: $200,000 - Coordinate and implement 4 training institutes; Each institute will train 20 facilitators (4 institutes x 20 facilitators = 80 facilitators); Estimates based on $40,000 per training, at $2,000 per person. Cost category also includes the convening of facilitators to discuss and share implementation lessons learned (event cost projected at $40,000). Costs in this category may include room rental, refreshments, parking, materials, etc.

· Implementation Grants: $140,000 – Program grants for sites (i.e. materials, childcare, etc.). Projected cost is calculated at $3,500 grant x 40 programs.

· Operating & Administrative: $105,000 – Costs includes travel, mileage, and fiscal management (10% of total budget)

· Assessment & Landscape: $500,000- Contract a research entity to conduct an initial provider capacity analysis and landscape scan of family engagement capacity issues in hard to reach populations (Cost includes: personnel to manage project, contracted services to support research such as translation and convening communities, and administrative costs)

Change from Prior Year (if >+-20%)

Funding level changes from the prior year reflects the addition of conducting the landscape and assessment (calculated at $500,000 in additional funds). Without this expenditure, programmatic costs is on trend with the FY 17-18 costs with a differential of $60,000 for an additional programmatic activity that did not exist in the prior year.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	**Investment Category**
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	**2017 - 2018 Revised Budget**	**2018 - 2019 Budget**	**% Variance**
Project Dulce	$645,000	$1,215,000	88.37%

Program Summary

Project DULCE is an innovative pediatric-care-based intervention through which primary care clinical sites proactively address social determinants of health and promote the healthy development of infants from birth to six months of age. A critical component of DULCE is to provide support to parents, connecting them to resources based on parents' needs and priorities with the option of providing home visits, at the parents' choice. The DULCE intervention incorporates a protective factors approach and incorporates a Medical-Legal Partner. First 5 LA partnered with The Center for the Study of Social Policy (CSSP) to implement Project DULCE in three clinic sites across Los Angeles County: The Children's Clinic in Central Long Beach, Northeast Valley Health Corporation in Sun Valley and St. John's Well Child & Family Center Dr. Louis C. Frayser Health Clinic in South Los Angeles.

Project DULCE aims to:
• Increase connection to needed concrete supports and community resources;
• Increase utilization of well-child/preventive health care visits;
• Decrease the use of emergency room care; and
• Produce strong patient satisfaction ratings for DULCE services.

In FY 18-19, each Project DULCE clinic will continue to:
• Serve approximately 200 infants and their families, per site, using core components that include routine primary care visits and meetings with a family specialist;
• Build Continuous Quality Improvement (CQI) capacity in the local CQI teams; and
• Participate in the national evaluation and sustainability efforts led by CSSP.

Spending Plan and Funding Methodology

FY 18-19 estimated spending is based on FY 17-18 expenditures, staff's experience on program components and The Center for the Study of Social Policy's (CSSP) experience in implementing Project DULCE in other states. We are projecting the addition of two clinics as well as a part-time Family Specialist to each site. Each clinic is projected to serve approximately 200 children and their families, a total of 1000 children and their families served at up to five DULCE clinics. Participating clinics are:

1. St. John's Well Child & Family Center in South Los Angeles
2. The Children's Clinic in Central Long Beach
3. North East Valley Health Corporation in Sun Valley
4. TBD
5. TBD

A total cost of $1,215,000 is estimated for FY 18-19 which reflects: $220,000 DULCE implementation cost per site for five sites; $90,000 for strategic partnership with CSSP to provide technical assistance on program implementation and parent engagement at all five sites; and $25,000 for Innovation & Sustainability efforts.
Major cost areas were considered and are detailed below:

1. Implementation Cost ($220,000/site x 5 sites)
   * Project Personnel and Fringe benefits for the following staff
     2 Family Specialist (1FTE, 1PT)
     Medical Champion
     Mental Health Supervisor
     Clinic Administrator
     CQI lead (if different)
     Project Manager (if different)

   * Contracted Services
     Medical Legal Partner: $25,000 per year per site

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

* Operation Cost
These costs include items such as equipment, printing/copying, space, telephone/network services, postage, supplies, employee mileage/travel, training, other expenses and indirect cost.

2. Technical Assistance ($50,000)
CSSP will provide approximately technical assistance, implementation guidance and support to support implementation of DULCE in 5 clinics of Los Angeles County. (2 startups and 3 running)

3. Innovation and Sustainability efforts ($25,000)
* Discussions on sustainability will be ongoing throughout the project.

Change from Prior Year (if >+-20%)

Changes reflect the addition of two clinic sites implementing the Project DULCE model and the addition of 1 part-time Family Specialist for each site.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Family Engagement Learning Community Support		$20,000	0.00%

Program Summary

The Family Engagement Learning Community will be co-funded by First 5 LA and several other foundations in the region. This partnership will help facilitate work with other funders to support the building of the Family Engagement field through shared learning and integration of efforts between funders.

The Learning Community will be convened by the Los Angeles Partnership for Early Childhood Investment (PECI), with support from an external consultant.

Spending Plan and Funding Methodology

The Family Engagement Learning Community will be funded in partnership by First 5 LA and several other foundations in the region. The Learning Community will be convened by the PECI, with support from an external consultant. Funds will support facilitation and dissemination of learnings. The total proposed resource need for this Strategic Partnership is $20,000.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Families - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Families Outcome Area	$777,650	$200,000	-74.28%

Program Summary

HOME VISITING ENHANCEMENT AND EXPANSION SUPPORT:

Ongoing efforts to respond to the Los Angeles County Board of Supervisor's motion related to the enhancement and expansion of home visiting in the county have revealed a number of opportunities to embed home visiting practices into multiple county functions. Likely costs include

(1) small-scale service provision;
(2) research;
(3) training and supports to address capabilities and capacities related to referral of families to appropriate programs and/or
(4) activities related to financing procedures, including costs to support time reporting at pilot home visiting sites. Specific projects and associated costs are under consideration; and
(5) procurement of consultant to conduct a compensation and turnover analysis of home visitation staff in LA County.

IMMIGRATION SUPPORT:

Support for developing strategic partnerships related to expanding immigration support in the early childhood field. This initiative supports the effectiveness of system change and direct service strategies by getting high-quality accurate information to families about service availability and accessibility.

Spending Plan and Funding Methodology

Preliminary cost estimates for a number of opportunities in support of the enhancement and expansion of home visiting and related services are included for FY 18-19. Proposed estimates are based on comparable activities within and outside of the organization.

$50,000: Welcome Baby Program Improvements and/or strategies to greater integrate Welcome Baby and/or Select Home Visiting with the larger Los Angeles County System of home visiting. Changes will be informed by the County Home Visiting Motion Response Workgroup, as well as on qualitative research, such as the Implementation & Outcomes Study and Focus Groups.

$50,000: Ongoing research, training, technical assistance, piloting new approaches and other opportunities to support sustainability of home visiting in Los Angeles County.

$100,000: Continued support for ensuring engagement with families on immigration rights. Providing education and legal support ensures families will seek and receive services and supports that contribute to positive child and family outcomes.

Change from Prior Year (if >+-20%)

The decrease in the Families Outcome Area Emerging Opportunities is due to several of the Emerging Opportunities from FY 17-18 transitioning to specified budget items. Opportunities continue to emerge to support Program Improvements in Home Visiting, to test sustainability approaches and to support the spread of immigration expertise to organizations and agencies that serve families with young children.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
At-Risk Fathers Investment	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
At-Risk Fathers Investment	$314,000	$295,000	-6.05%

Program Summary

At the November 2013 Commission Meeting, the Board approved a motion to allocate $600,000 for a two-year effort to support and engage at-risk fathers of children ages zero to five. The project will target systems that regularly engage with fathers of children prenatal to age five who have past, present, or future involvement with Los Angeles County child welfare and other systems. The primary intent is to help the fathers further their education, obtain stable employment, and/or become more positively engaged as a parent and caregiver. The At-Risk Fathers Investment includes funding for three grantees and one technical support provider to support the efforts of the grantees.

Spending Plan and Funding Methodology

The planning phase for the At-Risk Fathers Investment concluded in June 2016. The procurement process was implemented in October 2016 with contracts executed in early 2017. A total of $600,000 has been allocated for this two-year effort. Based on the scope of work, timeline, and proposed cost estimates from the grantees and technical support provider, it is anticipated that $295,000 will be needed in FY 18-19. Resources will support the efforts of partners to further impact systems or transform systems on how to support parenting men for children under the age of five. Each site is working with systems in the County either through the training of staff, conducting focus groups with law enforcement systems, and convenings to support the development and adoption of a city-wide effort on father friendly practices for the city. Additionally, the groups also convene as experts to discuss and identify partnership opportunities with additional systems and develop a strategy/plan for a county-wide Engaging Fathers effort.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	$437,000	$150,000	-65.67%

Program Summary

$10.5 million was approved by the Commission in March 2009 to support the Baby Friendly Hospital Initiative. The initiative aims to achieve International Baby Friendly designation, which indicates that the hospital has met key criteria related to the support of breastfeeding. Birthing hospitals aim to enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures. Cycle 4 grants are expected to end no later than FY 18-19.

Note that the Cycle 4 grants do not reflect the allocation of new resources, but will be drawing down from the remaining amount approved by the Commission for this initiative. Cycle 4 hospitals align with the Welcome Baby program and support the goals outlined in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

There is one remaining hospital funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 18-19 for $150,000. The proposed funding amount reflects the average cost of implementation for Baby Friendly Hospitals in previous cycles. The majority of the budget will be spent on personnel, staff training and supplies.

Change from Prior Year (if >+-20%)

Two Baby-Friendly Hospital grants will close before the end of the current fiscal year and one grant will remain for FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	$500,000	$400,000	-20.00%

Program Summary

This project was established via board motion and approval in November 2013. The intent of the motion was to provide funding to support advocacy to address the disparity in positive birth outcomes for African American families. Although the motion did not specify the time period over which the $500,000 should be spent, the entire amount could be spent in FY 18-19. First 5 LA has an opportunity to align this initiative with the Los Angeles County Department of Public Health's (DPH) priority to eliminate African-American birth disparities. DPH is working with a broad group of stakeholders and experts countywide, known as the African-American Infant Mortality (AAIM) Workgroup to address this issue. First 5 LA funded focus groups to support strategy development for the AAIM workgroup. Following the results of this study and other sub-workgroup activity First 5 LA will refine its approach and strategies for the remainder of the allocation and expect to achieve a level of clarity that will support full expenditure of the remaining funds in FY 18-19.

Spending Plan and Funding Methodology

$400,000: The approach for expending these dollars is to be determined and will be in alignment with county and/or statewide efforts to address birth disparities for African-American women.

Change from Prior Year (if >+-20%)

A $100,000 investment in engaging African-American women in qualitative research on their experiences with pregnancy, parenting and the health care system was made in FY 17-18. In FY 18-19 the remaining allocation is expected to be expended in partnership with countywide efforts.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Black Infant Health Program	$1,506,000	$1,463,000	-2.85%

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. FY 18-19 marks the fifth year of this program.

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 FY 17-18 expenditures, historical spending and anticipated costs. All three grantees are implementing the new model of the state BIH Program.

1. The City of Long Beach ($220,567): 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.

2. The City of Pasadena ($224,194): Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator. Other program costs include supplies for group intervention sessions and client workshops as well as training for staff. Staff support recruitment and enrollment of eligible clients into the group-based program with complementary case management.

3. The Los Angeles County Department of Public Health ($1,018,207): subcontracts with three community-based organizations to implement BIH. Major costs include: 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 total FY 18-19 funding level requested for BIH is estimated to be approximately $1,462,750.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Little by Little/One Step Ahead	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Little by Little/One Step Ahead Program	$3,979,000	$3,925,000	-1.35%

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 the 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 18-19 the LBL program will be in its sixth 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 during WIC clients' visits.

Spending Plan and Funding Methodology

Spending Plan & Methodology
HOW FUNDS WILL BE SPENT IN FY 18-19
• 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 64,261 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
• Analyzing school readiness outcome evaluation data.

MAJOR COST AREAS
The funding level for FY 18-19 was determined based on contractor spending patterns for the past three years and the negotiated 39 month life of project contract estimates. In FY 18-19, the LBL program will provide services to a total of 64,261 unique WIC participants at $56.02/child for a total budget estimate of about $3,600,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 18-19:

1. Personnel- a total of 24 staff positions, including a new LBL Social Enterprise Manager needed to manage various program replication opportunities a part of the program's long term revenue business plan as well as 23 staff 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 $1,100,000 (28% of the overall budget).
2. Contracted Services- an estimated 7 subcontractors including 6 subcontractors delivering direct services at eight WIC sites and an implementation consultant are needed to complete the various components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: $1,100,000 (28% of the overall budget).
3. Program Supplies- Program expenses are related to program materials (192,783 books) and brochures. Total estimated expenses for supplies: $865,000 (22% of the overall budget).
4. Operating and Administrative Costs- A total of $360,000 is estimated for space, postage, travel, mileage, indirect and other expenses (9% of the overall budget).
5. Evaluation: A budget of $500,000 is needed to continue evaluation efforts, including IRB approval and fees and significant data collection activities including home observations and surveys (13% of the overall budget).

Change from Prior Year (if >+-20%)

Initiative	Investment Category
Little by Little/One Step Ahead	Legacy Investments

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Parent Child Interaction Therapy	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Parent Child Interaction Therapy	$3,943,000	$4,428,000	12.30%

Program Summary

The overall goal of Parent Child Interaction Therapy (PCIT) investment is 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. The program, was approved for a five-year $20 million allocation and is being implemented through a $17 million strategic partnership with the Los Angeles County Department of Mental Health (DMH) and a $3 million contract with UC Davis which is the project's Training Contractor for DMH-contracted mental health agencies' professionals to become certified in PCIT. The project will be extended to June 30, 2019 in order to ensure that (1) all cohorts are completed according to lessons learned; (2) an ongoing training infrastructure is solidified; and (3) mobile van services in two Service Planning Areas with access challenges, are established.

The program was initiated in FY 12-13 and, at minimum, 58 agencies with four mental health professionals each are expected to be trained over the five year investment.

Spending Plan and Funding Methodology

FY 18-19 activities are geared at improving workforce development and service delivery for 2-5 year olds with up to 10 new provider agencies (with teams of 4 clinicians each) trained in PCIT and supporting previously trained PCIT therapists in agencies with an existing PCIT program.

There are two principal contractors for this project: the Los Angeles County Department of Mental Health (DMH) and UC Davis PCIT Training Center. Key cost categories include:

• Personnel for both DMH and UCD contracts;
• Facility upgrades to retrofit facilities for the delivery of PCIT services that require the use of a specially equipped facility including audio equipment and two-way mirrors;
• Funds to help offset costs incurred by DMH contracted therapists to participate in the PCIT training;
• Outreach monies to assist agencies finding appropriate clients for the intervention;
• Indigent assistance to give agencies the ability to serve some clients that are not Medi-Cal eligible; and
• Expansion of support for training to include a cohort of Los Angeles County-based PCIT certified trainers to support sustainability of the practice.

First 5 LA is projecting FY 18-19 expenditures of $3,840,000 for the DMH contract based on the proposed scope and historical spending rates for prior years of the project that have included leveraging of Medi-Cal dollars to fund service provided by trainees, which results in cost savings.

First 5 LA is projecting FY 18-19 expenditures of $588,000 for the training provider, UC Davis, based on the proposed scope and current projected contract amount provided by the contractor.

Total proposed programmatic budget is for $4,428,000.00

Change from Prior Year (if >+-20%)

Communities

COMMUNITIES

Authorized Positions

Director	1
Senior Strategist	1
Senior Program Officer	4
Program Officer	14
Administrative Assistant	1
Program Associate	2
Total	**23**

The Communities Department is responsible for overseeing First 5 LA's place-based effort, including community engagement, developing program and funding recommendations, capacity development, network building, and continuous learning across 14 Best Start communities in Los Angeles County. Staff lead work to develop, implement, and refine the three strategies in the Communities Outcome Area: 1) Community Leadership and Collaboration; 2) Coordinated Services and Supports; and 3) Built Environment Policy & Advocacy. Combined, these strategies represent an integrated approach to building community capacity, which requires staff responsibilities including, but not limited to, the following:

1) Planning, Design & Development: a) identifying best practices in community engagement and place-based work; b) assessing community assets, resources, barriers and needs, c) monitoring social, economic and political trends and factors that affect children and families; d) determining key outcomes, strategies, activities and resource requirements for investments; d) exploring leveraging opportunities and collaborative approaches *internally* across First 5 LA programs, projects and initiatives and *externally* with foundations, nonprofits, county government and municipalities; and e) convening community members and incorporating community perspectives in ongoing planning, design and development of program strategies.
2) Community Engagement: a) promoting community leadership development; b) building and strengthening relationships with parents, residents, organizations, civic leaders, and other stakeholders to cultivate a shared vision for children, families and communities; c) gathering insights, information and ideas from stakeholders about key aspects of our place-based investment; d) strategically mobilizing community assets and resources to increase local governance and strengthen the ability of the community members to sustain collaborative efforts; e) connecting community groups to policy and systems leaders to ensure community voice in decision-making at the community, city, county, state levels.

3) <u>Develop Funding and Program Recommendations and Grant/Contract Management</u>: a) developing funding mechanisms (i.e., solicitations and RFP/Qs); b) negotiating, executing and monitoring grants/contracts to ensure successful implementation of activities and achievement of objectives and outcomes; c) monitoring grantee/contractor performance, timeline and deliverables; and d) guiding, advising and problem-solving as needed and/or requested by grantees, contractors and vendors.

4) <u>Learning</u>: a) assessing progress of grantees/contractors and support continuous quality improvement; b) applying learning about internal/external factors that facilitate inhibit community capacity building; c) identifying and monitoring promising strategies that build community capacity to promote policy and systems change; d) sharing learning internally, locally, statewide, and nationally.

The Communities Department is led by the Director, who oversees three streams of work, consistent with the Strategic Plan, and is supported by an Administrative Assistant. Four Senior Program Officers, reporting to the Director, lead the work across the three Communities outcome areas.

COMMUNITIES

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,912,116	1,912,116	1,658,032	1,786,272	(125,844)
	Total Employee Benefits	646,157	646,157	621,666	576,641	(69,516)
	Total Personnel Services	**2,558,273**	**2,558,273**	**2,279,698**	**2,362,913**	**(195,360)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	35,000	35,000	26,000	35,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	16,200	14,200	7,550	13,800	(400)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	2,500	1,500	129	2,000	500
6260	Office Supplies	7,000	3,000	4,500	5,000	2,000
6265	Subscriptions & Publications	-	-	-	1,000	1,000
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	2,000	1,500	-	2,000	500
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	10,000	23,000	15,000	20,000	(3,000)
	Total Operating Services	**72,700**	**78,200**	**53,179**	**78,800**	**600**
Consultant Services						
6410	Consultant Fees	40,000	69,600	83,505	25,000	(44,600)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**40,000**	**69,600**	**83,505**	**25,000**	**(44,600)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	2,000	-	1,000	(1,000)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**-**	**1,000**	**(1,000)**
Travel Expenses						
6610	Airfare	7,000	6,000	456	8,000	2,000
6620	Lodging	8,000	7,500	3,173	8,000	500
6640	Per Diem	5,000	5,000	828	5,000	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**20,000**	**18,500**	**4,457**	**21,000**	**2,500**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	43,600	10,000	9,348	15,000	5,000
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**43,600**	**10,000**	**9,348**	**15,000**	**5,000**
	Total OPERATING EXPENSES	**2,736,573**	**2,736,573**	**2,430,187**	**2,503,713**	**(232,860)**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Center for the Study of Social Policy (CSSP)		$572,000	0.00%

Program Summary

As First 5 LA shifts to a new support structure for the Best Start partnerships, careful consideration is given to the transition based on lessons learned from previous staff and contractor transitions. This program, previously embedded within the Capacity Building and Learning Program, is a three-month contract extension with the Center for the Study of Social Policy (CSSP) to support relationship-building and onboarding of the regional and local support networks.

For over six years, CSSP has worked with First 5 LA to provide capacity building support to the Best Start partnerships. The objective of CSSP's support was to providing coaching and technical assistance to prepare community partnerships to lead community change efforts by engaging the broader community, using data and accountability systems relevant to their communities, partnering with local entities and organizations that are also interested in improving results for young children 0-5, their families and the communities they live in.

A three-month contract extension will allow CSSP the time to transition from its primary responsibility of providing capacity building, training and technical assistance to the partnerships. CSSP will work alongside First 5 LA as it shifts organizational and technical support to the regional and local support structures selected in the Spring of 2018. During the three-month extension, CSSP will:

- Link the partnerships capacity building plans to the new roles and functions of the regional and local networks;
- Provide technical assistance to support initial team building and collaboration between the community partnerships and regional local networks, as needed; and
- Enable continuity of capacity building support by transferring knowledge to regional and local networks based on over 6 years of working with the community partnerships.

Spending Plan and Funding Methodology

CSSP (Center for Study of Social Policy) - 14 communities: $572,000

Estimated cost assumes that time to transition to the new structure will require an overlap of current capacity building coaching support to partnerships at full capacity for the first three months in FY 18-19 (July – September). Costs are based on FY 17-18 budget amount of $2,289,000, and incurred expenditures, which equates to a total monthly cost of $190,750.

$2,289,000/12 = $190,750 (per month at full capacity)
$190,750 x 3 months (at full capacity) = $572,250

Change from Prior Year (if >+-20%)

In FY 17-18, CSSP description and costs were included under Capacity Building and Learning for a total of $2,289,000. The CSSP contract is only extended for three months to support the transition of the community partnerships to the new Best Start structure.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Neighborhood Action Councils		$2,250,000	0.00%

Program Summary

Best Start communities span from approximately four to 370 square miles and encompass between 66,000 and 160,000 people each. The geographical spread and population density necessitates a broad community building and engagement strategy to reach as many families with young children as possible.

While investment in Regional Network partnerships represents the cultivation of a community leadership and collaboration structure, the Partnerships alone cannot reach a substantial number of families with young children. Aligned with the FY 2015-2020 Strategic Plan investment guidelines, this program area provides an opportunity to broaden the impact on a larger number of families by fostering connections particularly between parents, residents and organizations that do not formally or consistently participate in the Regional Network partnerships.

This program area includes an investment for the continuation of strategic partnership with South Bay Community Counseling (SBCC) Thrive LA to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents.

Other opportunities to build social connections and support civic engagement may emerge as First 5 LA cultivates strategic partnerships with public/private philanthropic partners to have a broader impact within Best Start communities.

Spending Plan and Funding Methodology

South Bay Community Counseling (SBCC): $2,250,000

Per the 2016 and 2017 long-term financial projections, the funding amount for SBCC's resident engagement program will gradually decline during the last three years of the approved strategic partnership. For example, the FY 17-18 budget for SBCC was $2,500,000, which was a $1,000,000 reduction from the prior year due to First 5 LA's programmatic shift in resident engagement under the new structure for Best Start as well as programmatic and operational efficiencies identified by SBCC. The FY 18-19 budget reflects a 12-month contract with SBCC to continue implementing resident engagement efforts and includes a 10% reduction from last fiscal year consistent with the 2017 long-term financial projections.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	**Investment Category**
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	**2017 - 2018 Revised Budget**	**2018 - 2019 Budget**	**% Variance**
Region 1 Central-East Regional Network		$4,236,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed all aspects of the partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach and continues to be supported by Para Los Niños (PLN). In addition, First 5 LA funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The Central-East Region 1 Regional Support Network reflects this new structure for the Metro LA, Southeast LA, East LA, and South El Monte/El Monte Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). The FY 18-19 budget ($4,236,000) reflects the following components:

Consistent with the Board approval of the new structure, costs include regional and local level roles and functions as follows:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $369,000

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $1,762,000 ($334,000 average per community, plus an added $426,000 to provide additional support for Metro LA per the RFP—additional funds may be added to account for the different structure of Metro LA as the pilot community operating with a different model from the other 13 communities. (Over the first few years of the new support structure, Metro LA will be progressively aligned with the other 13 communities.)

3. Local level capacity building and leadership development (training and technical assistance): $200,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $760,000 ($190,000 per community)

- Local level community-identified projects (estimated) $1,070,000 ($60,000 Metro LA, $160,000 East LA, $300,000 Southeast LA, and $550,000 East El Monte/El Monte). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building.

Change from Prior Year (if >+-20%)

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 2 SLA Regional Network		$4,710,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed all aspects of the partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach and continues to be supported by Para Los Niños (PLN). In addition, First 5 LA funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The South LA (SLA) Region 2 Regional Support Network reflects this new structure for the Broadway-Manchester, Compton-East Compton, West Athens, and Watts-Willowbrook Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY2017-18 budget). The FY 18-19 budget ($4,710,000) reflects the following components:

Consistent with the Board approval of the new structure, costs include regional and local level roles and functions as follows:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $369,000

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $1,336,000 ($334,000 per community)

3. Local level capacity building and leadership development (training and technical assistance): $200,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $760,000 ($190,000 per community)

- Local level community-identified projects--estimated: $1,970,000 (West Athens $550,000, Broadway/Manchester $550,000, Compton/East Compton $320,000, and Watts/Willowbrook $550,000). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). Costs outlined below are estimates for 12 months covering FY 18-19.

Change from Prior Year (if >+-20%)

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 3 SFV Regional Network		$2,248,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed all aspects of the partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach and continues to be supported by Para Los Niños (PLN). In addition, First 5 LA funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The San Fernando Valley (SFV) Region 3 Regional Support Network reflects this new structure for the Palmdale and Lancaster Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY2018-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY2017-18 budget). The FY 18-19 budget ($2,248,000) reflects the following components:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $275,000

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $668,000 ($334,000 per community)

3. Local level capacity building and leadership development (training and technical assistance): $100,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $380,000 ($190,000 per community)

- Local level community-identified projects (estimated) $750,000 ($250,000 NEV, $500,000 PCN). Each community was allocated a total of $1.95 million for community identified projects through the duration of the FY2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY2018-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Change from Prior Year (if >+-20%)

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Region 4 Port Cities Regional Network		$2,198,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed all aspects of the partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach and continues to be supported by Para Los Niños (PLN). In addition, First 5 LA funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The Port Cities Region 4 Regional Support Network reflects this new structure for the Central Long Beach and Wilmington Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). The FY 18-19 budget ($2,198,000) reflects the following components:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $275,000.

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $668,000 ($334,000 per community).

3. Local level capacity building and leadership development (training and technical assistance): $100,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $380,000 ($190,000 per community)

- Local level community-identified projects (estimated) $700,000 ($250,000 Wilmington, $450,000 Long Beach). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

implementation included in FY 17-18 budget). Costs outlined below are estimates for 12 months covering FY 18-19.

Change from Prior Year (if >+-20%)

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	**Investment Category**
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	**2017 - 2018 Revised Budget**	**2018 - 2019 Budget**	**% Variance**
Region 5 AV Regional Network		$2,068,000	0.00%

Program Summary

For the past eight years, First 5 LA has been the sole funder and primary organization providing support for the Best Start community partnerships. First 5 LA has managed all aspects of the partnerships with the exception of the pilot community, Metro LA, which launched using a lead agency approach and continues to be supported by Para Los Niños (PLN). In addition, First 5 LA funded projects identified by each of the 14 community partnerships through the Building Stronger Families (BSF) grants, which are scheduled to end June 2018.

In May 2017, the First 5 LA Board of Commissioners approved a new structure for all Best Start community partnerships. The new structure, regional with local customization, was approved at a cost not to exceed a total of $15.5 million annually. The Antelope Valley (AV) Region 5 Regional Support Network reflects this new structure for the Palmdale and Lancaster Best Start communities.

Implementation of the new structure for all 14 community partnerships will occur in May 2018 pending Board approval of selected grantees. FY 18-19 will be the first full year of implementation.

Spending Plan and Funding Methodology

Consistent with the Board approval of the new structure, costs were prescribed in the RFP and are based on historical analysis of spending for Metro LA through a lead agency model as well as the other 13 communities managed by First 5 LA. The total grant amount to support regional and local level roles and functions reflects 14 months of implementation beginning May 2018 (two months of implementation included in FY 17-18 budget). The FY 18-19 budget ($2,068,000) reflects the following components:

1. Regional level costs related to regional level roles and functions including contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, and resource mobilization: $275,000.

2. Local level coordination and support costs--LSN and logistics (e.g. facilities, child care, transportation, catering, and overall administrative support) for monthly collaborative meetings, workgroups and ad hoc committees: $668,000 ($334,000 per community).

3. Local level capacity building and leadership development (training and technical assistance): $100,000 ($50,000 per community)

4. Local level community change work including communications and outreach, resident/stakeholder engagement and advocacy, and community-identified projects:

- Local level community change work including communications and outreach and resident/stakeholder engagement and advocacy: $380,000 ($190,000 per community)

- Local level community-identified projects--estimated: $570,000 ($350,000 Palmdale, $220,000 Lancaster). Each community was allocated a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The Building Stronger Families grants were the first iteration of community identified projects. FY 18-19 estimated amounts for community-identified projects represent an estimation of the remaining balance of funds per expenditures to date from the Building Stronger Families grants.

5. Capacity building support that the RN (Regional Network) may need to work effectively in their new roles: $75,000. First 5 LA recognizes that organizations that step into both the RN and LN roles will likely be in different places in terms of their understanding of the work and their capacity to excel in their roles. RNs will be responsible for continually assessing the capacity needs of their own staff and those of subcontractors and striving to address those needs through the coordination of organizational capacity building.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Change from Prior Year (if >+-20%)

New program in FY 18-19 consistent with board approval of a new structure for Best Start. Costs for initial ramp up in May 2018 are included in the FY 17-18 budget within the Community Partnerships program.

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Organizational Capacity Building		$503,000	0.00%

Program Summary

Since the launch of Best Start in 2009, First 5 LA envisioned community partnerships that would be made up of parents, residents, organizations, and other stakeholders that would advance a shared vision for children and families. While organizations have been part of the partnerships, the training, technical assistance and overall capacity building support that First 5 LA has provided to the partnerships have focused primarily on parents and residents. Providing support to the organizational members of the partnerships -- in addition to efforts to strengthen the individuals and collective skills of parents and residents -- builds community capacity and enables greater collective action to drive a community agenda for children and families.

Likewise, First 5 LA is promoting a network building approach through the regional and local network structure for Best Start. Through this new structure, First 5 LA is seeking to strengthen the capacity of organizations to work together and alongside parents, residents and other stakeholders around a shared vision for children and families across sectors in a way that values and respects individual and collective experiences, contributions, and perspectives.

Based on seven years of Best Start implementation experience and the values and principles embedded in the design of the new structure for Best Start, this program provides resources for capacity building support to the following:

1. Regional and Local Networks: Consultant resources to deepen understanding of the network building and policy and systems change orientation to the work as well as to facilitate the integration of the countywide trauma and resiliency informed systems change framework to support the implementation of new structure for Best Start.

2. Other Organizational Members of the Best Start Community Partnerships: Resources will be used to support capacity building opportunities -- such as in-house training and conference attendance -- for organizational staff and to leverage existing training and technical assistance opportunities through local nonprofit management support organizations such as Center for Nonprofit Management, Community Partners, Nonprofit Finance Fund, Public Health Foundation Enterprises, etc.

Spending Plan and Funding Methodology

1. Support for Regional and Local Networks: $203,000

This project will leverage the Health Systems Department’s work with the Center for Collective Wisdom to incorporate the trauma and resiliency informed systems change framework into the design and implementation approaches of First 5 LA, Best Start Regional and Local Networks, and County partners.

Approximately $180,000 is for 12 month contract based on FY 17-18 contributions to the Countywide Trauma Informed Working Group and Strategic Partnership with the Center for Collective Wisdom to work with the Communities Department during the last five months of FY 17-18. Each of these expenditures were approximately $75,000. Estimating approximately 100 hours per month to support five regional networks and First 5 LA staff in incorporating the countywide trauma and resiliency informed systems change framework into Best Start implementation.

100 hours x $150 per hour (composite rate) = $15,000 per month x 12 months = $180,000

An additional $23,000 is reserved for content area experts on topics such as network building and policy and systems change.
150 hours x $150 per hour (composite rate) = $22,500 ($23,000 rounded)

2. Training and technical assistance for organizational members of the Best Start community partnerships = $300,000
Consistent with the approach for the ECE Policy Advocacy Fund, Community Opportunities Fund, and the Policy Advocacy Fund, costs include up to 20 hours of training and technical assistance for up to 20 organizations that are

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future

members of the Best Start community partnerships but are not formal, contracted members of the Best Start regional and local networks. Estimate is $60,000 per region for a total of $300,000.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Built Environment Policy Advocacy Fund		$750,000	0.00%

Program Summary

The Built Environment Policy Advocacy (BE Policy Advocacy) is a multi-year grant program to strengthen the capacity of community advocacy organizations working on built environment policies, programs, and projects that have an impact on families and young children. The fund will focus on the core built environment portfolio: access to healthy food, transportation, and parks and open space. The goal of BE Policy Advocacy is to build the capacity of community-based organizations and advocates to work with communities and advocate for healthy places and spaces for children and families. Based on lessons learned from the implementation of the Community Opportunity Fund, Policy Advocacy Fund and ECE Policy Advocacy Fund, First 5 LA will hire an intermediary to administer the grants program and provide technical assistance and grants management.

Through BE Policy Advocacy, First 5 LA can play a role in "building the field" of advocates and encourage innovative projects, policies, and programs with the ultimate outcome that Community Based Organizations have the capacity to ensure the voices of parents and families are integrated in policy making and decisions for the built environment. Also, First 5 LA can play a role, through Link, in building the capacity of municipalities so that they can compete for and leverage funding sources to create healthier environments for children and families.

Spending Plan and Funding Methodology

Based on the structure of the ECE Policy Advocacy Fund, it is expected that 15% of the total ($115,000) will be allocated to support the intermediary role including personnel, provision of technical assistance, and convenings.

The remaining $635,000 will support providing grants to strengthen the capacity of community based organizations and advocates to work with communities to advocate for healthy places and spaces for children and families. The grants are modeled after the Community Opportunities Fund which supported capacity building in varying amounts (up to $150,000 each).

Total Fund--$750,000:
$115,000 intermediary
$635,000 grants

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Link Advocates Governments Families and Parks (Link)		$300,000	0.00%

Program Summary

Link Advocates Governments Families and Parks (Link) will institutionalize the Zamora Park approach of engaging residents and building the capacity of municipalities to advocate for better parks and open space in disadvantaged communities. The goal of Link is to build the capacity of municipalities to engage community residents and stakeholders in the development and implementation of comprehensive plans that position them to compete for and leverage impending park and open space funding. This investment presents an opportunity to support municipalities as they prepare for the release of Measure A funding in 2019.

The Zamora Park approach of engaging cities, municipalities, and residents is intended to create systems change that benefit children and families. This project came out of the El Monte/South El Monte Best Start communities and involved a group of residents working with the local government as well as the Trust for Public Land to leverage millions of dollars in state funding to renovate a heavily utilized park. With the passage of Measure A, as well as programs on the state level, millions of dollars will be invested in parks and open space in the coming decades. Link will ensure that children and families, especially parents from Best Start partnerships, are engaged in the decision making process so that they can benefit from these funds. Link also builds off of the recommendations of the "Measure Matters" report created by USC PERE (Program for Environmental and Regional Equity) and funded by First 5 LA. This report cites the involvement of residents in the decision making process as a key strategy to ensure the equitable implementations of Measure M and A.

Staff is exploring potential partnership with other funders to think through and plan an approach to support collaboration between cities, community-based organizations and park experts to develop a comprehensive park plan in anticipation of the release of Measure A funding in 2019.

Spending Plan and Funding Methodology

First 5 LA's investment is estimated to be approximately $300,000 to support at least two cities, within Best Start geographic boundaries, identified as a high or very high need study area on the county parks needs assessment. Selection of these cities will be based on whether a Best Start community partnership has identified parks as a priority issue.

Estimated costs based on research on staff time, plan development and dissemination costs for similar community planning initiatives, such as the Pacoima Urban Greening Vision Plan at $150,000 funded by the California Strategic Growth Council and the Pacoima Wash Vision Plan at $100,000 per year funded by the LA County Department of Public Health PLACE Program. These projects supported collaboration between park experts, city government, and local community-based organizations for outreach and engagement in park planning. Based on funding for these types of projects ranging from $100,000 to $150,000 per year, the proposed budget for Link is $150,000 per selected city to support collaborative efforts to develop a comprehensive park plan in anticipation of the release of Measure A funding in 2019.

$150,000 x 2 cities within Best Start geographic boundaries = $300,000

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Legacy Investments	$556,000	$206,000	-62.94%

Program Summary

This program area represents investments from the FY 2009-2015 Strategic Plan that are continuing in FY 18-19. One legacy investment falls within this category:

Market Match is California's healthy food incentive program to increase the purchase and consumption of fresh fruit and vegetables. 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' markers in Los Angeles County. Families receive a dollar-for-dollar match up to $10.00 that can only be spent on fruit and vegetables at the farmers' market. This investment is scheduled to end in FY 18-19.

Spending Plan and Funding Methodology

$206,000 remaining in this project allowing Market Match to continue to offer the match incentive through November 2018.

Change from Prior Year (if >+-20%)

Variance is the result of only one legacy investment remaining: Market Match.

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Capacity Building Consortium		$518,000	0.00%

Program Summary

This program facilitates peer learning and continuous quality improvement across grantees and across strategies in the Communities Outcome area. The launch of the Consortium will begin with Strategy 1, Community Leadership and Collaboration, by convening the Best Start regional and local networks. The intent is to foster relationship building and learning exchanges between the regional and local networks across regions. As grantees and partners are selected under the other two strategies -- Coordinated Services and Supports and Built Environment -- these organizations will be included in the Consortium in an effort to foster cross-sector learning and continuous improvement.

This program also includes resources to continue to support the convening of all 14 Best Start community partnerships in an effort to facilitate cross-community learning and build on lessons learned from First 5 LA's support of learning communities since 2015. Currently, First 5 LA contracts with a consultant team to work with community members to design and facilitate these learning communities. This contract ends June 30, 2018, which provides an opportunity to consolidate the consortium and cross-community learning communities under a single contractor.

Resources for this program include coordination, facilitation, and logistics associated with the Consortium and cross-community learning communities.

Spending Plan and Funding Methodology

Capacity Building Consortium/Learning Community Design and Implementation:
Costs are based on historical budgeted amounts for cross-community and grantee learning communities as well as staff coordination of these activities. It is anticipated that these activities will be included in a contract with an external contractor. Costs outlined below. Costs are based on annualized estimate of $690,000 reduced to estimated 9 months of costs, assuming a September 2018 launch date. All costs listed below are annualized cost. Total cost reduced to reflect 9 months of anticipated implementation.

Estimated Annualized Costs
a. Consortium/Learning Communities Design, Planning, & Coordination: $576,000
Approximately 80 hours per week x up to $150 per hour (composite rate) = $12,000 x 4 weeks/month = $48,000 x 12 months = $576,000

b. Consortium Convening = $36,000
Up to six peer learning sessions for Best Start Regional and Local Networks = $6,000 x 6 = $36,000

c. Learning Communities: $78,000
Proposed budget based on historical expenditures for logistics (venue, child care, catering, translation/interpretation) averaging approximately $15,000 per cross-community learning community.

d. Logistics for up to four learning communities
$15,000 x 4 = $60,000
Four cross-community learning communities planned annually @ approximately 150 participants each.

e. Guest Speakers/Panel
$1,500 x 3 speakers = $4,500
$4,500 x 4 learning communities = $18,000
Guest speakers/panel are included at an honorarium for up to three speakers per learning community.

Nine-Month Estimated Cost
Annualized Costs/12 months = $57,500
$57,500 x 9 months = $517,500 ($518,000 rounded)

Change from Prior Year (if >+-20%)

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

In FY 17-18, Consortium description and costs included under Capacity Building and Learning. Costs increased from $132,000 in FY 17-18 to reflect additional planning and full year implementation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Integrated Transition Planning (ITP)		$63,000	0.00%

Program Summary

In May 2018, First 5 LA will begin transitioning key operational functions of the Community Partnerships to Best Start regional and local networks that have the capability, values, and approach required to support a collaborative, community-change initiative. This short-term outcome, articulated in the Best Start RFP, underscores the importance of clarifying the critical path to transition as well as the philosophy, expectations and methods for engaging staff and key partners throughout the first year of implementation. Staff acknowledged the need for an integrated plan that would clearly delineate the various streams of work and engagement points required to achieve a smooth transition from First 5 LA to the regional and local network teams.

The Integrated Transition Plan is designed to facilitate the coordination of various work streams to achieve key milestones for Year 1 of the new structure for Best Start. In FY 17-18, First 5 LA contracted with LF Leadership to help staff coordinate the following work streams:

1) Community Partnership Transition: Preparing the community partnerships for the implementation of the new structure through a shared understanding of how and when roles and responsibilities will change under the new structure.
2) Regional and Local Networks Transition: Orienting, onboarding and integrating the regional and local network teams and the community partnership.
3) Building Stronger Families Grantee Transition: Facilitating learning and reflection about the activities implemented through the Building Stronger Families grants, which ending June 30, 2018.
4) Best Start Learning Agenda: Finalizing the learning questions and approach for understanding the evolution of Best Start under the new structure.
5) Communications: Developing the key messages and tools to support clear and consistent communication throughout the transition process.
6) Communities Department Transition: Supporting the shift from a primary focus on community partnership operations to an expanded role and internal structure that deepens the ability to connect, facilitate and leverage First 5 LA's and other county, regional, and local investments within Best Start communities.

LF Leadership will provide structure and tools to track progress on the Integrated Transition Plan to support staff work planning, decision-making, sequencing and coordination of the work streams outlined above. The contract with LF Leadership began in FY 17-18 and will continue into FY 18-19.

Spending Plan and Funding Methodology

The consultant selected in FY 17-18, via a solicitation to the pool, will continue to provide services in FY 18-19 for a period of 10 months in an amount not to exceed $63,000. Consultant support resources will remain at the same level in FY 18-19 - $63,000 represents approximately 10 months which is well within the contracted amount.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Local, Regional, and Countywide Convenings		$104,000	0.00%

Program Summary

As the Communities Department implements a new structure for Best Start and pivots to a greater emphasis on policy and systems change to make things better for children and their families, staff will begin to engage and convene stakeholders to build and strengthen relationships with decision-makers, other funders, and cross-sector leaders to build a shared vision and momentum around children and families. An example is the Antelope Valley Transportation Forum convened by staff to connect transportation decision-makers to parents in an effort to influence how transportation decisions are made to better support children and families. Staff will also create opportunities to convene others investing in Best Start communities in an effort to integrate and leverage these investments. This program supports these types of convenings across all three strategies in the Communities Outcome area.

This program also supports the continuation of Best Start Leadership Summits. Since January 2016, staff has convened leadership group members from the 14 Best Start community partnerships to share information, promote relationship building across the 14 communities, and provide a forum for community leaders to engage in dialogue with First 5 LA.

A new component to this program is the Topic Interest Groups (TIGs). A TIG is a committee that includes First 5 LA staff, Best Start community leaders, and regional and local network representatives interested in collaborating on special projects and initiatives. TIGs drive their work through time-bound activities, discussions, and work plans that further the goals of the interest area related to First 5 LA's programmatic and policy work. Staff anticipates the implementation of up to three TIGs during FY18-19. The first will be the Data, Learning & Evaluation Topic Interest Group (TIG) focusing on the completion of the Best Start Learning Agenda. Other potential TIGs include ones on built environment and trauma informed systems.

Resources will be used to support convening at the local, regional and countywide levels.

Spending Plan and Funding Methodology

Total for Local, Regional and Countywide Convening = $128,000

Cost estimates as follows:

a. Stakeholder Engagement Convening: $26,000
Based on historical expenditures, and experience with similar activities, costs include resources for 26 convenings (two per 13 Program Officers) at $1,000 each for decision-makers, other funders, and cross-sector leaders = $26,000

b. Leadership Summit: $30,000
Based on historical expenditures of approximately $15,000 per Leadership Summit for up to 150 people for costs such as venue, facilitator, child care, food, translation/interpretation. Estimated 2 convenings = $30,000

c. TIGs (Topic Interest Groups): $48,000
Based on historical expenditures for meetings, such as Transition Team and Healthy Food Guidelines Focus Group. Costs estimated at approximately $6,000 per TIG meeting for costs such as venue, child care, food, translation/interpretation for approximately 20 people. Estimating the implementation of two TIGs @ 4 meetings each = 8 meetings = $6,000 x 8 = $48,000

Change from Prior Year (if >+-20%)

New program in FY 18-19. Leadership Summits were included under Capacity Building and Learning in FY 17-18.

Initiative	Investment Category
Communities - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Communities Outcome Area	$480,000	$250,000	-47.91%

Program Summary

Emerging Opportunity resource needs have been identified in all four of the Communities outcome area investments. The proposed purpose for funding is as follows:

Communities Strategy 1 – Broader Community Building & Engagement: First 5 LA is part of a larger ecosystem of resources, relationships, investments and efforts to improve conditions within the geographical boundaries of Best Start communities. This investment area provides resources to support local innovation and maximize opportunities to collaborate with public and private philanthropic partners and leverage other efforts within Best Start communities.

Communities Strategy 2 - Organizational Capacity Building: These resources align with the second strategy in the Communities Outcome area, which is to convene and strengthen the capacity of ECE and health-related organizations and institutions to improve services and support within Best Start communities. Funding and partnerships with other funders will support organizational networks and capacity building, which will allow First 5 LA to advance and/or leverage the coordination of services and supports within Best Start communities. An example of potential opportunities include pilot projects that might emerge from the Office of Child Protection County Prevention Plan, Networking the Networks workgroup co-facilitated by First 5 LA.

Communities Strategy 3 - Built Environment: This program area includes resources for systems-level strategic partnerships and emerging opportunities to support built environment coalitions as well as opportunities to leverage the investments of other funders, County government and municipal investments. As a member of the LA Funders Collaborative, First 5 LA is a partner with other funders that are seeking to catalyze and leverage built environment investments that promote policy and systems change. The intention is to create equitable, healthy, sustainable communities in Los Angeles County. This program area includes resources for opportunities that may emerge from the LA Funders Collaborative as well as from county government and municipalities.

Communities Cross-Strategy Investments - Capacity Building & Learning: These emerging opportunity resources will help advance partnerships with other funders and other learning opportunities, which will allow First 5 LA to leverage other capacity building, data and learning efforts.

Spending Plan and Funding Methodology

In FY 17-18, the Communities Department developed guidelines for consideration of the proposed emerging opportunities across strategy areas. This process will continue in FY 18-19. To date, five projects have completed the department-level review process and are in various stages of implementation. These projects have ranged from $60,000 to $75,000. Funds remaining from these projects will be expended in FY 18-19 as follows:

• Immigration Deportation Defense Fund to establish Rapid Response for Immigrant Children in partnership with Liberty Hill Foundation and First 5 LA's Strategic Partnerships Department. Project total: $74,500. Approximate balance for FY 18-19: $50,000

• Los Angeles Walks--a pedestrian and transportation advocacy organization--to create a policy briefing, an advocacy plan, and a symposium that will outline the challenges, lessons learned, and policy opportunities for parents and families to advocate for safer streets along the Vision Zero High-Injury Corridors – the corridors and intersections in Los Angeles where the highest rates of severe injuries and deaths as a result of traffic collisions occurs. Project Total: $60,000. Balance for FY 18-19: $30,000

Additional projects may be supported under this related to emerging projects in partnership with the SELA Collaborative ($40,000) and a potential partnership with the Discovery Cube Center ($75,000). These projects will be further explored and anticipated amounts are included in this budget. Remaining resources of $55,000 are included to allow flexibility to partner with other funders, county government, and municipalities as community context shifts due to unknown variables at this time.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Change from Prior Year (if >+-20%)

Projected costs reflect projects in the queue for FY 17-18 that will be implemented during FY18-19 and a substantially reduced amount for additional emerging opportunities in FY 18-19.

Early Care & Education

Early Care and Education

Authorized Positions

Director	1
Senior Program Officer	3
Program Officer	5
Administrative Assistant	1
Total	**10**

The goal of the Early Care and Education (ECE) Department is to partner with others to make significant and long-lasting contributions to ensuring that all families with children aged 0-5 in L.A. County have access to high quality, affordable early care and education so that they enter kindergarten ready to succeed in school and life. To achieve that goal, ECE Department is responsible for developing programmatic and funding recommendations (design, development, and implementation) and management of projects that support the early care and education of young children.

The work of the ECE department is organized by the three strategies within the ECE outcome area of the strategic plan: (1) ECE Policy and Advocacy, (2) Quality Rating and Improvement Systems (QRIS), and (3) Professional Development of the ECE Workforce. Within these three areas, staff are responsible for:

- **Program Development** - Designing strategies, researching best practices and budgeting the resources required for investments.
- **Partnership Management** - Cultivating and maintaining relationships with key stakeholders to support a shared vision for children 0-5 and their families.
- **Stakeholder Engagement: -** Engaging and managing communication among key stakeholders and building relationships across diverse stakeholders groups.
- **Grant and Contract Management -** Developing funding mechanisms (i.e. RFPs, RFQs, etc.), negotiating and monitoring contracts, acting as a thought partner and problem solving with grantees/contractors as needed.
- **Learning and Continuous Improvement** - Reflecting on lessons learned, applying learning to strategies and sharing key knowledge both internally and externally.
- **Strategy Integration -** Aligning, layering and sequencing of First 5 LA investments across First 5 LA outcome areas to better support children 0 to 5 and their families.

The ECE Department is led by the Director who oversees the three streams of work, consistent with the Strategic Plan, and is supported by an Administrative Assistant. Each stream is led by a Senior Program Officer that reports to the Director of ECE.

EARLY CARE AND EDUCATION

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	799,340	799,340	507,512	794,317	(5,023)
	Total Employee Benefits	219,625	219,625	180,969	237,181	17,556
	Total Personnel Services	**1,018,965**	**1,018,965**	**688,481**	**1,031,498**	**12,533**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	2,400	2,400	2,167	2,400	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	2,400	2,400	1,300	2,400	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,260	1,260	195	1,200	(60)
6265	Subscriptions & Publications	230	230	-	300	70
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	3,000	6,000	4,602	6,000	-
	Total Operating Services	**9,290**	**12,290**	**8,264**	**12,300**	**10**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	1,500	-	-	-	-
	Total Consultant Services	**1,500**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,100	2,100	-	2,100	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,100**	**2,100**	**-**	**2,100**	**-**
Travel Expenses						
6610	Airfare	5,780	5,780	4,237	5,780	-
6620	Lodging	6,000	6,000	3,192	6,000	-
6640	Per Diem	3,500	6,500	**5,428**	6,000	(500)
6650	Other Travel Expense	-	500	773	1,000	500
	Total Travel Expenses	**15,280**	**18,780**	**13,630**	**18,780**	**-**
Professional Development						
6810	Training Materials & Supplies	-	500	-	500	-
6820	Internal Training	-	4,500	-	3,000	(1,500)
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	20,500	10,500	7,279	10,000	(500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**20,500**	**15,500**	**7,279**	**13,500**	**(2,000)**
	Total OPERATING EXPENSES	**1,067,635**	**1,067,635**	**717,654**	**1,078,178**	**10,543**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
ECE Policy Advocacy Fund	$3,000,000	$3,000,000	0.00%

Program Summary

The Board-approved FY 16-17 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. To improve administrative efficiency and allow First 5 LA staff to directly engage with partners and grantees, Community Partners was contracted in the Fall of 2016 as the intermediary to co-design and administer the Fund.

Spending Plan and Funding Methodology

FY 18-19 will continue utilizing the same methodology formula as FY 17-18 of $3 million per year broken down into the following activities:

1. $100,000 to cover the cost of executing and managing contracts. The intermediary will be managing up to eight partnership grants and a series of emerging opportunities grants.
2. $150,000 to cover the cost of facilitating grantee meetings and capturing grantee learning.
3. $250,000 to cover the cost of technical assistance and capacity building activities provided by the intermediary and/or the intermediary’s subcontractors.
4. $500,000 to cover the cost of emerging opportunity grants. The number and size of the emerging opportunity grants has not yet been determined; this will be assessed by First 5 LA and the intermediary as new funding opportunities, aligned with the purpose of the fund, emerge.
5. $2 million to cover the cost of partnership grants to the Advancement Project- California, Child360, Children Now, Early Edge, Los Angeles Area Chamber of Commerce, and The Alliance.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Educare Policy and Advocacy	$100,000	$300,000	200.00%

Program Summary

The launch of Educare Los Angeles at Long Beach presents an opportunity for First 5 LA to advance public policy and advocacy by utilizing data that demonstrates high-quality early learning education. Additionally, there is an opportunity to utilize Educare data and explore evaluation strategies to demonstrate high quality practices and impact on dual language learners. On 2/08/18 the First 5 LA Commission approved a Strategic Partnership with Educare Los Angeles at Long Beach through June 30, 2021 for a total cumulative amount not to exceed $1,000,000 and authorized staff to execute an initial 16 month contract with an intended start date of March 1, 2018 for an amount not to exceed $400,000.

Educare is one of the nation’s most effective early childhood schools serving financially disadvantaged young children birth to five to ensure the best possible chance for success in life. The approach serves as a platform to inform and promote the importance of investing in early education, to leverage public and private investment in early childhood, to raise standards of education quality, and to encourage and engage in policy and systems change over time. Educare schools use a comprehensive program that incorporates research about what young children need to flourish, partners with families, supports the continued learning of teachers and staff and uses data and research to improve schools.

FY 18-19 funds will focus on expanding: 1) professional development for ECE educators; 2) access to the mental health system; 3) family engagement practices, and 4) local evaluation efforts.

Spending Plan and Funding Methodology

FY 18-19 First 5 LA funds will focus on expanding:
1) professional development for ECE educators with a focus on Educare as a training site;
2) access to the mental health system;
3) family engagement practices, and
4) local evaluation efforts.

Change from Prior Year (if >+-20%)

Educare's Strategic Partnership was approved in February 2018 with a contract start date of March 2018. FY 18-19 will be the first full year of funding.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Kindergarten Readiness Assessment	$530,114	$1,945,000	266.90%

Program Summary

First 5 LA will continue to work with school districts across LA County to promote the collection and use of Kindergarten Readiness Assessment data. By using the Early Development Instrument (EDI) as a KRA tool, our KRA efforts will continue to 1) support existing and emerging KRA/EDI efforts in Los Angeles County; 2) facilitate a group of early care and education systems change leaders to support the implementation of KRA/EDI and the use of data for systems change; and 3) convene an exploratory group of communities to provide them with the opportunity to learn about the existing KRA/EDI efforts in Los Angeles County and potential applicability to their community.

Spending Plan and Funding Methodology

1. KRA Pilot Implementation Effort ($1,035,000)

Cost includes:
• Teacher honorariums for 809 teachers at $250 per teacher in order to compensate them for data collection and training ($202,250)
• School personnel costs at 12 communities implementing EDI ($257,500)
• Miscellaneous costs (i.e. meeting materials, printing, etc) at $12,000 per school district (14 school districts). ($168,000)
• Teacher convenings 9 communities at $14,000 per community ($126,000)
• KRA Anchor community agency support costs for 9 communities at $31,250 per community. ($281,250)

Budget assumption:
• Continue working with 7 current KRA communities and adding 5 new communities.

2. KRA Technical Assistance: UCLA ($708,000)

UCLA's Center for Healthier Children, Families and Communities will be responsible for the following for the scope of services: 1) EDI community outreach for emerging districts; 2) EDI data analysis and reporting; 3) Individual coaching; and 4) Facilitating the regional shared learning network for Los Angeles County.

3. KRA Technical Assistance: UNITE-LA ($180,000)

The Los Angeles County Stewardship for Early Childhood will 1) Utilize KRA data and lessons from EDI Pilot Communities to advocate for policy and systems changes, revenue enhancements, and resource allocations at the county, state and federal levels; 2) Understand the challenges and lessons of early EDI adopters to inform countywide expansion of a common KRA; and 3) Explore and develop opportunities to expand the use of the EDI across L.A. County communities and school districts by engaging system-level partners who can play a role in either inhibiting or enabling KRA implementation.

4. KRA Professional Services ($22,000)

Contracted services to assist with KRA monthly contract management for each of the anticipated 14 KRA contract agreements. $150/hour for 12 hours for 12 months = $21,600.

Change from Prior Year (if >+-20%)

There are three main factors for the change in funding from FY 17-18: 1) UCLA's FY 17-18 contract was initially approved for $767,000 but ultimately split into fiscal year 17-18 and 18-19; 2) FY 18-19 includes a new contract with Unite-LA to provide technical assistance by establishing the Los Angeles County Stewardship for Early Childhood; 3) First 5 LA will be adding an additional 5 communities for KRA/EDI implementation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Early Childhood Educators Improving Quality (CCALA)	$745,000	$141,000	-81.07%

Program Summary

As approved by the First 5 LA Commission on June 9, 2016, the focus of the Early Childhood Educators Improving Quality project is to continue delivering quality coaching support services to providers who had previously been engaged in existing LA County QRIS efforts. Coaching includes: support in environment rating scales (ERS), increasing positive adult-child interactions, and providing support for family engagement practices.

Spending Plan and Funding Methodology

Cost savings in program implementation over the last two years has allowed for a three-month extension of this project into FY 18-19. Costs were calculated based on the FY 17-18 contract to extend maintaining quality improvement engagement with at least 75 Early Care and Education sites over the course of the three month project period. These estimates include:

Personnel Costs
Positions include: executive director, program coordinator, project coordinator, finance manager, HR support, and office manager, for a total of $17,168.

Contracted Services
CCALA will continue working with five (5) R&Rs in delivering coaching to at least 75 providers. Each agency will receive an allocation of $22K, covering one coach, one part-time supervisor, as well as space, equipment, and supplies, for a total estimated cost of $114,000.

Other Costs
Includes: Printing/Copying, Telephone, Postage, Supplies, Mileage and Travel, Training Expenses, and Indirect Costs, for a total estimated cost of $4,492.

Evaluation
Includes staff at the Child Care Resource Center to support evaluation efforts at a total cost of $5,000, which includes 50 hours of Research Analyst time at $50/hour, 32 hours of Research Manager time at $75/hour.

Change from Prior Year (if >+-20%)

The reduction in spending for FY 18-19 from FY 17-18 is due to only 3 months of expenditures in FY 18-19 versus a full year of costs in FY 17-18. Work will be completed by September 30, 2018.

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
QRIS Architects Group and Systems Planning	$1,242,000	$463,000	-62.72%

Program Summary

QRIS Systems Planning involves several different contracts being funded through First 5 CA IMPACT Hub funds. IMPACT is a First 5 CA initiative to support a network of local quality rating and improvement systems (QRIS) to better coordinate, assess, and improve the quality of early learning settings. First 5 IMPACT is an innovative approach that forges partnerships between First 5 CA and counties to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process.

Through First 5 CA's IMPACT Initiative, First 5 LA has convened the stakeholders who have implemented QRIS in LA County to date. These partners are collectively referred to as the QRIS Architects and include: Child360 (formerly known as LAUP), Child Care Alliance of Los Angeles (CCALA), LA County Office for the Advancement of Early Care and Education (Formerly LAC-Office of Child Care), and the Los Angeles County Office of Education (LACOE). Also included are Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) and the County's Local Planning Council, the Child Care Planning Committee. In Los Angeles County, our IMPACT funding focuses on building a single, cohesive QRIS system that serves the counties children in both center-based settings as well as licensed family child care homes. The effort is organized into four phases: Define, Learn, Test, and Scale. During FY 17-18, the QRIS Architects identified the need to extend the TEST phase of the Architects work beyond FY 17-18 and into FY 18-19. As such, the TEST phase of the work will continue through the next fiscal year. The TEST phase of the Architects model will largely focus on implementing and testing out new approaches to QRIS in LA County, with an emphasis on a common data system, a revised incentives model, and the use of the ECE Workforce Registry to assess teacher grants for the QRIS Architects, and costs associated with moving to a common data system.

Spending Plan and Funding Methodology

VIVA Strategy + Communications - $321,175

The FY 18-19 costs are based on a preliminary scope of work and budget developed by VIVA to extend the current Strategic Partnership beyond its current end date of June 30, 2018. The estimated budget is $321,175 for FY 18-19, which includes approximately 2,200 hours of staff time, travel costs, and supplies associated with facilitation of QRIS-related discussions among the LA County QRIS Architects.

Participation Grants – $133,875

In order to partially offset the costs associated with the time, effort and commitment of the QRIS Architects, as in prior years, First 5 LA will provide participation grants to participating organizations. To calculate the grant amount, the following assumption was used: 97.5 hours, at a rate of $150/hour, for 9 staff from 5 participating entities (one agency opted out of the grant). In addition, $450 per agency is budgeted for mileage costs to travel to and from the required Architect meetings.

(97.5 hours *$150 * 9 participants) + ($450 * 5 agencies) = $133,875

Early Learning Needs Assessment Tool (ELNAT) - $4,000

The Early Learning Needs Assessment Tool can create custom or provide prepared reports using data AIR has collected on the supply and demand for early learning and care for young children, including estimates of those eligible for Title V state programs. ELNAT allows users to run reports on ECE by geographic area(s) (e.g., counties, zip codes, or legislative districts), the age of the children, and the year of data in which you are interested. The cost is for an annual license to utilize this tool, which can be used by all First 5 LA staff. These costs are paid for out of First 5 CA T&TA Hub Funds.

Budget Fiscal Year: 2018 - 2019	Status: Proposed

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Change from Prior Year (if >+-20%)

The LACOE Data System contract (approx. $800,000) which had previously been included here, has been removed from this line item and added to a new line item titled QRIS Database.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
QRIS Continuous Site Engagement	$13,842,000	$13,501,000	-2.46%

Program Summary

A majority of the project costs in FY 18-19 will be spent on the implementation of QRIS in order to meet the First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) site targets and match requirement. These activities will focus on assessing and rating the quality of providers, providing quality improvement services, including coaching and training, technical assistance and ratings, as well as providing incentives to support the ongoing quality improvement of sites. In FY 18-19, Child360, formerly LAUP, will continue to incorporate decisions made by the QRIS Architects into the QRIS model. To further advance our organizations' respective strategic plans, Child360 will also continue to engage in policy and advocacy activities to promote long-term, sustainable investments in high quality early learning activities as well as undertake activities related to the development of a highly qualified early care and education (ECE) workforce.

Spending Plan and Funding Methodology

Following the end of Child360's Master Agreement on June 30, 2016, an estimated $50.5 million remained in the fund balance. We anticipate Child360's budget for FY 18-19 will utilize $13.5 million of those remaining funds, representing a similar spending pattern as in FY 17-18 as activities will be largely unchanged from prior years. The remaining fund balance available after June 30, 2019 will depend on spending patterns in FY 17-18 as well as FY 18-19, but can be estimated at $9.03 million. The FY 18-19 contract will focus on the provision of QRIS supports and ratings to 239 sites, representing 51% of the required number of sites for the IMPACT grant (remaining sites will be served through the California State Preschool Program (CSPP) QRIS Block Grant). Activities are aligned with the newly developed QRIS model in Los Angeles County and will include: coaching, rating, professional development for coaches as well as providers, advancing a high quality early care and education policy and advocacy agenda and developing a highly qualified early care and education workforce.

Personnel
These positions include senior cabinet positions, as well as communications and marketing positions, research and evaluation positions, financial positions, and coaching positions.

Fringe Benefits
Fringe benefits are calculated at 35% of the personnel costs, including 8.98% for FICA/SUI, Health Insurance at 13% , Retirement benefits at 3%, Insurance and workers' compensation at 6.73%, and PTO at 3.29%.

Books and Supplies
Includes general office supplies, resource materials, training materials, etc.

Travel and Meetings
These costs are estimated to include provider trainings, conference fees, community event expenses, policy and advocacy travel expenses, parking costs, mileage for all field staff, including coaches, family engagement specialists, program leadership consultants, and community engagement staff.

Contracted Services
Includes costs for fees associated with Quality Service Specialists, Program Support Consultants, Provider Operations Consultants, Database Consultants, and IT Support. These costs also include the use of a grant from the California Department of Education specifies that funds must be used for The CA-QRIS Certification Grant and are limited to the certification of QRIS trainers, observers, assessors, and coaches on a number of QRIS-related tools.

Incentives/Honorariums
These costs include honorariums for participating sites' professional development, Tier 4 Block Grants, Tier 5 Block Grants, and workforce participation.

Operating Expenses
These costs include rent; building parking; maintenance; advertising and promotions; Dues and subscriptions (including media tracking); Printing and Copying; Meeting expenses; Staff Development; Electricity; Storage;

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Liability Insurance; IT telephone; Printing/Copying Lease; Software and licenses; Payroll Processing Fees; Services and Maintenance; and Postage & Shipping.

Indirect Costs
Derived from 8.3% of Total Direct Cost

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
QRIS Database	$0	$895,000	0.00%

Program Summary

First 5 LA established a three-year Strategic Partnership with the Los Angeles County Office of Education (LACOE) that allows for the establishment of a common Quality Rating and Improvement System (QRIS) data system (iPinwheel) for Los Angeles County. As Data System Administrator for the Los Angeles County QRIS, LACOE will contract with iPinwheel to provide a database system for use by early learning providers. Under the partnership, First 5 LA shares costs with LACOE and provides the staffing required to support the use of the database by our county partners.

Spending Plan and Funding Methodology

Costs were calculated based on the FY 17-18 contract to continue development and administration of the data system. These estimates include:

Salaries & Benefits - $365,000
These positions include for: 1-FTE System Administrator, Program Manager, 2 senior data processing specialists, Executive Director, QSLA Program Manager, Assistant Director-Planning & Resources Development, Business Operations Manager, Budget Analyst, Project Coordinator, Principal Accountant, Financial Operations Consultant, and Accountant.

Other Operating Expenses - $140,000
Expenses include: CLASS & ERS publishers fees, office supplies, mileage/travel.

iPinwheel training - $25,000
Providing specialized training on iPinwheel to Los Angeles County users.

iPinwheel Data System - $365,000
As Data System Administrator for the Los Angeles County Quality Rating and Improvement System (QRIS), LACOE will contract with iPinwheel to provide a database system for use by early learning providers.

Change from Prior Year (if >+-20%)

In FY 17-18, this Program was within the QRIS Architects Group and Systems Planning Program line item. For FY 18-19 it is moved to its own separate program.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Shared Services Support	$200,000	$200,000	0.00%

Program Summary

Shared Services Technical Assistance Project:
First 5 LA will continue to support the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County. FY 18-19 will be the third year of the Early Care and Education (ECE) Shared Services Technical Assistance Project. Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure and improve the quality of services by sharing resources. Currently through the Shared Services Technical Assistance Project, First 5 LA supports alliances of ECE providers to share resources. Through the ECE Shared Services Technical Assistance Project, Third Sector New England (fiscal agent for Opportunities Exchange) 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 limited administrative resources and improve program quality. In FY 18-19, the project will hold information sessions throughout Los Angeles with ECE providers about shared services, provide training and technical assistance to the 2 existing shared service alliances and 2 coalescing alliances, and launch at least 1 new shared service alliance.

Spending Plan and Funding Methodology

Shared Services Technical Assistance Project:
FY 18-19 represents the third year of a partnership with Opportunities Exchange as a part of the ECE Shared Services Technical Assistance Project. The total FY 18-19 budget is $200,000. The following activities were taken into account when developing the FY 18-19 budget:

- $142,905 – Personnel and contracted services to provide shared services training and technical assistance
- $7,308 – Office Space for Opportunities Exchange
- $28,005 – Mileage and travel for Opportunities Exchange staff
- $21,782 – Other costs including meeting costs and administrative fee to their fiscal agent

Budget assumptions:
- Based on the FY 17-18 budget and anticipated need
- At least 4 current shared service alliances are active

Change from Prior Year (if >+-20%)

no change

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Early Childhood Education Credential Advocacy Project	$790,000	$700,000	-11.39%

Program Summary

The Early Childhood Education (ECE) Credential Advocacy Project will increase access to quality early care and education by strengthening the preparation and professional development system for early childhood educators. The project will 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 will be led by Partnership for Education, Articulation and Coordination through Higher Education (PEACH), a collaborative of early childhood education/child development faculty from over 20 colleges and universities. Through this project, PEACH will continue the advocacy work that is underway for the development and approval of a California ECE teaching credential. During the third year of this four year project, PEACH will continue to implement its advocacy plan, convene Los Angeles County colleges and universities to advocate for the ECE Credential and connect with other advocacy groups to plan strategies around ECE workforce development. In addition, PEACH will continue an element of the work focused on the integration and alignment of the ECE Competencies in college and university courses. This component of the project strengthens the pathway in the higher education system for an ECE Credential.

Spending Plan and Funding Methodology

FY 18-19 represents the third year of a partnership with PEACH as a part of the ECE Outcome area in First 5 LA's 2015-2020 Strategic Plan. The total budget is $700,000. The following activities were taken into account when developing the FY 18-19 budget:
• $570,000 – Contracted services to coordinate PEACH collaborative and stipends for participating faculty from colleges and universities. This includes $150,000 for two PEACH Co-Lead Consultants to lead the overall strategy, $110,000 for the PEACH Program Director to lead the day-to-day work, $53,000 for the PEACH Los Angeles Program Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.) and $257,000 for faculty stipends.
• $40,000 – Mileage and travel for PEACH representatives to attend both local and state meetings (i.e. CTC meetings, ECE Advisory Panel, ECE Coalition)
• $40,000 – Training and meeting expenses including stakeholder convenings, advocacy training for PEACH members and onsite ECE Competencies mapping training for LA County colleges and universities.
• $50,000 – Other costs including printing/copying, telephone, postage, supplies, evaluation and an administrative fee to the fiscal agent.

Budget Assumptions:
• Based on FY 17-18 budget and projected decrease in organization capacity-building needs
• At least 20 community colleges and CSUs will participate in the project

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	$45,650	$700,000	1433.40%

Program Summary

The Early Childhood Educator Competencies Curriculum will increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers. The project will provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with California Early Childhood Educator Competencies. The Early Childhood Educator Competencies reflect the professional knowledge, skills, and dispositions that early educators need to provide high quality care and education for young children. In FY 18-19, up to seven organizations that provide professional development to early educators will be selected as grantees. Over the life of the project, the grantees will embed the ECE Competencies in their training programs. To support the grantees, the project is contracting with a training and technical assistance provider who will lead training, coaching and a peer learning community with the grantees.

Spending Plan and Funding Methodology

FY 18-19 represents the 2nd year of this new project as a part of the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. The first year of the project focused on the selection of the ECE Competencies Training and Technical Assistance Provider and the development of a four-day training for grantees. In year two of the project, the focus will be on selecting the seven ECE Competencies grantees. Once selected, the ECE Competencies Training and Technical Assistance Provider will lead training, coaching and a peer learning community for the grantees. The estimated FY 18-19 budget is $700,000 based on historical expenditure trends and anticipated need. The following activities were taken into account when developing the budget:

• $210,000 – ECE Competencies Training and Technical Assistance Provider will develop and facilitate four days of training, two peer learning communities and seven technical assistance sessions with the ECE Competencies grantees. The four day training will be provided to 14 – 20 participants who are staff at ECE Competency grantee organizations.

• $490,000 – First 5 LA will award grants of $70,000 annually to up to seven ECE professional development organizations (grantees). Grantees will participate in training, a peer learning community and coaching. As a part of their activities, grantees will develop action plans and begin refining and/or developing training programs for early educators that incorporate the ECE Competencies. Training programs will be tested with early educators in the following fiscal year.

Change from Prior Year (if >+-20%)

Due to a shift in the ECE Competencies Curriculum strategy and a staffing shortage in First 5 LA's ECE Department, the ECE Competencies grantees were not selected in FY 17-18. Although the ECE Competencies Training and Technical Assistance provider was selected and began their work, grants for ECE professional development organizations that were budgeted for FY 17-18 were delayed. It is anticipated that ECE professional development grants will be awarded in July 2018.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
ECE Workforce Registry	$650,000	$665,000	2.30%

Program Summary

The ECE Workforce Registry is a strategy within the ECE outcome area of the 2015-2020 Strategic Plan aimed at strengthening the professional development system for ECE providers. This 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, minimize administrative duplication and expand the Registry use.

Spending Plan and Funding Methodology

Funds will be used to operate the Registry which includes data management, data system development, working with ECE programs and systems (including QRIS) to integrate the Registry, outreach to the ECE workforce as well as local and state level coordination and advocacy. The FY 18-19 budget will remain the same as the previous year in order to accommodate staff to assist with Registry operations including outreach, data entry and technical support. The following costs are expected for FY 18-19:

- Labor costs: - Estimates include labor hours to achieve and submit the agreed upon deliverables listed in the scope of work, which include managing and maintaining the Registry system, guarding the privacy of data, outreach, and providing support to Registry users. Cost estimates for this category are consistent with spending patterns in previous fiscal years. Total = $500,000.

- Direct costs: CCALA will incur direct costs including travel, printing, postage, database development and refinement. Database development costs include licensing fees (based on the number of users), routine maintenance and upgrades, and expanding/enhancing the features, functionality and reporting. Cost estimates for this category are consistent with spending patterns in previous fiscal years. Total = $130,000.

- Additional costs: CCALA will contract for the design and presentation of the Annual Report, and to consult with the Statewide Manager of the Registry. The Statewide Manager would be responsible for: overseeing and managing Registry development; implementing the current Registry Development Plan; identifying and assessing development needs; and promoting local and statewide sustainability. Total = $35,000.

Budget assumptions:
• A similar amount of Registry development costs are anticipated for FY 18-19
• Staff qualifications will be verified to support QRIS implementation in LA County

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
ECE - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - ECE Outcome Area	$100,000	$400,000	300.00%

Program Summary

Resources will be utilized for projects that emerge to support implementation of the 2015-2020 Strategic Plan. Currently identified projects may include planning support for the LA County Office of Child Protective Services (OCP) and for the Office for the Advancement of ECE (OAECE) as well as support for Pomona Unified to pilot a Pay for Success project which aims at reinvesting cost savings for ECE programs and services. Other projects could include implementing specific strategies identified from the OCP and OAECE planning as well as further analyzing results from the Child Care Needs Assessment.

Spending Plan and Funding Methodology

OAECE Strategic Plan Development ($15,000)
Contracted professional services to facilitate and guide the Strategic Plan development.

OCP Technical Assistance ($50,000)
Contracted professional services to facilitate and guide the ECE Prevention Workgroup in identifying objectives, tasks and timeline for their work.

PUSD Reinvest In Success Preschool Pilot ($300,000)
FY 2018-2019 First 5 LA funds will focus on
1) PUSD personnel
2) contracted services
3) pilot start-up costs

TBD - (35,000)
The funding level was determined based on the assumption that First 5 LA funds would be leveraged with funding from other sources/funders.

Change from Prior Year (if >+-20%)

Additional funds are being requested in FY 18-19 to implement emerging opportunities that align with the ECE outcome area and will help further the Strategic Plan.

Health Systems

HEALTH SYSTEMS

<u>Authorized Positions</u>

Director	1
Senior Program Officer	2
Program Officer	6
Administrative Assistant	1
Total	**10**

The Health Systems Department is committed to advancing practice change across child and family serving systems to help all children in L.A. County achieve their optimal development.

The Department is responsible for developing funding and program recommendations including the design, development and implementation of First 5 LA investments that strengthen and improve health related service delivery systems to better support children ages 0 to 5 and their families. The work of the Health Systems department is organized by the two strategies within the Health Systems outcome area of the Strategic Plan: (1) Early Identification and Intervention; and, (2) Trauma Informed Care. Within these two areas, staff responsibilities include

- Planning, Design and Development and ongoing refinement of strategies, activities and resource requirements for investments including identification of best practices and leveraging opportunities
- Partnership Development, including cultivating and maintaining relationships with key stakeholders to support a shared vision
- Stakeholder Engagement and Management including on-going communication between and among key stakeholders and facilitate relationship building across diverse stakeholders
- Grant and Contract Management including the development of funding mechanisms (i.e RFP/Qs, Solicitations), contract negotiation and execution, contract monitoring and oversight, technical assistance and problem solving as needed and requested
- Learning and Continuous Improvement such as capturing and applying learning (mid-course correction, program refinement) and sharing key learning both internally and externally.
- Integration including aligning, layering and sequencing First 5 LA investments to better support children 0 to 5 and their families

The Health Systems Department is led by the Director, who oversees two streams of work consistent with the Strategic Plan and supported by a part-time Administrative Assistant. Each of the two work streams is led by a Senior Program Officer that reports to the Director.

HEALTH SYSTEMS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	720,071	716,371	519,780	842,454	122,383
	Total Employee Benefits	219,844	219,844	198,412	241,847	22,003
	Total Personnel Services	**939,915**	**936,215**	**718,192**	**1,084,301**	**144,386**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,920	920	797	2,400	1,480
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,500	1,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,200	1,200	1,138	1,200	-
6265	Subscriptions & Publications	500	500		500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	1,000	1,000	2,149	2,000	1,000
	Total Operating Services	**6,420**	**5,420**	**5,584**	**7,900**	**2,480**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	-	-	2,000	2,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**-**	**-**	**2,000**	**2,000**
Travel Expenses						
6610	Airfare	5,200	6,800	4,600	5,200	(1,600)
6620	Lodging	11,000	13,400	3,275	11,000	(2,400)
6640	Per Diem	4,200	5,400	3,182	4,200	(1,200)
6650	Other Travel Expense	-	-	1,416	-	-
	Total Travel Expenses	**20,400**	**25,600**	**12,473**	**20,400**	**(5,200)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	19,600	21,100	11,950	19,600	(1,500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**19,600**	**21,100**	**11,950**	**19,600**	**(1,500)**
	Total OPERATING EXPENSES	**988,335**	**988,335**	**748,199**	**1,134,201**	**142,166**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Help Me Grow	$518,000	$2,610,000	403.86%

Program Summary

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 the following four 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.
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 18-19 will focus on supporting LA County Department of Public Health's (LACDPH) transition and on-boarding as the HMG Organizing Entity responsible for both the Centralized Access Point and Data Collection and Analysis components. First 5 LA will be lead for Community and Family Engagement as well as Health Care Provider Outreach. Both DPH and First 5 LA's work will be guided by the HMG-LA early planning process that took place in FY16-17/17-18 and resulted in a set of recommendations captured in a final report, Promoting Young Children's Optimal Development. It is anticipated that RFPs and strategic partnerships will be developed in FY 18-19 to support the work of the core components.

Spending Plan and Funding Methodology

Budget categories align with key areas of work that emerged from the Help Me Grow-LA early design and planning process and articulated in the HMG-LA Leadership Council and Workgroup Recommendation Report. They include: 1) Core Infrastructure, 2) Community Focused, 3) Policy and Systems Change, and 4) Evaluation. Budget was rounded up to nearest 1,000.

Core Infrastructure includes costs associated with HMG-LA Organizing Entity (LACDPH), Leadership Advisory Committee, Family Advisory Committee, Centralized Access Point, Data Collection and Analysis as well as Child Health Provider Outreach work. Community Focused work includes Community and Family Engagement, Integration of HMG-LA with other First 5 LA investment/outcome areas, First Connections initiative, Demonstration Communities as well as Marketing and Communications. And last, Policy and Systems Change includes our partnership with HMG-National, HMG-CA, systems mapping, as well as other local and statewide advocacy efforts.

Staff used budgets/expenditure data from other HMG sites (Orange County), as well as both past and current First 5 LA investments that had a similar focus/scope (e.g. CDN for data collection and analysis, ECOPI (DPH staffing costs), Best Start (advisory council costs), ECE's WestEd Contract, and Peer Support Groups for Parents project. First Connections costs were established due to projects being in full implementation. FY 18-19 estimates are based on a 5-year spending projection completed in Fall 2017, incorporating need, timeline and proposed contract amounts.

1. CORE INFRASTRUCTURE

A. Organizing Entity (LACDPH lead) $1,000,000- Board approval is anticipated in May 2018 with a projected contract start date of July 1, 2018. Major costs include personnel, consultant support, space, program supplies and

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

equipment. LADPH's FY 18-19 deliverables include planning and implementing the HMG Leadership Advisory Committee and the Family Advisory Committee which includes stipends for parents. In addition, LADPH is also responsible for implementation planning for the HMG Centralized Access Point and Data Collection and Analysis, which will be completed LADPH staff. Lastly, LADPH is also responsible for engaging with City of Long Beach Department of Health and Human Services and City of Pasadena Public Health Department.

B. Child Health Provider Outreach (First 5 LA lead) $180,000- includes LA Care Pilot as well as additional provider training and outreach, including continued engagement with American Academy of Pediatrics-Chapter 2.

2. COMMUNITY FOCUSED

A. Community and Family Engagement (First 5 LA lead) $22,000- Costs include supporting family and community engagement activities to inform the implementation of HMG-LA.

B. First Connections (First 5 LA lead) $950,000- Board approved funding of $1.9 million for FY 18-19 and FY 19-20 (November 2017), assumes continued level of service as well as informing the implementation of HMG-LA with a focus on community engagement and service delivery.

C. Marketing and Communications (First 5 LA lead) $250,000- includes social media and web platform development, branding and marketing, etc.

3. POLICY AND SYSTEMS CHANGE

A. HMG TA Support (First 5 LA lead) $83,000- includes potential consulting and technical assistance support (e.g. HMG-National and other consultant support), also includes costs to support HMG-CA to coordinate, advocate and provide technical assistance across all California HMG sites.

4. EVALUATION

A. $124,250 (First 5 LA lead) 5% of total Health Strategy 2- Early Identification/Developmental Screening/Connection to Services budget

Change from Prior Year (if >+-20%)

Change from previous year is a result of shifting away from early design and planning towards program implementation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Trauma-Informed Care	$700,000	$827,000	18.14%

Program Summary

In FY 18-19, First 5 LA will continue to bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma and Resiliency-Informed Systems Change Work Group and use the action plan and environmental scan developed in FY 16-17 to inform implementation of strategies across the county. First 5 LA will continue to contribute funds into a pooled fund that will be housed through a third-party fiscal intermediary and will work with other funders to increase contributions to this fund. These funds will cover the costs associated with the workgroup and implementation of strategies. The focus of FY 18-19 will be to invest in demonstration projects and document challenges and lessons learned to inform scaling up and sustainability of county wide systems change work.

Additionally, First 5 LA's Health Systems and Communities Departments are partnering to advance a trauma and resiliency informed approach within First 5 LA's work within Best Start and County agencies. This work will include:
1) Regional and Local Networks: Consultant resources to facilitate the integration of our trauma and resiliency informed systems change framework into First 5 LA's approach to how it supports the regional network grantees by providing peer learning and reflection sessions to promote principles such as peer support, collaboration and mutuality, voice, choice, and self-agency into ongoing learning and reflection activities.
2) County Partners: Consultant resources to support County partners- such as the Office of Child Protection, Department of Mental Health and Department of Children and Family Services- as they develop and implement strategies that promote network building in the context of historical individual and community-level trauma.

Spending Plan and Funding Methodology

First 5 LA, in partnership with other funders, 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 implementation phase of the effort, including support for the continued facilitation of a trauma and resiliency-informed care workgroup and identification of demonstration projects that align with the action plan strategies.

1) Trauma & Resiliency-Informed Care Working Group: $100,000
This amount will be contributed to the pooled fund to support continued facilitation of the county-wide workgroup and implementation plans for the strategies identified in the action plan developed in FY 16-17. Other funders will also be contributing to the pooled fund to support this ongoing work and implementation.

2) Service Delivery System Improvement $237,000
This will support demonstration projects that align with the strategies included in the county-wide report as it relates to improving our county-wide service delivery systems to become more trauma informed. While #1 will be supporting the facilitation of the work, #2 will be to support the actual implementation of one or more county-wide strategies, including advancing local, statewide and national policy related to Trauma-Informed Care. Our partnership with Long Beach Department of Health and Human Services is included in this section as well as the DMH Innovations 2 leveraging opportunity.

3) Alignment with other First 5 LA Investments $375,000
These funds will support the process of aligning and transforming other First 5 LA investments to be trauma informed. Specific investments identified for FY18-19 are with our Communities department, this funding leverages resources within the Communities Department programmatic budget and also supports potential work related to implementation of the Office of Child Protection's Prevention Plan. In addition, this section may support First 5 LA's internal transformation to become trauma informed, potential activities include organizational assessments and staff training.

4) Research & Data Development: $40,000
These funds will support the costs associated with possibly evaluating First 5 LA's partnership building work and/or service delivery system improvement investments.

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

5) Communications & Marketing: $65,000
These funds will support costs associated with co-branding public awareness campaigns and other communications related activities to increase awareness of the issues of trauma and resiliency.

6) Policy: $10,000
These funds will support statewide policy and advocacy related activities through the California Campaign to Counter Childhood Adversity (4CA).

Change from Prior Year (if >+-20%)

The change in funding between FY 17-18 and FY 18-19 is due to the progression of strategy implementation. A number of demonstration projects have been identified with our county system partners but the timeline for investment takes longer in partnership with others.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Health - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Health Outcome Area	$250,000	$50,000	-80.00%

Program Summary

In addition to the external county-wide work, First 5 LA will explore internal and external emerging opportunities that may arise during the FY 18-19 fiscal year which align with the strategic plan desired outcomes and goals with relation to the Health Outcome Area. Projects have not yet been identified.

Spending Plan and Funding Methodology

A total of $50,000 has been identified for FY 18-19 emerging opportunity needs.

First 5 LA will continue to monitor the external landscape for opportunities that may emerge during FY 18-19 which align and promote First 5 LA's Health-related goals and desired outcomes.

Change from Prior Year (if >+-20%)

Decrease is due to ...

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Children's Dental Care	Legacy Investments

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Children's Dental Care Program	$7,217,000	$372,000	-94.84%

Program Summary

The Children's Dental Care Program (CDCP) funded three Strategic Partnerships with the University of California Los Angeles (UCLA), University of Southern California (USC) and Western University, with a total allocation of $38 million across 5 years. The project centered around activities related to providing direct services but also planning and setting up the needed infrastructure to provide these services. Both UCLA and Western University's contracts ended in FY 17-18. USC's contract warranted a no-cost extension (an additional 6 months through August 2018) due to unanticipated bureaucratic barriers that resulted in programmatic delays in establishing a new clinic site at the Children's Medical Village at LAC+USC Medical Center.

Spending Plan and Funding Methodology

A 6-month no cost extension was granted to allow USC the time to meet Scope of Work deliverables tied to the new clinic site, including meeting the total number of children served. Budget estimates for 2-months of this 6-month extension are included in the FY 18-19 budget.

USC's anticipated expenses for July-August 2018 are based on FY 17-18 spending and remaining contract dollars.

Change from Prior Year (if >+-20%)

Two of the three contracts ended in FY 17-18. One contract was granted a no-cost extension through August 2018. Only two months of expenditures for the last contract are included in FY 18-19. This program will end in FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Information Resource and Referral	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
211 LA County	$1,240,000	$620,000	-50.00%

Program Summary

The Information and Referral Federation of Los Angeles County, Inc. (dba 211 LA County, or "211") is a comprehensive telephonic information and referral center. 211 LA County provides services to more than 500,000 clients each year and covers the following components:

1. Efficient and timely response to calls from pregnant women and parents/primary caregivers of children 0-5 (First 5 LA Target Population);
2. Community Resource Advisors (CRAs) provide accurate and knowledgeable information to the Target Population; and
3. Face-to-face comprehensive information and referral is provided at the Los Angeles Family Court location (Goal of 900 parent consultations).

Through 211's comprehensive database, the information available and referrals given covers a broad range of issues pertinent to the 0-5 population such as health insurance, child care, health care providers, and parenting support.

Spending Plan and Funding Methodology

Board approved (March 2018) a 6-month extension for the period of July 2018 through December 2018 in the amount of $620,000.

Change from Prior Year (if >+-20%)

Change in funding level is a result of 6-month budget to be funded in FY18-19. FY17-18 included 12-month budget.

first 5 la
Giving kids the best start

ATTACHMENT D:

POLICY & STRATEGY DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

POLICY & STRATEGY DIVISION SUMMARY FY 2018-19

	FY 2017-18 Revised Budget	Policy & Strategy Division	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	Proposed Budget	Variance from FY 2017-18
Personnel Services								
Salaries								
Total Salaries	3,028,471	372,095	867,176	530,034	790,219	625,384	3,184,908	156,437
Total Employee Benefits	895,871	85,329	262,549	174,269	202,120	196,176	920,443	24,572
Total Personnel Services	**3,924,342**	**457,424**	**1,129,725**	**704,303**	**992,339**	**821,560**	**4,105,351**	**181,009**
Operating Services								
6205 ADP-Payroll	-	-	-	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215 Utilities	-	-	-	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-	-	-	-
6225 Mileage, Parking and Other Transporation	15,680	2,500	3,000	4,900	3,500	1,600	15,500	(180)
6230 Telephone	-	-	-	-	-	-	-	-
6235 Cell Phone & Mobile Devices	12,800	1,200	2,400	3,000	4,800	4,200	15,600	2,800
6240 Outside Printing & Publishing	17,000	-	15,000	-	5,000	-	20,000	3,000
6245 Other Supplies	-	-	-	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	3,600	-	3,600	3,600
6260 Office Supplies	10,500	1,000	5,000	1,200	3,000	1,000	11,200	700
6265 Subscriptions & Publications	5,100	500	1,500	600	10,500	500	13,600	8,500
6270 Capital Outlay	-	-	-	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-	-	-	-
6290 Offsite Storage	18,900	-	18,900	-	-	-	18,900	-
6295 Hardware & Software Maintenance	3,000	-	3,500	-	-	-	3,500	500
6300 Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-	-	-	-
6310 Internal Meetings	40,300	5,000	11,500	4,000	15,000	3,000	38,500	(1,800)
6315 Divisional Capacity Building	-	25,000	-	-	-	-	25,000	25,000
Total Operating Services	**123,280**	**35,200**	**60,800**	**13,700**	**45,400**	**10,300**	**165,400**	**42,120**
Consultant Services								
6410 Consultant Fees	29,200	-	-	15,000	-	-	15,000	(14,200)
6420 Other Professional Fees	-	-	-	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-	-	-	-
Total Consultant Services	**29,200**	**-**	**-**	**15,000**	**-**	**-**	**15,000**	**(14,200)**
Professional Services								
6510 Audit	-	-	-	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-	-	-	-
6540 Professional Dues	5,252	1,000	1,472	2,000	-	1,000	5,472	220
6550 Staff Recruitment	-	-	-	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-	-	-	-
Total Professional Services	**5,252**	**1,000**	**1,472**	**2,000**	**-**	**1,000**	**5,472**	**220**
Travel Expenses								
6610 Airfare	70,700	14,000	13,000	7,200	50,000	7,800	92,000	21,300
6620 Lodging	46,500	8,000	14,000	9,000	15,000	10,000	56,000	9,500
6640 Per Diem	24,110	5,500	7,000	2,500	11,000	2,500	28,500	4,390
6650 Other Travel Expense	4,700	-	-	2,000	5,000	2,000	9,000	4,300
Total Travel Expenses	**146,010**	**27,500**	**34,000**	**20,700**	**81,000**	**22,300**	**185,500**	**39,490**
Professional Development								
6810 Training Materials & Supplies	-	-	2,600	-	-	-	2,600	2,600
6820 Internal Training	-	-	12,000	-	18,400	-	30,400	30,400
6830 Leadership Programs	-	-	-	-	-	-	-	-
6840 Conference Registrations	83,700	8,000	20,000	12,000	9,000	12,000	61,000	(22,700)
6850 External Education/Training	-	-	11,000	6,000	9,000	10,200	36,200	36,200
Total Professional Development	**83,700**	**8,000**	**45,600**	**18,000**	**36,400**	**22,200**	**130,200**	**46,500**
Total OPERATING EXPENSES	**4,311,784**	**529,124**	**1,271,597**	**773,703**	**1,155,139**	**877,360**	**4,606,923**	**295,139**

Policy & Strategy Division Support

POLICY & STRATEGY DIVISION SUPPORT

<u>Authorized Positions</u>

Vice President, Policy & Strategy	1
Manager, Special Projects	1
Executive Assistant & Division Coordinator	1
Total	**3**

The Policy and Strategy Division takes the lead responsibility for building external support for the strategies and objectives in the FY 2015-2020 Strategic Plan in the four outcome areas (Families Support, Communities, Early Care and Education and Health Systems) as well as building external relationships that support broader organization wide goals. The Policy and Strategy Division is focused on building the external support necessary for policy and system changes to improve outcomes for families as exemplified in our goal statement:

> ***The Policy & Strategy Division connects, captivates and catalyzes key partners to help drive policy and transform systems for young children and their families.***

The primary functions of the Policy and Strategy Division include:

- Research and develop strategies to broaden the coalition of supporters of young children and their families
- Identify and engage key external partners and stakeholders from philanthropy, business, and higher education who are critical to broader civic support
- Connect with elected officials and policy stakeholders to create and support policies that support young children and their families
- Build public awareness, issue salience and urgency to solve the challenges faced by young children and their families in the four strategic priority areas
- Develop and leverage opportunities to engage parents and community members in our work and elevate their voices in the policy arena
- Collaborate with Programs staff to support and enable their partnerships in service of the Strategic Plan goals
- Prioritize learning questions, working with the Integration & Learning Division to support organization wide learning.

POLICY AND STRATEGY DIVISION

The Policy and Strategy Division is led by the Vice President (VP) of Policy and Strategy and includes four departments to support and enable the Strategic Plan:

- Policy and Government Affairs

- Communications
- Community Relations
- Strategic Partnerships.

Each department is led by a Director that reports to the Vice President of Policy and Strategy. The Manager of Special Projects and Executive Assistant and Division Coordinator also report directly to the Vice President of Policy and Strategy.

POLICY & STRATEGY DIVISION SUPPORT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	349,830	349,830	294,550	372,095	22,265
	Total Employee Benefits	78,575	78,575	63,186	85,329	6,754
	Total Personnel Services	**428,405**	**428,405**	**357,737**	**457,424**	**29,019**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	800	2,800	1,578	2,500	(300)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,200	1,200	-	1,200	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	234	1,000	-
6265	Subscriptions & Publications	500	500	121	500	-
6270	Capital Outlay	-		-	-	-
6275	Equipment-Rents & Leases	-		-	-	-
6280	Building Repair & Maintenance	-		-	-	-
6285	Equipment Repairs & Maintenance	-		-	-	-
6290	Offsite Storage	-		-	-	-
6295	Hardware & Software Maintenan	-		-	-	-
6300	Miscellaneous/Contingency	-		-	-	-
6305	Stipend/Honorarium	-		-	-	-
6310	Internal Meetings	2,000	5,000	5,460	5,000	-
6315	Divisional Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**5,500**	**10,500**	**7,394**	**35,200**	**24,700**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	150	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**150**	**1,000**	**-**
Travel Expenses						
6610	Airfare	11,000	13,000	7,257	14,000	1,000
6620	Lodging	8,000	8,000	4,491	8,000	-
6640	Per Diem	5,500	5,500	2,876	**5,500**	-
6650	Other Travel Expense	-		2,564	-	-
	Total Travel Expenses	**24,500**	**26,500**	**17,188**	**27,500**	**1,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	15,500	8,500	-	8,000	(500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**15,500**	**8,500**	**-**	**8,000**	**(500)**
	Total OPERATING EXPENSES	**474,905**	**474,905**	**382,469**	**529,124**	**54,219**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Policy & Strategy - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Policy & Strategy	$75,000	$75,000	0.00%

Program Summary

First 5 LA's strategic direction and role in Los Angeles County requires the organization to remain nimble enough to act on new developments, given the complexity of the systems and partnerships that influence our work. $75,000 in flexible funding is identified to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise. Funds will address issues that fall under the purview of the Policy & Strategy Division, such as immigration.

Spending Plan and Funding Methodology

Funding is set aside in support of projects or activities in FY 18-19, which have not yet been identified. Funding estimates are based on past amounts funded to support emerging opportunities.

Change from Prior Year (if >+-20%)

Communications

COMMUNICATIONS

Authorized Positions

Director	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Communications Manager, Strategic Initiatives	1
Webmaster & Digital Content Strategist	1
Graphic Designer	1
Communications Specialist	1
Writer & Editor	2
Administrative Assistant	1
Total	**10**
Intermittent Event Staff	750 hours

The Communications Department oversees First 5 LA's communications activities, and represents one of six Board-identified and approved investment strategies to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan.

In FY 17-18, during First 5 LA's organizational transformation, the department's staffing and structure shifted to better match its goals and the evolving needs of First 5 LA's policy and systems change work. In FY 18-19 these shifts include refinements in staffing designed to better serve and implement First 5 LA's communications strategies and the department's goals.

Communications Department Strategic Goals
In order to achieve broad and lasting impact for the greatest number of children in Los Angeles County, the Communications Department staff will continue to advance agency goals in four ways:

- Build the First 5 LA Brand
- Engage Decision Makers
- Elevate Awareness and Create Urgency
- Support Internal Communications

Department Roles & Responsibilities
The Communications Department is structured with three main focuses: Marketing Strategies to engage parents and caregivers, Strategic Initiatives to reach the media and the general public, and Stakeholder Strategies to support internal communications and engage stakeholders.

The Marketing Strategies staff is responsible for the creation of content and its distribution through a variety of platforms to connect parents and caregivers to First 5 LA's mission and to advance its programmatic and policy goals. This team also leads the creation of public awareness, public education and public will building campaigns, including the development of messaging and media placements, and provides thought leadership and strategic counsel on how best to connect with various audiences.

The Strategic Initiatives staff is responsible for developing and executing communications strategies across varied media channels to advance First 5 LA's programmatic and policy goals. The Strategic Initiatives staff does this by building relationships with media, along with a broad base of advocates, supporters and organizations aligned with First 5 LA's mission to complement and amplify its messages in traditional, digital and social media. This staff also works collaboratively within the Communications Department and with staff throughout First 5 LA's departments and workgroups to develop and execute communications projects.

The Stakeholder Strategies staff is responsible for driving internal communications and employee engagement by developing and disseminating messages aligned with First 5 LA's strategic priorities and goals. The Stakeholder Strategies staff also works collaboratively, both within the Communications Department and with staff throughout the agency's departments and workgroups, to develop and execute communications projects. This staff also is responsible for building and maintaining relationships with First 5 LA's external stakeholders to drive coordinated communications campaigns and leverage opportunities to amplify First 5 LA's brand. The team's work will include the support of cross-community projects and high-level communications capacity development and coordination of partners and grantees.

The Communications Department staff also provides communications and marketing counsel to other departments and workgroups to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. In addition, the department ensures information on the Board of Commissioners' activities is communicated accurately and in alignment with the 2015-2020 Strategic Plan goals. Finally, Communications staff works with the Policy & Strategy Division staff to help manage the annual Conference Grant award process as well as respond to requests pursuant to the California Public Records Act.

Part-Time Event Staff Budgeting
Part-time, hourly employees support the Communications Department at public events to staff booths and to distribute information and collateral material. The FY 18-19 budget includes $12,000 to pay these employees an average of $16 an hour. In FY 18-19, the Communications Department is proposing to meet its event management and staffing needs through the RFQ process. If enacted, funding for this purpose will shift to the Communications Department's program budget.

Additional temporary support staff will be utilized on an as-needed basis to support the Communities Department and their Best Start effort's alignment with cross-community projects and high-level communications capacity development for Best Start Community Partnerships. Funding for these positions also is included in the Communications Department's program budget.

COMMUNICATIONS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	838,750	838,750	1,134,212	867,176	28,426
	Total Employee Benefits	244,749	244,749	202,668	262,549	17,800
	Total Personnel Services	**1,083,499**	**1,083,499**	**1,336,880**	**1,129,725**	**46,226**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	3,000	3,000	2,264	3,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	2,400	2,400	500	2,400	-
6240	Outside Printing & Publishing	15,500	15,500	45,017	15,000	(500)
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	101	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	5,000	5,000	1,852	5,000	-
6265	Subscriptions & Publications	1,500	1,500	2,378	1,500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	18,900	18,900	6,022	18,900	-
6295	Hardware & Software Maintenan	3,000	3,000	1,355	3,500	500
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	15,000	15,000	946	11,500	(3,500)
	Total Operating Services	**64,300**	**64,300**	**60,435**	**60,800**	**(3,500)**
Consultant Services						
6410	Consultant Fees	10,000	10,000	-	-	(10,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**10,000**	**10,000**	**-**	**-**	**(10,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,252	1,252	-	1,472	220
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,252**	**1,252**	**-**	**1,472**	**220**
Travel Expenses						
6610	Airfare	8,500	8,500	10,766	13,000	4,500
6620	Lodging	9,500	9,500	5,411	14,000	4,500
6640	Per Diem	5,500	5,500	3,990	7,000	1,500
6650	Other Travel Expense	-	-	1,043	-	-
	Total Travel Expenses	**23,500**	**23,500**	**21,210**	**34,000**	**10,500**
Professional Development						
6810	Training Materials & Supplies	-	-	-	2,600	2,600
6820	Internal Training	-	-	-	12,000	12,000
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	31,000	31,000	3,308	20,000	(11,000)
6850	External Education/Training	-	-	-	11,000	11,000
	Total Professional Development	**31,000**	**31,000**	**3,308**	**45,600**	**14,600**
	Total OPERATING EXPENSES	**1,213,551**	**1,213,551**	**1,452,978**	**1,271,597**	**58,046**

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Communications & Marketing	$6,044,000	$6,121,000	1.27%

Program Summary

Communications is recognized as one of six Board-identified and approved investment strategies to advance the outcome areas of First 5 LA's 2015-2020 Strategic Plan. Communications also is a strategic enabler of First 5 LA's policy and systems change work.

During FY 18-19, the Communications Department will continue developing and implementing 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, and support First 5 LA's policy and systems change strategies.

The proposed budget request includes funds for communications support for First 5 LA's programs, efforts and initiatives. This includes internal communications support, building the communications capacity of First 5 LA grantees, paid media advertising for First 5 LA public education campaigns, strategic partnerships to engage decision makers on early care and education and health care delivery systems, research and development of marketing outreach strategies for the Welcome Baby program, research into the attitudes of the general public and parents on issues that affect early childhood development, sponsorships and collateral materials to elevate awareness of First 5 LA's brand.

The Communications Department budget also builds upon previous investments to organizations and news outlets to build their capacity to cover early childhood development issues, helping First 5 LA elevate awareness of issues and engage decision makers. By elevating these issues through thoughtful reporting, in outlets trusted and respected by decision makers, First 5 LA can create opportunities for policy and systems change to address the issues parents with young children face.

Funding for communications and marketing specific to the Communities Department is included and will be used to support the Best Start effort's Regional Support Network vendors.

Spending Plan and Funding Methodology

The FY 18-19 budget reflects the role of communications in supporting the implementation of the 2015-2020 Strategic Plan in advancing First 5 LA's programmatic and policy goals.

The methodology used to develop this budget is based upon analysis of several years of marketing and communications work associated with First 5 LA. This includes costs associated with the utilization of a strategic communications and marketing firm to support these efforts; estimates to create and develop digital properties such as websites and blogs, fees to freelance vendors and consultants to support staff in implementation; solicitations and invoices from vendors to print materials such as the Parenting Guides, posters and brochures; solicitations and invoices from vendors to produce promotional materials such as grocery bags, branded educational giveaways and other items; and costs associated with the development, implementation and evaluation of paid media placements.

Program Detail
1) $2,420,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
During FY 18-19, the Communications Department will continue to support the work of other Departments and workgroups by providing communications and strategic communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. The proposed budget request includes $1,420,000 for strategic communications and marketing services to build First 5 LA's brand, engage decision makers, elevate awareness and urgency and support staff-led internal communications efforts, along with communications support and coordination for County agency efforts aligned with First 5 LA's goals, $150,000 for the development and redevelopment of First 5 LA digital properties, including its main website, parenting site and new work to support the Help Me Grow LA effort, $325,000 for content creation to support public education campaigns, research and testing, implementation, and content development and distribution supporting the Families Outcome Strategy 1, $325,000 for editorial, translation, video production, website updates and other content creation support services, and $200,000 for

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

event management and production.

First 5 LA's agency of record will continue to be Ogilvy, a world-wide advertising, marketing and public relations agency with offices in Los Angeles and Sacramento. The primary cost components are personnel staff hours.

Building upon the work that was executed during FY 17-18, Ogilvy will continue to lead several communications streams of work critical to First 5 LA's policy and systems change initiatives, as well as provide strategic counsel to advance organization-wide goals. The FY 18-19 scope of work will be comprised of additional brand awareness strategies, launch of new brand messaging for internal and external audiences, audit and development of First 5 LA main website, parenting website and to support the Help Me Grow LA effort, social media content creation and paid media strategy implementation, development of public awareness campaign and distribution strategy across platforms, earned media support to engage both core audiences (decision makers and parents), public affairs counsel and strategy supporting the Policy & Strategy Division, as well as communication support for community work.

Estimated spending is based on historical expenditures along with scope of work estimates for activities planned in FY 18-19.

2) $800,000 - STRATEGIC MARKETING TO SUPPORT FIRST 5 LA PUBLIC EDUCATION CAMPAIGNS:
These funds support the strategic planning, advertising placement and other logistical support services involved in public education campaign marketing that includes the following platforms: out-of-home (billboards, bus shelters, store signage); television and local cable, radio, newspaper; digital platforms, as well as other emerging advertising and media platforms to support First 5 LA's marketing efforts targeting the general public on the shared responsibility and shared benefit of prioritizing young children in policy and budget decisions. These efforts also will include targeted appeals to parents, stakeholders, decision makers and the general public.

The Communications Department will continue its strategy of expanding its advertising placements to other emerging channels to broaden the impact of First 5 LA's marketing efforts and to reach audiences that do not consume traditional media, such as broadcast TV and terrestrial radio.

3) $200,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CARE AND EDUCATION:
This funding will continue a strategic partnership to advance the 2015-2020 Strategic Plan's Early Care and Education (ECE) outcome area goals. First 5 LA's purpose in joining the California Community Foundation, the LA Partnership for Early Childhood Investment and the Tikun Olam Foundation to fund the Los Angeles Preschool Advocacy Initiative (LAPAI) Coalition communications effort, a 2-year, $1,000,000 effort. Its goal is to provide unified messaging and materials to engage individual parents, caregivers and providers in local, regional and statewide ECE advocacy efforts. This effort complements the ECE advocacy efforts of the Public Policy and Government Affairs Department. First 5 LA's funded $200,000 in FY 17-18 toward this effort. The allocation of $200,000 in FY 18-19 would conclude the funding commitment for this project.

4) $561,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CHILDHOOD DEVELOPMENT
This funding will continue strategic partnerships with the Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics, and the USC Annenberg Center for Health Journalism to engage decision makers by elevating the quality and quantity of coverage on early child development issues. These partnerships were slated to begin in FY 16-17, but Year 1 funding did not begin until FY 17-18.

Building on these previous efforts, First 5 LA has developed strategic partnerships with Fostering Media Connections to produce impactful reporting on child maltreatment prevention, early childhood development and trauma-informed care, Pacific Oaks College to create an early childhood reporting fellowship focused on helping establish consistent local and national media coverage of children's issues.

Funding also will support a strategic partnership with Future of Children, a collaboration of the Woodrow Wilson School of Public and International Affairs at Princeton University and the Brookings Institution. This partnership will include a conference and other events to target policy makers and practitioners to support an issue of their Future of Children journal focusing on universal home visiting and subsequent.

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

The strategic partnerships are funded as follows:
• The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: $125,000 (Year 2 of a 3-year partnership)
• The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: $61,000 (Year 2 of a 3-year partnership)
• The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: $36,000 (Year 2 of a 3-year partnership)
• The Pacific Oaks College Early Childhood Journalism Fellowship: $164,000 (Year 1 of a 2-year partnership)
• Fostering Media Connections: $125,000 (Year 1 of a 4-year partnership)
• The Future of Children: $50,000 (Year 1 of a 1-year partnership)

All of these partnerships will be used to complement the advocacy efforts of the Public Policy and Government Affairs Department.

5) $325,000 STRATEGIC PARTNERSHIPS TO ADVANCE THE FAMILIES OUTCOME AREA
Funds will be used for strategic sponsorships with local television ($225,000) and radio outlets ($100,000) for Public Service Announcements (PSAs), broadcast and digital advertising, and content integration, such as in-show segments focused on early childhood development that will complement First 5 LA's public education campaigns. This amount is based on FY 17-18 spending for similar strategic partnerships approved by the Board.

6) $125,000 STRATEGIC PARTNERSHIP WITH THE FIRST 5 ASSOCIATION FOR COORDINATED COMMUNICATIONS EFFORTS
This funding would continue a strategic partnership with the First 5 Association of California to coordinate strategic communications initiatives between First 5 LA, First 5 California, the First 5 Association and other First 5 County-level Commissions to elevate awareness or early childhood development issues statewide, in order to engage decision makers and support First 5 LA and the Association's advocacy efforts.

7) $250,000 RESEARCH AND DEVELOPMENT OF COMMUNICATIONS AND MARKETING STRATEGIES
In FY 17-18, the Communications Department engaged in research projects to help develop the next phase of its ongoing family strengthening campaign public education campaign and to learn more about parents attitudes toward home visiting and First 5 LA's Welcome Baby program.

The Communications Department will continue this research in FY18-19 with the objective of learning more about the attitudes the general public toward prioritizing young children in policy and budget decisions, parenting and the experiences of parents of children prenatal to age 5 in Los Angeles County, along with continuing research to help develop and refine marketing strategies in the Welcome Baby program in order to increase its utilization.

The Communications Department would share this research externally to engage decision makers and stakeholders, and to propel First 5 LA's legislative agenda and advocacy efforts.

The budget for this program is based on previous spending on similar research project in FY17-18.

8) $150,000 COORDINATED COMMUNCIATION SUPPORT OF FIRST 5 LA GRANTEES, PARTNERS
First 5 LA has more than 100 grantees that support its overarching goal to help every child be ready for success in kindergarten and in life. The work of these grantees ranges from direct advocacy on legislation to providing home visitation and community capacity building services. This work is part of the First 5 LA story. Sharing stories of these grantees successes and challenges is an opportunity to elevate awareness, create urgency and engage decision makers on early childhood development issues.

This effort takes into the account the needs, capabilities and capacity of grantees, and is designed to build the capacity of selected grantees to tell their stories to elevate issues and create a sense of urgency for action. Building grantees' communications capacity also may aid grantees in their development efforts, supporting their long-term sustainability.

The budget for this program was determined using scope of work estimates developed by strategic marketing and communications agencies for similar projects.

9) $475,000 STRATEGIC SPONSORSHIPS TO ELEVATE AWARENESS OF FIRST 5 LA'S MISSION AND

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

BRAND:
First 5 LA is offered multiple opportunities to sponsor events by organizations aligned with our mission and goals, and whose work complements First 5 LA’s outcome areas. First 5 LA has historically supported these events and activities hosted by key partners in order to advance its policy and system change goals.

These events are opportunities to elevate the awareness of First 5 LA’s mission, its brand and serve as a vehicle to engage parents and diverse audiences. Based on event sponsorship expenditures in FY 17-18, the cost for each event varies depending on size and scope, ranging from $5,000 to $25,000 for sponsorship, with additional costs for First 5 LA-hosted events, for an estimated total of $250,000. This assumes an average contribution of $10,000 per event, and would allow First 5 LA to support up to 25 events in FY 18-19. This line item also includes $225,000 to fund a renewal of our strategic partnership agreement with the Dodgers, and sponsorships for the LA Times Festival of Books, Los Angeles Zoo, Grand Performance, Pasadena Pavilion, Levitt Pavilion Summer Concert Series, Ford Theatre Concert Series, CicLAvia and the Los Angeles County Bicycle Coalition Riveride. Funding estimates are based on refinements in our estimates of event sponsorships.

10) $600,000 COMMUNICATIONS SUPPORT FOR COMMUNITIES DEPARTMENT PROGRAMS AND EFFORTS:
This funding will be used to provide communications and marketing support for the Communities Department’s programs and stakeholder engagement efforts as the department implements a new structure for Best Start and pivots to a greater emphasis on policy and systems change. Support includes the production of collateral materials, promotional items, digital and video content production, social media ad placements, and consultants and temporary staff to support and execute cross-community communications efforts. This also includes support to Best Start Regional Support Networks to develop distinct branding for the community partnerships.

11) $250,000 PROMOTIONAL AND COLLATERAL MATERIALS TO BUILD FIRST 5 LA'S BRAND:
This funding supports First 5 LA’s printing and collateral needs agency-wide and also support the creation, production and distribution of the Parenting Guide, a quarterly publication, a variety of collateral material and mission-aligned promotional items to inform the public and targeted audiences of our mission, vision and our work.

This amount is based on historical spending on the Parenting Guide of approximately $110,000 per year, along with estimates of an additional $40,000 on collateral materials used at multiple events to help engage with our audience. The additional $100,000 is based upon estimates from previous spending on printing for agency-wide needs in FY 17-18 and additional projected printing, postage and mailing needs in FY 18-19.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	**Investment Category**
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future

Program Name	**2017 - 2018 Revised Budget**	**2018 - 2019 Budget**	**% Variance**
Conference Funding	$300,000	$250,000	-16.66%

Program Summary

First 5 LA's goal for funding conferences and events is to support knowledge-sharing activities that advance the field of early childhood development through:
- Increasing community and/or professional capacity
- Disseminating best and promising practices
- Sharing new research findings

First 5 LA's Conference Sponsorship policy provides for two cycles of funding during the year and an efficient, transparent and objective evaluation process for applications. The total budget amount approved for the fiscal year must fund conferences and events that align to the 2015-2020 Strategic Plan. Specifically, the plan approved the following four priority outcomes to guide the Commission’s investments and efforts, and conferences/events supported by the Commission must relate to one or more of these outcome areas:

1. FAMILIES: 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.

2. COMMUNITIES: 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.

3. EARLY CARE AND EDUCATION (ECE) SYSTEMS: Increased access to high-quality early care and education
   -- Increase access to affordable, quality child care and preschool.

4. HEALTH-RELATED SYSTEMS: 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 L.A. County.

Funds will not be provided to support the following: annual meetings, fundraising events, or conferences/events that promote religious doctrine or political campaigns. All proposed conferences/events must be held in Los Angeles County and serve a countywide population or be in a geographic jurisdiction (e.g., Sacramento) that could impact policies and/or resources affecting L.A. County children ages prenatal to 5.

Applicants may apply for a maximum of $15,000 or 50 percent of the total conference/event budget, whichever is lower. First 5 LA may not be the sole financial supporter of a conference/event being applied for and “in-kind” contributions by the organizer may not exceed more than 25 percent of the conference/event budget.

Spending Plan and Funding Methodology

The submission and review of applications, and the awarding of grants, will continue with the same process and funding parameters established in FY 16-17 and used in FY 17-18. The timeline for the application process is the following, with each grant period awarding up to $125,000:

- April 2018: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2018
- October 2018: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2019

If there are insufficient applications to fulfill $125,000 in awards during the first application period, the remaining dollars will roll over to the second application period.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	**Investment Category**
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Community Relations

COMMUNITY RELATIONS

Authorized Positions

Director	1
Manager, Community Relations	2
Community Relations Officer	2
Total	**5**

The Community Relations Department builds relationships with municipalities, school districts, civic/community organizations and parent/resident leaders throughout the County -- complementing the organization's community building and advocacy work -- to create potential leveraging/partnership opportunities that will advance our community, policy and systems change goals.

As one of First 5 LA's newer departments, Community Relations Department is aligned to support organization-wide work as outlined in the 2015-2020 Strategic Plan. This also includes focusing its efforts on building department infrastructure including setting up systems and processes for purposes of work flow management, social impact and organizational learning.

Community Relations Department activities include:

- **Building and maintaining relationships with local municipalities, school districts, civic organizations and grassroots community leaders to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy and its four outcome areas.**
    - The Community Relations Department is building its relationships with local municipalities in order to initiate champion-building among local elected officials and administrators on early childhood issues, advocate for "kid friendly cities" by supporting the development of local policy and ordinances, and promote the civic engagement and advocacy of parent/caregiver leaders.
    - With local school districts, building and maintaining relationships that support staff in the implementation of First 5 LA's four outcome areas as well as promoting the civic engagement and advocacy of parent/caregiver leaders.
    - Developing alliances with civic/community organizations, particularly those outside the early childhood sphere, by identifying points of intersections between their issues and early childhood.

- **Facilitating advocacy training, communications and relationship building between parent/caregiver leaders and civic leaders.**

    - Support Best Start leadership (as well as other parent and caregiver leaders) by strengthening their advocacy, communications and relationship building skills with local public officials, community based organizations and media outlets.
    - Create leadership opportunities that allow for parents and caregivers to move to a new place with the ability to influence local decision-makers and inform county-wide policy and systems change.

- **Exploring the development, implementation and management of First 5 LA's Parent and Caregiver Advisory Council (PCAC).**
    - The Community Advisory Council provides an opportunity to learn from the voices and insights of parent leaders that enhance, strengthen, and improve First 5 LA's planning processes, decision-making, policy advocacy and communication with the broader community.
    - The Community Advisory Council also serves as a platform to expand parent leadership and influence into diverse policy environments (e.g.: county, municipal, community, etc.) beyond First 5 LA.

The staff of the Community Relations Department represents First 5 LA in community meetings, activities, events and coalitions. Community Relations connects and coordinates relationships and partnership opportunities with appropriate First 5 LA leadership, divisions and staff.

COMMUNITY RELATIONS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	506,941	506,941	378,845	530,034	23,093
	Total Employee Benefits	167,189	167,189	151,765	174,269	7,080
	Total Personnel Services	**674,130**	**674,130**	**530,610**	**704,303**	**30,173**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	4,820	4,820	379	4,900	80
6230	Telephone	-	-		-	-
6235	Cell Phone & Mobile Devices	3,000	3,000	1,500	3,000	-
6240	Outside Printing & Publishing	-	-		-	-
6245	Other Supplies	-	-		-	-
6250	Postage & Delivery	-	-		-	-
6255	Educational Supplies	-	-		-	-
6260	Office Supplies	1,000	1,000	842	1,200	200
6265	Subscriptions & Publications	600	600	147	600	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	91	4,000	-
	Total Operating Services	**13,420**	**13,420**	**2,959**	**13,700**	**280**
Consultant Services						
6410	Consultant Fees	15,000	13,000	-	15,000	2,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**15,000**	**13,000**	**-**	**15,000**	**2,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	2,000	-	2,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**-**	**2,000**	**-**
Travel Expenses						
6610	Airfare	7,200	7,200	2,730	7,200	-
6620	Lodging	9,000	9,000	4,509	9,000	-
6640	Per Diem	2,310	2,310	1,932	2,500	190
6650	Other Travel Expense	-	2,000	239	2,000	-
	Total Travel Expenses	**18,510**	**20,510**	**9,410**	**20,700**	**190**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	12,000	12,000	3,990	12,000	-
6850	External Education/Training	-	-	-	6,000	6,000
	Total Professional Development	**12,000**	**12,000**	**3,990**	**18,000**	**6,000**
	Total OPERATING EXPENSES	**735,060**	**735,060**	**546,969**	**773,703**	**38,643**

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Parent and Caregiver Advisory Council	$186,000	$103,000	-44.62%

Program Summary

First 5 LA recognizes that parents and caregivers experiences provide valuable insight in the direction and development of policies and programs needed to help strengthen families and improve the communities in which they live. As a result approaches are being considered to directly engage parents in informing some of First 5 LA's planning processes and decision-making to the first of which is to establish a Parent and Caregiver Advisory Council (PCAC).

While the PCAC is still in an exploratory stage, it is designed to provide parents and caregivers (PCAC participants) an opportunity to share their thoughts, considerations, and experiences with First 5 LA staff. In turn, these insights will help inform staff's planning and implementation of First 5 LA investments, priorities, and communication with the broader community. First 5 LA will also provide PCAC participants with support to engage and share their voice with government structures such as LA County government and municipalities, to help inform the development and implementation of civic policies and programs.

Resources for FY 18-19 will be used to formalize a proposed framework for community members to convene and communicate their opinions, share experiences and expertise, and facilitate coordination of First 5 LA's priorities at the community level. Funding will go to PCAC program and charter design that will be foundational support and engage parents and caregivers from throughout Los Angeles County.

Spending Plan and Funding Methodology

These figures are based on similar work and costs within Best Start and the former Transition Team program. These costs reflect approximately 25 people participating in the PCAC Orientation and Community Advisory Council meetings. Participants include council members, consultants, vendors, and Community Relations staff. Costs, pending approval and review, are anticipated for the latter part of the FY.

Parent and Caregiver Advisory Council (PCAC): $103,000

1. Program Design: $6,000
• Contractor (Development) ($6,000)

2. PCAC Orientation: $40,700
• Contractor (Facilitator/Trainer) ($25,800)
• Contractor (Logistics: e.g., interpretation, venue, audio/visual, food, etc.) ($3,500)
• Training Materials (design, translation of materials, supplies, printing, off-site printing) ($3,000)
• Learning and Supports ($8,400)

3. Community Advisory Council: $55,850
• Contractor (Facilitator/Trainer) ($39,000)
• Contractor (Logistics: e.g., interpretation, venue, audio/visual, food, etc.) ($10,550)
• Learning and Supports ($6,300)

Total projected costs for the Community Advisory Council is $103,000 (rounded up from $102,550).

Change from Prior Year (if >+-20%)

The FY 17-18 Budget for the PCAC (previously known as Community Advisory Council) was $186,000. Due to the modified timeframe and competing priorities, PCAC costs will decrease for FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Parent Advocacy and Engagement	$105,000	$153,000	45.71%

Program Summary

The Community Relations Department is exploring an Advocacy Fellows Program designed to strengthen the advocacy and communications skills of Best Start parent and caregiver leaders with a deep understanding of early childhood well-being and policy and systems change. This advocacy capacity building program is an evolution of the work the Community Relations Department managed with the Best Start Transition Team (which sunset in August 2017) and will be coordinated with the Communities, Communications and Policy departments. The Advocacy Fellows Program will provide First 5 LA an opportunity to focus on its policy agenda and broaden coordinated advocacy efforts that inform early childhood policies across Los Angeles County. Participating parents and caregivers will serve as First 5 LA "ambassadors" that engage with elected officials from local municipalities, engage in local based advocacy to legislative district offices and make themselves available to media opportunities.

This program is aligned to the 2015-2020 Strategic Plan Communities Outcome Area Strategy 1 goals, which emphasize shared vision and collective action to address the policies, systems and environments that impact families with children prenatal through age 5. This program also complements the communications and policy and advocacy strategy work.

Spending Plan and Funding Methodology

Total projected cost during this exploratory phase and potential pilot is $153,000 (rounded from $152,800). These figures are based on the current Best Start community meeting operational costs for similar activities. Funds will be used to conduct meetings for a total of 35 attendees - including participants, consultants and Community Relations staff. Costs, pending approval and review, are anticipated for the latter part of the FY.

1. Advocacy Fellows Program
    - Contractors (Logistical Support, Facilitator, Trainers): $65,750
    - Meeting Logistics (venue, food, translation, audio/visual): $48,150
    - Meeting Materials (design, translation of materials, supplies, printing, off-site printing): $6,000
    - Learning Supports: $28,000
    - Closing event/Graduation: $4,900

Total Advocacy Fellows Program cost: $153,000 (rounded from $152,800)

Change from Prior Year (if >+-20%)

Community Relations is exploring an expanded parent engagement program that advances parent and caregiver leaders to serve an intentional role with First 5 LA as advocates and messengers on early childhood education and well-being. With the sunset of the Transition Team in mid-2017, and an increase in LA County based advocacy to local elected officials and district offices, we are presented with an opportunity to provide additional advocacy training to parent leaders, beginning with the Best Start community members.

Public Policy & Government Affairs

PUBLIC POLICY AND GOVERNMENT AFFAIRS

Authorized Positions

Director	1
Senior Policy Strategist	2
Policy Analyst/Strategist	2
Senior Government Affairs Strategist	1
Government Affairs Specialist/Strategist	1
Local Policy Specialist	1
Department Coordinator	1
Total	**9**

The Public Policy and Government Affairs Department (Policy Department) coordinates and supports state and federal advocacy strategies to advance First 5 LA's mission. The Policy Department's core activities include monitoring public policies relevant to First 5 LA's strategic plan, developing policy proposals, creating advocacy campaigns, advancing legislative agendas, supporting coalitions, establishing strong relationships with government decision-makers, and working across divisions to support First 5 LA's adoption of a strong policy and systems change framework. The Policy Department manages contracts and relationships with advocacy partners to enhance First 5 LA's advocacy strategies, and supports the coordination of statewide public policy and government affairs activities with the First 5 Association and First 5 California.

During First 5 LA's organizational transformation, the department's staffing and structure shifted to meet the needs of First 5 LA's work. In addition to the department's Director, who provides strategic direction for the department's activities, the following managers and staff develop and execute initiatives to advance First 5 LA's public policy goals:

- Senior Policy Strategists for Early Care and Education and Health Systems/Family Support lead teams of Policy Analysts to monitor the public policy landscape relevant to First 5 LA's strategic plan goals, develop policy proposals in partnership with First 5 LA's program staff, and create advocacy campaigns to move policy issues. The policy teams execute and manage contracts with consultants and other advocacy partners to support advocacy initiatives, and coordinate policy activities like policy briefings and coalition meetings.

- A Senior Government Affairs Strategist, in partnership with a Government Affairs Strategist, develops strong relationships with public policymakers at the state and federal levels on behalf of First 5 LA, and coordinates contracts with state and federal advocates to represent First 5 LA's interests in

Sacramento and Washington DC. The Government Affairs team is developing systems to monitor and promote policymaker relationship development, managing First 5 LA's annual legislative agenda, monitoring legislative activity, and highlighting opportunities for policy and program staff to engage with policymakers to advance First 5 LA's policy agenda. The Government Affairs team coordinates with other First 5 LA staff that work closely with government officials, and represents First 5 LA on various legislative committees.

- A Local Policy Specialist proactively monitors county-level activity and communicates opportunities for First 5 LA staff to engage locally to advance priority program, system, and policy goals. In addition, the specialist coordinates policy development to support the Community Relations work with municipalities in LA County.

- A Department Coordinator provides direct support the Director, coordinate general administrative functions for the Policy Department, and support the development and execution of activities which support department-wide initiatives including the coordination of contracts, invoicing, financial reporting, and other department operations.

PUBLIC POLICY AND GOVERNMENT AFFAIRS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	732,960	732,960	404,911	790,219	57,259
	Total Employee Benefits	196,807	196,807	122,006	202,120	5,313
	Total Personnel Services	**929,767**	**929,767**	**526,917**	**992,339**	**62,572**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	3,500	3,500	1,004	3,500	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	3,000	2,000	1,000	4,800	2,800
6240	Outside Printing & Publishing	1,500	1,500	1,088	5,000	3,500
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	3,600	3,600
6260	Office Supplies	3,000	2,500	-	3,000	500
6265	Subscriptions & Publications	1,500	2,000	3,090	10,500	8,500
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	12,500	12,500	8,765	15,000	2,500
	Total Operating Services	**25,000**	**24,000**	**14,947**	**45,400**	**21,400**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**-**	**-**
Travel Expenses						
6610	Airfare	30,000	35,000	24,992	50,000	15,000
6620	Lodging	12,000	12,000	5,673	15,000	3,000
6640	Per Diem	6,500	7,800	5,930	11,000	3,200
6650	Other Travel Expense	-	700	3,885	5,000	4,300
	Total Travel Expenses	**48,500**	**55,500**	**40,480**	**81,000**	**25,500**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	18,400	18,400
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	17,800	11,800	600	9,000	(2,800)
6850	External Education/Training	-	-	-	9,000	9,000
	Total Professional Development	**17,800**	**11,800**	**600**	**36,400**	**24,600**
	Total OPERATING EXPENSES	**1,021,067**	**1,021,067**	**582,944**	**1,155,139**	**134,072**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Federal Policy and Sustainability Advocate	$130,000	$130,000	0.00%

Program Summary

The federal advocate supports First 5 LA priority policy and sustainability issues, aligned with First 5 LA's strategic plan, and provides support to the First 5 Association and First 5 California in advancing a coordinated First 5 national policy agenda. The advocate will employ 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.

First 5 LA conducted a competitive procurement process in FY 16-17 to select its current federal advocate, The Raben Group, which will continue through 2020. The agreement provides for a $10,000 monthly retainer-based contract and $10,000 in travel costs for a total of $130,000.

Spending Plan and Funding Methodology

The main cost component for this contract is personnel; travel is also a key cost for contractors that often have to travel to meetings and hearings in DC and to LA to attend and present at First 5 LA Commission meetings.

The retainer-based contract has historically estimated a cost of $10,000 per month. This covers the contractor time spent on issues outlined in their Scope of Work. Staff negotiates this monthly rate based on the amount of time the consultant team has spent working on average per month. The first contract year was based on an hourly basis and allowed First 5 LA to establish a working knowledge of time spent on the contract. The contractor continues to track hours spent, in the case the organization needs to renegotiate their rate or add funds for additional work requested, beyond the reasonably expected fluctuation in hours between months.

Travel costs (not included in the retainer) of $10,000 are estimated to include 3-6 trips between DC and LA/Sacramento/San Francisco for up to 2 individuals per trip.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
State Policy and Sustainability Advocate	$440,000	$440,000	0.00%

Program Summary

The state advocate supports First 5 LA priority policy and sustainability issues and the policy agenda in the state policy arena. The advocate will employ 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.

Spending Plan and Funding Methodology

First 5 LA's current state sustainability advocate is California Strategies (CalStrat), a Sacramento-based strategy and advocacy firm with offices throughout the state, including Los Angeles. The main cost component is personnel. Travel is also a key cost for contractors that often have to travel to meetings and hearings in Sacramento and to LA to attend and present at First 5 LA Commission meetings and other key meetings.

The monthly retainer for FY 18-19 is based on $26,000 per month, which is the same rate utilized in FY 17-18. Staff recommends budgeting the same amount for travel - $8,000 per year, which covers travel from Sacramento to Los Angeles for in-person staff and Board meetings, as well as mileage costs for regional travel within Los Angeles and from Sacramento to the San Francisco Bay Area. Staff negotiates the contractor's monthly rate based on the amount of time the consultant team has spent working on average per month. The contractors continue to track hours spent, in case First 5 LA needs to renegotiate the rate or add funds for additional work requested, beyond the reasonably expected fluctuation in hours between months.

California Strategies leads mission-critical initiatives related to the strategic plan, including: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; coordinating and supporting key state and local policy coalitions including the State ECE Budget Coalition, the State Home Visiting Coalition, and the Local Control Funding Formula Coalition; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions including the Los Angeles Preschool Advocacy Initiative; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; and providing strategy advice and technical assistance to policy and program staff.

In addition, through the contract with CalStrat, First 5 LA supports the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments including developmental screening and home visiting; this subcontract is currently with Health Management Associates (HMA). Policy and program staff work with this team to identify potential funding opportunities with the state and federal government to leverage potential grant and funding related to the issue areas identified previously. Staff recommends maintaining this contract amount at $120,000 for the fiscal year. Funding for this item was included in the FY 16-17 budget, and is envisioned to continue through implementation of the 2015-2020 Strategic Plan, as needed, to inform and advise strategies to leverage Medi-Cal funding for health and family strengthening investments. Future budgets may incorporate this work through separate line items within the Health and/or Families outcome areas as needs evolve.

CalStrat's contract was renewed via competitive procurement in November 2017, and will be renewable through 2022.

Change from Prior Year (if >+-20%)

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Strategic Plan Advocacy Strategies	$1,750,000	$2,500,000	42.85%

Program Summary

First 5 LA invests in key activities to support its policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Spending Plan and Funding Methodology

The proposed FY 18-19 budget includes costs related to the following activities:

(1) Strategic Plan Policy and Advocacy Campaigns ($1,600,000) - The Policy Department strategically contracts with key partners to advocate for First 5 LA's policy and systems change priorities; develop materials, briefings, polls, research, analyses, and other policy documents to help support advocacy efforts; and support initiatives, consultants, and advisers who can promote early childhood policy and funding priorities, including identifying and securing alternative revenues to support young children and their families. Existing contracts expected to be renewed in FY 18-19 include:

Children Now ($350,000) to provide state technical assistance and support related to home visiting and early care and education advocacy; California Strategies ($250,000) to coordinate and strengthen the State Early Care and Education Coalition (note: First 5 LA receives $100,000 per year from First 5 CA to help fund this contract); the Choose Children Campaign, a project of the Silicon Valley Community Foundation ($150,000) to conduct nonpartisan education and research efforts focused on ensuring the next Governor of California promotes early childhood. In addition to these contracts, an expiring contract we are currently working to expand for FY 18-19 is an agreement with the Advancement Project to coordinate LAUSD advocacy around ECE. The contract has historically been for $75,000 per year, and we are seeking to increase it to $150,000 to reflect their increased role in coordinating LAUSD advocacy with other partners.

In addition to these four contracts, staff expects to execute contracts with additional organizations to advance strategic plan priorities related to ECE, Family Support, Health Systems, and alternative revenue. In particular, with a fully staffed department leading the development of strategic, statewide advocacy campaigns, the Department plans to develop multiple policy and research briefs aligned with First 5 LA's policy and systems change agenda, execute contracts with new advocacy partners who are or have the potential to be critical voices on behalf of early childhood with the legislature and state agencies, and develop strong issue branding and messaging tools to help advance policy priorities in Sacramento and Washington DC. In addition, the Department plans to conduct polls, assess the political landscape, map interests and opportunities, track funding for children's services, and research emerging opportunities, among other policy-focused research and reporting which will help identify new funding opportunities for young children.

The Department is planning to execute the following specific efforts with related cost estimates in FY 18-19: studies and policy white papers focused on critical issues like building comprehensive 0-3 infrastructure, gaps and issues related to IDEA Part B and C transitions and access, best practices regarding ECE reimbursement rates, and the importance of early intervention from leading experts and practitioners ($100,000); advocacy contracts with organizations like (examples only) Zero to Three and Western Center on Law and Poverty which provide critical leadership on issues overlapping with First 5 LA priorities related to poverty, equity, child welfare, and health, among others ($400,000); support for existing coalitions to incorporate an explicit focus on First 5 LA priorities, like the Children's Health Coverage Coalition, and coordination of new Coalitions, like a California Home Visiting Policy network ($100,000); developing policy-focused messaging around complex issues like early identification and intervention to make the issues more relevant to policymakers ($100,000).

Note that we expect these numbers to increase in future fiscal years and reflects only what the Department anticipates being able to spend given our contracting processes.

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

(2) First 5 Association Policy and Advocacy Support ($400,000) - The Policy Department provides significant support to the First 5 Association to ensure a coordinated, proactive statewide policy and legislative agenda. Activities supported from Policy Department contributions to the Association include funding for dedicated Association policy staff, development of First 5 advocacy materials, execution of reports and polls related to First 5 policy priorities, support of consultants to advance critical policy priorities, and support for the development of the First 5 network in California and partnerships with consultants and advisors to enhance the Association's policy work. Association-led policy work is expected to increase in FY 18-19 with a particular focus on three new areas of work: 1) the coordination of a statewide First 5 approach to implementation of Proposition 64 (the legalization of cannabis) both to advance critical public health priorities related to maternal/child health and to secure new revenues for early childhood services; 2) the coordination of First 5 policy priorities related to quality and workforce development in the ECE system; and, 3) the integration of state-level ECE and health/social services systems related to early identification and intervention.

(3) Staff Development, Technical Assistance, and Training ($200,000) - The Policy Department currently holds a contract with Masters Policy Consulting ($90,000) to provide technical assistance to staff and First 5 LA leadership regarding our evolution as a grantmaker and advocate focused on policy and systems change. This contract is renewable through 2020, and is expected to be renewed and fully spent in FY 18-19. The Policy Department is also developing other key guidelines for First 5 LA staff related to our role as a funder and advocate, and plans to engage other consultants to help advance this work. Examples of potential expertise needed include legal counsel to support effective compliance with state and federal lobbying disclosure requirements, trainings for staff on guardrails for advocacy activities, and support from consultants to help develop outcome measures and goals associated with policy and systems change. This budget would allow us to fully cover and potentially expand the Department's contract with Masters Policy Consulting and engage with additional consultants as needed. Based on early research, the cost of additional legal counsel could cost $36,000 per year, the cost of a single training from an organization like Alliance for Justice will cost at least $5,000, and the services of a TA consultant like Ersoylu Consulting cost $150/hour and would allow for at least 300 hours of TA support.

(4) Policymaker Education and Policy Events ($300,000) - First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include annual First 5 advocacy trips to DC and Sacramento, hosting elected official staff policy events at First 5 LA, hosting events highlighting First 5 LA investments like Welcome Baby hospital tours, and supporting events hosted by key partners like the Parent Voices advocacy day, the California Home Visiting Summit and advocacy day, and welcome receptions for key policymakers including California Assembly Speaker Anthony Rendon.

As of March 2018, the Policy Department has sponsored 15 events for a total of $163,000, or an average of about $10,000 per event. Based on planned work, the Department will likely spend $250,000 by the end of the fiscal year.

In addition to continuing to fund similar events in FY 18-19, we anticipate using our funds to engage in more meetings and conferences related to early childhood where First 5s have previously not engaged, and to host our own events for policymakers, their staff, and other advocates. For example, in FY 16-17 we hosted a two-day facilitated event which brought together foster care and early childhood advocates to resolve policy differences which led to the successful budget ask for early education bridge funding for foster families. The event cost $10,000 including staffing, facilitation, and logistics. We're already in discussion to host similar events in FY 18-19, like cross-policy conversations focused on child care and after school programs and meetings to bring together First 5 and public health leaders. This budget would allow the Department to continue to host or support an additional 5 meetings in FY 18-19, assuming the average cost of $10,000 per event ($50,000).

Change from Prior Year (if >+-20%)

The Policy Department has historically under-spent its allocation for strategic plan advocacy activities, largely as a result of focusing on lower cost but high value activities like relationship development and the development of First 5 LA's policy agenda, and prioritizing projects like the Early Care and Education Policy Advocacy Fund (ECE PAF), a $3 million annual initiative funded through the Early Care and Education Department but managed by the Policy Department. In FY 17-18, the Policy Department also focused on hiring and onboarding new staff in support of First

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

5 LA's organization realignment; by the end of FY 17-18, the Department anticipates being fully staffed. Finally, the Department focused on strategic planning and project development in FY 17-18. Many new contracts were developed during the fiscal year which will continue in FY 18-19 including a master agreement with the First 5 Association, the Choose Children Campaign, and the ECE Coalition project. Similar projects are currently in development and expected to be executed in FY 18-19, which will allow the department to execute agreements to spend resources more effectively and in alignment with the newly adopted policy agenda. We expect to continue to see this budget grow as we increase advocacy activities in areas related to early identification and intervention and family strengthening.

Strategic Partnerships

STRATEGIC PARTNERSHIPS

<u>Authorized Positions</u>

Director	1
Manager, Strategic Partnerships	3
Specialists, Strategic Partnerships	2
Administrative Assistant	1
Total	**7**

The Strategic Partnerships Department builds relationships and partnerships in the philanthropy, business, and higher education sectors to help First 5 LA "lead with partnership," and enable our policy and systems change strategies to make a greater impact for kids.

The 2015-2020 Strategic Plan outlines the Commission's investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. Critical partnerships are accomplished by initiating, developing, and sustaining strong and effective relationships with key stakeholders and people of influence that have shared strategic value to First 5 LA at the local, state, and national levels, in order to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent or improve the alignment of new resources. The Strategic Partnerships Department follows the organization's overarching goal in partnerships, believing that working with others who share our aspirations for young children will maximize every child's success in life.

The Strategic Partnerships Department focuses on supporting internal learning, organization-wide teams, existing and emerging funder collaboratives, and cross-sector convenings, all with the explicit purpose of building advocates and leveraging resources in service to the policy and systems change goals noted in our 2015-2020 Strategic Plan.

Strategic Partnerhips Department include the following roles:

The Director of Strategic Partnerhips serves as the department leader with management and supervision of department staff. The Director strategically and proactively identifies organization wide partnershps to strengthen and further First 5 LA's Strategic Plan outcomes. The Director collaborates across the organization and with external partners to leverage resources, build alies, and promote First 5 LA's public policy agenda and systems change work.

The three Strategic Partnerships Manager roles serve as members of the Department's senior strategy team in developing and executing an organization-wide partnership strategy that contributes to the advancement of First 5 LA's Strategic Plan outcomes. Each Manager is responsible for the strategic development of partnerhsips that includes catalyzing, building, and maintaining relationships with leaders in the arenas of Philanthropy, Business, or Higher Education. The Strategic Partnerships Manager promotes First 5 LA's Strategic Plan priorities in network and collaborative forums with other potential partnership leaders, communicates linkages with First 5 LA goals and vision, and identifies program staff needs to building external relationships to support the work of program outcome workgroups.

The three Strategic Partnerships Specialists are responsible for the support of the Department in its execution of an organization-wide strategy that advances First 5 LA's Strategic Plan outcomes. The Specialist focuses on the identification, assessment, and monitoring of existing and potential partner relations, and the identification and creation of partnership strategies aligned to First 5 LA's strategic plan mission and goals. When appropriate, the Specialist will represent First 5 LA with leaders and collaborators within their respective arena of philanthropy, business, or higher education.

The Administrative Assistant provides direct support to the department and coordinates general administrative functions. The Administrative Assistant ensures that the Department complies with First 5 LA operational procedures. In addition this Administrative Assistant position provides equal support to the Community Relations Department.

Activities implemented through the Strategic Partnerships Department are coordinated and integrated agency wide to increase the potential of First 5 LA to support the achievement of our goals, strategies and the sustainability of outcomes beyond our initial investment.

STRATEGIC PARTNERSHIPS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	599,990	599,990	379,886	625,384	25,394
	Total Employee Benefits	208,551	208,551	159,975	196,176	(12,375)
	Total Personnel Services	**808,541**	**808,541**	**539,861**	**821,560**	**13,019**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,560	1,560	663	1,600	40
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	4,200	4,200	1,500	4,200	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	348	1,000	-
6265	Subscriptions & Publications	500	500	250	500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	3,800	3,800	2,251	3,000	(800)
	Total Operating Services	**11,060**	**11,060**	**5,012**	**10,300**	**(760)**
Consultant Services						
6410	Consultant Fees	7,200	6200	-	-	(6,200)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**7,200**	**6,200**	**-**	**-**	**(6,200)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	600	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**600**	**1,000**	**-**
Travel Expenses						
6610	Airfare	8,000	7,000	2,012	7,800	800
6620	Lodging	8,000	8,000	6,139	10,000	2,000
6640	Per Diem	3,000	3,000	1,714	2,500	(500)
6650	Other Travel Expense	-	2,000	209	2,000	-
	Total Travel Expenses	**19,000**	**20,000**	**10,074**	**22,300**	**2,300**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	20,400	20,400	10,884	12,000	(8,400)
6850	External Education/Training	-	-	-	10,200	10,200
	Total Professional Development	**20,400**	**20,400**	**10,884**	**22,200**	**1,800**
	Total OPERATING EXPENSES	**867,201**	**867,201**	**566,431**	**877,360**	**10,159**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Funder Collaboratives	$450,000	$450,000	0.00%

Program Summary

This fund supports organization-wide efforts to develop and catalyze relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA’s Strategic Plan. Efforts will include engaging stakeholders and individuals of influence that have a shared strategic value to First 5 LA at the local, state, and national levels. In addition, there will be a focused support on internal support and learning, organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convenings, all with the explicit purpose of leveraging resources in service to the policy and systems change goals noted in our 2015-2020 Strategic Plan.

Additionally, First 5 LA will continue to identify, participate in, and provide membership support for cross-cutting funder collaboratives whose goals and activities are aligned with the 2015-2020 Strategic Plan. Support and participation in funder collaboratives also aligns with the Commission's adopted investment guidelines, specifically "Engage partners at the earliest possible stage of activity and/or investment."

Funds are included in FY 18-19 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities to advance our policy and systems change agenda as they emerge throughout the year.

Spending Plan and Funding Methodology

Budget is based on First 5 LA providing up to $450,000 ($150,000/sector x 3 sectors) in support of partnerships that First 5 LA would join or establish in the philanthropic, higher education and business sectors, which are the explicit focus of the Strategic Partnerships Department. Specific partnership opportunities and level of investment will be determined throughout the fiscal year. Prior experience in joining funder collaboratives have ranged from $15,000 to $25,000 annually. Establishing new partnerships and collaboratives are estimated to be $50,000 up to $100,000 annually depending on the level of engagement within the sector.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
LA Funders Collaborative	$20,000	$20,000	0.00%

Program Summary

First 5 LA will continue to support and participate in the LA Funder Collaborative, as goals of the collaborative are aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Areas and Built Environments Investment Strategies. The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The collaborative is committed to ensuring that these public investments benefit all Angelenos, particularly the traditionally underserved people and communities through collaboration, investments, grantmaking and convening.

Spending Plan and Funding Methodology

In FY 17-18, $15,000 in support funds were budgeted, members increased the rate of support to $20,000 to support the increase in collaboration activities.

Funding level of $20,000 is consistent with the other 11 grant making members of the collaborative such as: the California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, Liberty Hill Foundation, etc.. Funds are included in FY 18-19 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
LA-N-Sync	$25,000	$25,000	0.00%

Program Summary

First 5 LA will continue to support and participate in the LA-N-Sync funder collaborative, as goals of LA-N-Sync are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas and Investment Strategies. Specifically this year LA-N-Sync will support efforts in the Family Supports Outcome Area and Home visiting Strategy, as well as supporting systems change efforts with in the County of LA to support families accessing needed services. LA-N-Sync is a cross-sector initiative to strengthen the Los Angeles region as a compelling destination for investment. LA-N-Sync works with public and private agencies to identify funding priorities and opportunities, and to position applicants to be as competitive as possible.

Spending Plan and Funding Methodology

In FY 17-18, $15,000 in support funds were budgeted, but was increased to $25,000 to be consistent with the new membership rate. Funding level of $25,000 is the rate of membership and equal to the support provided by other members such as the California Community Foundation, The California Endowment and the Weingart Foundation.

Funds are included in FY 18-19 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Change from Prior Year (if >+-20%)

In FY 17-18, $15,000 in support funds were budgeted, but was increased to $25,000 to be consistent with the new membership rate. Funding level of $25,000 is the rate of membership and equal to the support provided by other members such as the California Community Foundation, The California Endowment and the Weingart Foundation.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Los Angeles Area Chamber of Commerce	$40,000	$40,000	0.00%

Program Summary

First 5 LA will maintain its level of financial support in LA Area Chamber of Commerce and Chamber activities that are aligned with the goals of the 2015-2020 Strategic Plan. A partnership with the Chamber provides First 5 LA staff opportunities to engage with business, higher education and civic leaders, and to collaborate on policy and systems-change efforts.

Spending Plan and Funding Methodology

The budget includes $11,000 in funds for annual membership and board dues for First 5 LA Executive Director, $19,000 to support the Chamber's efforts to promote work-life balance policies and practices with a 0-5 lens, and $10,000 for event sponsorship.

In FY 18-19, First 5 LA will expand our leadership role in the Chamber and continue to elevate our early childhood agenda among the Chamber Board and policy committee members. As an active member of the Chamber, First 5 LA staff participate in and champion 0-5 issues at Chamber Board and policy committee meetings, advocacy events, and other member events, as well as engage individually with Chamber members who are interested in early education, health and workforce issues.

Funds are also included to provide sponsorship support to the Chamber for special events which present opportunities for First 5 LA to elevate and advance our Strategic Plan goals. Note: sponsorship for the Chamber's advocacy-related events are in included in the Policy Department budget.

First 5 LA will continue to support the Chamber's Employee Champion Award and dedicate resources to fund a consultant who will provide expertise and support to the Chamber to help plan and implement the Employee Champion Award in 2018. First 5 LA will collaborate with the consultant and Chamber to inform the award and related event.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Los Angeles Partnership for Early Childhood Investment	$15,000	$25,000	66.66%

Program Summary

First 5 LA will continue to support and be an active leader and participant in the LA Partnership for Early Childhood Investment funder collaborative, as goals of The Partnership are closely aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas and Investment Strategies. This year The Partnership is supporting efforts in the Family Supports and ECE Outcome area, although collaborative efforts cut across the First 5 LA strategic plan. The Partnership, representing public, private and individual funders as well as businesses, works to maximize members' resources by investing in and promoting innovations that advance policy and systems change to benefit LA County children, age 0-5 and their families. Funds are included in FY 18-19 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Spending Plan and Funding Methodology

In FY 17-18, $15,000 in support funds were budgeted, this year the rate for several funder groups is increasing to $25,000 and is consistent with other collaborates, such as the LA Funders Collaborative. Other funders who support the LA Partnership for Early Childhood Investment include: The Louis L. Borick Foundation - $25,000, California Community Foundation $25,000, Atlas Family Foundation $35,000, Dwight Stuart Youth Fund - $25,000, The Deutsch Family Foundation - $50,000, The Packard Foundation - $25,000, as an example.

Change from Prior Year (if >+-20%)

In FY 17-18, $15,000 in support funds were budgeted, this has been increased in FY 18-19 to $25,000 to be consistent with the new membership rate. Funding level of $25,000 is the rate of membership and equal to the support provided by other members such as the California Community Foundation, The Dwight Stuart Youth Fund and the Packard Foundation, for examples.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Southern California Grantmakers	$110,000	$85,000	-22.72%

Program Summary

First 5 LA will continue to support and participate in the Southern California Grantmakers, which is the regional association for philanthropists and grantmakers. SCG provides First 5 LA staff opportunities to network, improve their grantmaking, participate in professional development and funder affinity groups, and collaborate on policy and systems-change efforts. Southern California Grantmakers members include family foundations, private independent foundations, community and public foundations, corporate foundations and corporate giving programs, individuals, and government agencies.

Furthermore, the Southern California Grantmakers will support First 5 LA by serving as the fiscal agent for a partnership funding. First 5 LA has been engaged in supporting the work of the Office of Child Protection (OCP) and the County/philanthropic efforts of the Center for Strategic Public Private Partnerships (CSPPP). To date, the support has included active participation in County meetings and workgroups, coordination and facilitation of meetings between County officials and providers, particularly those involving community leaders and parent groups. In-kind support has also been provided via staff resources as subject matter experts and writers, as well as staff leaders moving forward significant projects like the drafting of the County's prevention plan for the OCP.

In addition to these efforts, First 5 LA has a unique opportunity to partner with other philanthropic leaders across the County to pool our resources in support of CSPPP as it implements the emerging work of the OCP. The CSPPP is finding innovative ways to connect County investments with those funded by philanthropy so that they can improve the integration of these resources thus augmenting the collective impact and benefit to young kids and families.

Spending Plan and Funding Methodology

First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on First 5 LA's prior year total competitive grantmaking and location of organization. First 5 LA member rate is $15,000 per year.

Conference sponsorship support is based on prior year's investment level of $10,000 per conference event x 2 events.

General Operating Support of $50,000 is consistent with contributions made by other peer funding organizations.

Change from Prior Year (if >+-20%)

The $25,000 funds for core operating support to CSPPP built into this project in FY 17-18 have been moved into the SCG/CSPPP project for FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	$0	$100,000	0.00%

Program Summary

Southern California Grantmakers supports First 5 LA by serving as the fiscal agent for the work of the Office of Child Protection (OCP) and the County/philanthropic efforts of the Center for Strategic Public Private Partnerships (CSPPP). To date, First5LA support has included active participation in County meetings and workgroups, coordination and facilitation of meetings between County officials and providers, particularly those involving community leaders and parent groups. In-kind support has also been provided via staff resources as subject matter experts and writers, as well as staff leaders moving forward significant projects like the drafting of the County's prevention plan for the OCP.

In addition to these efforts, First 5 LA has a unique opportunity to partner with other philanthropic leaders across the County to pool our resources in support of CSPPP as it implements the emerging work of the OCP. The CSPPP is finding innovative ways to connect County investments with those funded by philanthropy so that they can improve the integration of these resources thus augmenting the collective impact and benefit to young kids and families.

Spending Plan and Funding Methodology

An initiative of Southern California Grantmakers, the Center for Strategic Public-Private Partnerships (CSPPP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Office of Child Protection. (SCG is the fiscal agent for CSPPP, although it resides under OCP within Los Angeles County government) CSPPP convenes government, nonprofits, business, and philanthropy to identify pressing needs and set priorities for systems change.

$25,000 per year (total of $50,000 over two years, FY 17-18 and FY 18-19) - core operating support

$25,000 in FY 18-19 – One Roof Leadership Initiative (ORLI)
ORLI is a model that provides housing for families involved in the child welfare system to ensure children and families stay together. The model is run by the Corp for Supportive Housing (CSH). CSPPP was awarded an in-kind grant from CSH which provides technical assistance to CSPPP to support them in bringing this model to Los Angeles. First 5 LA funding (a onetime contribution of $25K) will be matched by another funders and help fund the project facilitator. This initial phase will be nine months and include the convening of an interdepartmental team to explore and develop a plan on how best to collaborate with Los Angeles County Departments. In addition First 5 LA will participate on the ORLI advisory committee to inform the specific needs of families with young children up to age five.

$50,000 - Emerging Opportunities
For the purpose of funding public private partnerships whose contribution crosses the work of First 5 LA divisions and/or program outcome areas. These projects may involve issues that unexpectedly arise but potentially have an negative impact on our outcome area goals, or can inform our cross divisional work.

Change from Prior Year (if >+-20%)

In FY 18-19 there was an increase due to FY 17-18 was a start up year for the Office of Child Protection (OCP) and the Center for Strategic Public Private Partnerships (CSPPP) and First 5 LA's partnership. There has been significant growth and activity in First 5 LA's collaboration with OCP and CSPPP, this collaboration is expected to increase in FY 18-19. Therefore funds have been budgeted for new projects and emerging opportunities, for a total of $75,000. The $25,000 funds for core operating support to CSPPP were in SCG for FY 17-18.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Grantmaking Memberships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Grantmaking Memberships	$42,000	$41,000	-2.38%

Program Summary

The 2015-2020 Strategic Plan outlines the Commission's investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. Grantmaking Organizations offer a place to learn and engage with potential partners in an effort to build partnerships that support First5 LA's strategic plan as well as our programmatic and policy goals. As a result, the following Grantmaking Membership Organizations have been identified as critical partnerships to support our work across the organization:

Spending Plan and Funding Methodology

The annual membership rates are determined by the membership organization rate structure, depending on an organizations assets and/or total budget.

Emerging Practitioners in Philanthropy (EPIP) - EPIP is a national network of foundation professionals and social entrepreneurs who strive for excellence in the practice of philanthropy. EPIP exists to ensure that emerging foundation professionals are effective stewards of philanthropic resources and all social entrepreneurs reach their potential as leaders. The annual membership rate is $7,500.

Funder Affinity Groups - Funds are budgeted to cover First 5 LA's organizational membership to local funder affinity groups, such as Asian Americans/Pacific Islanders in Philanthropy (AAPIP), Hispanics in Philanthropy (HIP), National Funders for Lesbian, Gay, Bi-sexual, Transgender and Questioning (LGBTQ) Issues, and Southern California Blacks in Philanthropy (SCBIP). These affinity groups are dedicated to increasing charitable investments for underserved communities and to providing networking and professional development opportunities for funders to advance change. The budget is based on average membership fees of $1,500 per membership and assumes First 5 LA will support up to four affinity groups, at this level. The annual membership fees for four Funder Affinity Groups is estimated at $6,000.

PEAK Grantmaking (formerly Grant Managers Network) - PEAK is an association of philanthropy professionals working to advance the knowledge, skills, and abilities of grants management professionals and lead grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. The annual membership fee is $7,000.

Grantmakers for Education (GFE) - GFE is a network of education grantmakers dedicated to improving educational outcomes and increasing opportunities for all learners. The annual membership fee is $8,000.

Grantmakers for Effective Organizations (GEO) - GEO is a diverse community of grantmakers working to reshape the way philanthropy operates, promoting strategies and practices that contribute to grantee success. The annual membership fee for a government grantmaker is $1,000.

Grantmakers in Health (GIH) - GIH is an educational organization dedicated to helping foundations and corporate giving programs improve the health of all people. The annual membership fee is $11,500.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Consulting	$150,000	$100,000	-33.33%

Program Summary

In FY 18-19, staff anticipates a need for external expertise and capacity building support to inform the refinement and implementation of the department's business sector engagement strategy, specifically around the recruitment of key business executives as early childhood champions and the establishment of a local early childhood business council. Staff will also seek strategic support in the development and implementation of higher education and philanthropic partnerships.

Resources are budgeted for consultants to support emerging First 5 LA staff needs which may include identifying and facilitating introductions with new and unlikely partners, performing scans/surveys to identify potential partnership opportunities, planning and facilitating cross-sector meetings, and providing technical expertise for innovative approaches to partnership related to the agency's focus on the philanthropic, higher education, and business sectors and relationship management.

Spending Plan and Funding Methodology

Consulting costs are estimated based on previous consulting fees for similar activities and anticipated needs (estimated between (550 to 700 hours at $150/hour) to support the exploration of emerging and innovative approaches to partnership, as well as ongoing technical assistance needs. The actual scope of work and budget will be determined as needs arise.

Change from Prior Year (if >+-20%)

The amount of $150,000 in FY17-18 was reduced to $100,000 in FY 18-19 due to information gathered to inform the strategies and required pace of building partnerships in the 3 sectors of Philanthropy, Business and Higher Education.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Convenings	$100,000	$60,000	-40.00%

Program Summary

Resources are budgeted to support convenings of cross-sector stakeholders representing the philanthropic, higher education, and business sectors to advance First 5 LA's policy agenda and strategy implementation across the four 2015-2020 priority Outcome Areas. Actual convenings will be designed (and budgets determined) as needs and opportunities are identified by First 5 LA staff and external partners.

In FY 18-19, staff anticipates funds will be used to support the launch and quarterly convening of a local early childhood business council.

Spending Plan and Funding Methodology

Based on the costs of other convenings, FY 18-19 funds will support 4 - 6 business council convenings ($10,000 estimated cost per convening) and 2 additional cross-sector convenings ($10,000 estimated cost per convening). Budget covers food, space, materials and speaker/facilitation costs. The actual budget for each convening will be determined as staff identifies opportunities to support Strategic Plan goals and activities.

Change from Prior Year (if >+-20%)

The amount of $100,000 in FY 17-18 was reduced to $60,000 in FY 18-19 due to information gathered to inform the strategies and required pace of building partnerships in the 3 sectors of Philanthropy, Business and Higher Education.

ATTACHMENT E:

INTEGRATION & LEARNING DIVISION –

DETAIL BY PROGRAM AND OPERATING COSTS

INTEGRATION & LEARNING DIVISION SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19				
		Revised Budget	Integration & Learning Division	Integration & Learning	Measurement, Learning & Evaluation	Proposed Budget	Variance from FY 2017-18
Personnel Services							
Salaries							
	Total Salaries	1,505,275	438,679	557,680	549,285	1,545,644	40,369
	Total Employee Benefits	387,161	93,419	137,499	155,668	386,586	(575)
	Total Personnel Services	1,892,436	532,098	695,179	704,953	1,932,230	39,794
Operating Services							
6205	ADP-Payroll	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	2,650	550	950	1,000	2,500	(150)
6230	Telephone	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	600	-	-	600	600	-
6240	Outside Printing & Publishing	-	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-	-
6260	Office Supplies	4,900	3,000	700	1,200	4,900	-
6265	Subscriptions & Publications	3,000	1,000	500	1,500	3,000	-
6270	Capital Outlay	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-
6310	Internal Meetings	15,700	7,000	4,000	4,000	15,000	(700)
6315	Divisional Capacity Building	-	25,000	-	-	25,000	25,000
	Total Operating Services	26,850	36,550	6,150	8,300	51,000	24,150
Consultant Services							
6410	Consultant Fees	326,500	50,000	110,000	50,000	210,000	(116,500)
6420	Other Professional Fees	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-
	Total Consultant Services	326,500	50,000	110,000	50,000	210,000	(116,500)
Professional Services							
6510	Audit	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-
6540	Professional Dues	13,000	10,000	1,350	1,500	12,850	(150)
6550	Staff Recruitment	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-
	Total Professional Services	13,000	10,000	1,350	1,500	12,850	(150)
Travel Expenses							
6610	Airfare	16,800	6,800	7,000	4,500	18,300	1,500
6620	Lodging	19,000	11,000	14,000	9,000	34,000	15,000
6640	Per Diem	11,420	5,000	5,000	3,200	13,200	1,780
6650	Other Travel Expense	8,000	5,000	2,800	1,800	9,600	1,600
	Total Travel Expenses	55,220	27,800	28,800	18,500	75,100	19,880
Professional Development							
6810	Training Materials & Supplies	-	-	-	-	-	-
6820	Internal Training	-	-	-	1,000	1,000	1,000
6830	Leadership Programs	-	-	-	-	-	-
6840	Conference Registrations	47,500	16,300	10,100	14,300	40,700	(6,800)
6850	External Education/Training	10,000	5,200	8,400	7,200	20,800	10,800
	Total Professional Development	57,500	21,500	18,500	22,500	62,500	5,000
	Total OPERATING EXPENSES	2,371,506	677,948	859,979	805,753	2,343,680	(27,826)

Integration & Learning Division Support

INTEGRATION & LEARNING DIVISION SUPPORT

Authorized Positions

Vice President, Integration & Learning	1
Manager, Knowledge Management	1
Information & Data Analytics Specialist	1
Executive Assistant & Division Coordinator	1
Total	**4**

The Integration and Learning (I & L) Division is responsible for First 5 LA's ongoing transformation to an intentional organizational learning culture that facilitates knowledge capture and sharing to support the implementation of the 2015-2020 Strategic Plan. The Integration & Learning Division is focused on building the internal learning and evaluation framework to inform strategy, decision-making and system changes and improve outcomes for families as exemplified in our goal statement:

> ***The Integration & Learning Division builds, shares and applies First 5 LA's collective knowledge to maximize our effectiveness and impact for children and families.***

The Division is responsible for four key functions:

- Provide guidance on research and evaluation practices, performance measurement methods, and robust data analytics – all tools to help First5 LA quantify its impact and make data-informed course corrections. This includes the prioritization of research studies and data development projects that build knowledge to advance system change and policies that improve family and child outcomes
- Develop and implement a cross functional portfolio review of investments (i.e., initiatives, programs) to support robust due diligence and intentional integration at the front end of a project as it launches implementation
- Develop and implement an organizational-wide approach to creating learning agendas that clarify learning priorities for initiatives and programs
- Develop and implement an organization-wide knowledge management strategy and system for capturing information that staff can use to inform how they work and assess what is working

The I & L Division plays a supportive role to the work across the organization by enabling the use of data, evidence, research, structured reflection, and evaluation to inform how First 5 LA implements the strategic plan as well as how it measures its progress towards outcomes. The Division is responsible for carrying out the Impact Framework process which is aimed at capturing how First 5 LA will measure if it is making an impact for children in LA county. The I & L Division is comprised of two departments: Measurement, Learning, and Evaluation department and the

Integration and Learning department. The key functions are distributed across the two departments; a high level of collaboration within the Division is expected in order to maximize collective strengths and encourage collaborative work across the entire organization. The knowledge management function is staffed at the Division-level which means that two positions (Knowledge Management Manager and Information & Data Analytics Specialist) are included in the division-wide operating budget.

Each department within this division is led by a Director that reports to the Vice President of Integration & Learning.

INTEGRATION & LEARNING DIVISION SUPPORT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	419,811	419,811	269,389	438,679	18,868
	Total Employee Benefits	94,874	94,874	49,847	93,419	(1,455)
	Total Personnel Services	**514,685**	**514,685**	**319,236**	**532,098**	**17,413**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	750	750	71	550	(200)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	3,000	3,000	2,048	3,000	-
6265	Subscriptions & Publications	1,000	1,000	227	1,000	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	2,000	7,700	1,734	7,000	(700)
6315	Division Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**6,750**	**12,450**	**4,080**	**36,550**	**24,100**
Consultant Services						
6410	Consultant Fees	150000	125500	-	50,000	(75,500)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**150,000**	**125,500**	**-**	**50,000**	**(75,500)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	10,000	-	10,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**10,000**	**-**	**10,000**	**-**
Travel Expenses						
6610	Airfare	5,000	6,800	2,777	6,800	-
6620	Lodging	3,000	6,000	1,041	11,000	5,000
6640	Per Diem	3,000	4,000	2,178	5,000	1,000
6650	Other Travel Expense		4,000	1,887	5,000	1,000
	Total Travel Expenses	**11,000**	**20,800**	**7,883**	**27,800**	**7,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	17,500	7,500	5,551	16,300	8,800
6850	External Education/Training	-	10,000	-	5,200	(4,800)
	Total Professional Development	**17,500**	**17,500**	**5,551**	**21,500**	**4,000**
	Total OPERATING EXPENSES	**700,935**	**700,935**	**336,750**	**677,948**	**(22,987)**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Impact Framework	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Impact Framework		$112,000	0.00%

Program Summary

First 5 LA has identified the need to develop a tailored approach to measuring our impact that is grounded in the strategic plan outcome areas. Measuring systems change and policy change is complex and requires a tailored approach to understanding impact. First 5 LA is shifting from extensive evaluation of programs to examining systems change and policy change.

The Impact Framework is an organization-wide project. The program will include consultant support to carry out several tasks in Phase 1 including: research on promising practices for reporting systems level indicators, vetting proposed data sources, and providing facilitation and synthesis services when applicable. These are activities for the initial phase of the work when an impact framework with an accompanying measurement plan is being designed.

The second phase is linked to anticipated primary data collection. While we anticipate that several existing data sources will be leveraged for the measurement plan, it is prudent to assume that we may incur some costs related to new data collection and/or data preparation.

The third phase of the project includes developing a reporting plan and system. This phase will also require consultant support for designing a system and helping to build internal staff capacity to use the system, but these costs are included in the budgets for the Knowledge Management and IT.

Spending Plan and Funding Methodology

The cost estimates are based on several assumptions for FY 18-19, including similar historical expenditures in the organization and staff experience:

Phase 1 CONSULTANT SUPPORT ($42,000)

Phase 1 - Consultant cost estimates for FY 18-19 are based on a scope of work that contains 280 hours at the First 5 LA standard maximum hourly rate of $150. Tasks include: researching promising practices for reporting systems level indicators, vetting proposed data sources, providing facilitation and synthesis services for sessions with staff working on each of the outcome areas, and assistance with data visualization to share out the results of Phase 1. These are activities for the initial phase of the work when an impact framework with an accompanying measurement plan is being designed.

Phase 2 ANTICIPATED DATA COLLECTION COSTS ($70,000)

Phase 2 - Data collection costs are based on prior cost for data collection for a program evaluation in LA County conducted by a consultant for First 5 LA's Research and Evaluation department. The consultant rate is assumed to be a maximum of $150/hr, the First 5 LA standard maximum rate.

These costs estimates also assume that First 5 LA is leveraging existing data resources that include:
• Families Supports Department - Building Stronger Families Database; this is budgeted for by the Family Supports department
• Health Related Systems Department - Partnership with organizing entity has a central data collection platform that can be leverage for First 5 LA reporting. This is assumed to be budgeted for by the Health Related Systems department.
• ECE Department - Kindergarten Readiness Assessment (KRA) data collection for the DEI instrument. Data for reporting on the ECE strategy is assumed to be budgeted for by the ECE team.
• Communities Department - data collection related to carrying out the Best Start Learning Agenda is assumed to be budgeted partly by the Communities Department and partly by I &L Division (related to evaluation and research)

Change from Prior Year (if >+-20%)

Initiative	Investment Category
Impact Framework	Integration & Learning

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Knowledge Management	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Knowledge Management		$178,000	0.00%

Program Summary

The Knowledge Management Strategy (KMS) is the planning, organizing and motivating of people, processes and systems in the organization to ensure that Knowledge Management is applied systematically and effectively to improve business results. This is an organization-wide effort.

KMS is being developed in FY 17-18 and is expected to be fully implemented by Dec 2019. The implementation of this strategy will include a KM system where First 5 LA knowledge will be hosted.

Spending Plan and Funding Methodology

These resources will be utilized to carry out the work needed to develop and implement the First 5 LA KM Strategy. Cost estimates include:

- CONSULTING SERVICES ($150,000)
The IT Consultant hourly rate is $200/hr. We have budgeted for 750 hours (~31 working days x 3 employees) for consultant support in developing the KMS. The 750 hours will be spread out over two projects, around 15 days on developing the KM system requirements and 15 days on system and data integration and a dashboard component for the Impact Framework project.

- TRAINING SESSIONS ($18,000)
The training consultant hourly rate is $150/hr, the standard maximum rate for consultants hired by First 5 LA. We have budgeted 120 hours for training sessions, 8 full-day training sessions for OWL and all staff on the KM processes and system spread out over the next fiscal year. The hours stated also include 7 days of follow-up training sessions.

- DISSEMINATION ($10,000)
A dissemination cost of $10,000 is budgeted based on historical data from other departments within the Division. Funds are also budgeted for the production of 2 short videos for KM.

KM system and implementation is budgeted under the IT department and will include the cost of implementing, maintenance and support for the new KM system.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Integration & Learning - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Emerging Opportunities - Integration & Learning	$50,000	$100,000	100.00%

Program Summary

First 5 LA's strategic direction and role in Los Angeles County requires the organization to remain nimble enough to act on new developments, given the complexity of the systems and partnerships that influence our work. Flexible funding is identified to respond to emerging needs or unanticipated opportunities when identified to align with the organizational direction and strategic plan. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise. Funds will address issues that fall under the purview of the Integration & Learning Division.

Spending Plan and Funding Methodology

The funding is in support of projects or activities around data and learning that have not yet been identified. An example could include work to connect county data sources and/or assistance in the development of common indicators.

Change from Prior Year (if >+-20%)

Due to the current landscape, additional resources are requested for FY 18-19 in anticipation of opportunities that will likely emerge in the following fiscal year.

Integration & Learning

INTEGRATION & LEARNING DEPARTMENT

Authorized Positions

Director	1
Managers	3
Specialists	2
Administrative Assistant	1
Total	**7**
Two Student Professional Workers (Temporary, Part-Time)	1422 hours

The Integration and Learning (I&L) Department is responsible for providing the infrastructure, tools and processes to support the creation and maintenance of First 5 LA's learning culture. As an enabling department for the organization, the I&L team collaborates with other staff to promote a culture of learning and continuous improvement across the organization.

This includes co-developing learning agendas with key stakeholders, developing a technical assistance strategy to build internal capacity to engage in knowledge work, sharing lessons and insights internally and externally. The I&L team is responsible for staying abreast and knowledgeable of established and cutting-edge trends and innovations within the field of philanthropy, and early childhood and to share and adopt internally as appropriate. I&L will develop, implement and monitor processes that encourage active integration of work streams across First 5 LA. This includes integration of both programmatic work as well as business processes that help to improve organizational effectiveness.

The department is responsible for developing and implementing a cross functional portfolio review of investments (i.e., initiatives, programs, grants, contracts, partnerships) to support robust due diligence and intentional integration at the front end of a project as it launches implementation. Guidelines for initiating work will be developed and monitored by the department to ensure new work moves expeditiously through an efficient review and approval process, focusing on high-quality, timeliness and consistent due diligence.

This department also shepherds the sustainability/expiring initiatives process by providing analysis and rationale for ending or providing extension to First 5 LA's expiring legacy investments. The annual expiring initiative review and report process includes the gathering of relevant research, eliciting feedback from various departments, capturing and sharing lessons learned and modifying the established framework to inform the Board's decision making.

The I&L Department is responsible for developing a process for leadership across the organization to provide updates to the Board on First 5 LA's 2015-2020 Strategic Plan. This includes First 5 LA's overall performance and progress relative to the execution of the strategic plan. The I&L team will provide guidance and support for the successful execution of projects and initiatives that require cross departmental collaboration and effective organization-wide implementation.

INTEGRATION & LEARNING

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	503,101	503,101	275,665	557,680	54,579
	Total Employee Benefits	128,021	128,021	66,948	137,499	9,478
	Total Personnel Services	**631,122**	**631,122**	**342,613**	**695,179**	**64,057**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	900	900	196	950	50
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	700	700	194	700	-
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	546	4,000	-
	Total Operating Services	**6,100**	**6,100**	**936**	**6,150**	**50**
Consultant Services						
6410	Consultant Fees	130,000	128,000	-	110,000	(18,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**130,000**	**128,000**	**-**	**110,000**	**(18,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	-	1,350	(150)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,500**	**1,500**	**-**	**1,350**	**(150)**
Travel Expenses						
6610	Airfare	5,500	5,500	1,210	7,000	1,500
6620	Lodging	7,000	7,000	1,480	14,000	7,000
6640	Per Diem	4,000	4,000	828	5,000	1,000
6650	Other Travel Expense	-	2,000	-	2,800	800
	Total Travel Expenses	**16,500**	**18,500**	**3,518**	**28,800**	**10,300**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	18,500	18,500	5,580	10,100	(8,400)
6850	External Education/Training	-	-	11,180	8,400	8,400
	Total Professional Development	**18,500**	**18,500**	**16,760**	**18,500**	**-**
	Total OPERATING EXPENSES	**803,722**	**803,722**	**363,827**	**859,979**	**56,257**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
External Partner Learning	$3,000	$7,000	133.33%

Program Summary

The External Partner Learning sessions will allow First 5 LA to establish a network of philanthropic and learning organizations that will come together three times a year to share promising practices and lessons learned with one another. These learning sessions will allow First 5 LA to perform intentional reflection and share them with external partners which is foundational to becoming a learning organization. Additionally, First 5 LA staff will participate in Left Coast Evaluation gatherings with other philanthropic and learning organizations in Northern California. Left Coast Evaluators is a community of practice for West Coast-based experts in measurement, learning and evaluation. Participants share case studies, trends and best practices with each other to increase mutual professional and organizational efficiency, accuracy and knowledge. Key takeaways from these sessions and gatherings will be shared internally with staff.

Spending Plan and Funding Methodology

FY 18-19 costs were estimated by using Best Start's historical expenditure data to host similar meetings.

Three (3) External Partner Learning Sessions ($3,000) - consisting of $1,000 for venue rental for a half-day venue rental, three times per year.

Learning Session provisions ($1,125) - consisting of $15 per person for approximately 25 people per session, three times per year.

Left Coast Evaluation gatherings ($2,500) - annual cost to participate in the evaluation gathering.

The total cost has been rounded up to $7,000.

Change from Prior Year (if >+-20%)

Since staff associated with this project has been hired as of October 2017, they will be able to fully implement the External Partner Learning sessions in FY 18-19. This project is foundational to being a learning organization that shares and also obtains knowledge from other learning and/or philanthropic organizations.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Learning Advisory Committee	$5,000	$10,000	100.00%

Program Summary

The Learning Advisory Committee will allow First 5 LA to convene an advisory group, comprised of experts in the field of learning organizations. These biannual meetings will allow I&L staff within the organization to solicit feedback and guidance from committee members on ways to continually enhance our internal infrastructure to become a more efficient learning organization.

Spending Plan and Funding Methodology

The cost includes honorariums to five (5) members of the Learning Advisory Committee. Each honorarium will be $1,000 biannually, a figure consistent with the honorariums previously issued to Research Advisory Committee members by First 5 LA. These honorariums will be issued in support of the two Learning Advisory Committee meetings that are anticipated for FY 18-19.

Change from Prior Year (if >+-20%)

Quarterly meetings with the Learning Advisory Committee were projected to begin in FY 17-18, however, due to timing issues, recruitment for members to participate in the committee is anticipated to begin toward the latter part of FY 17-18. The focus of FY 17-18 and FY 18-19 will be to fill all relevant vacancies and onboard staff. It is anticipated that a maximum of two Learning Advisory Committee meetings will take place in FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Organizational-wide Learning	$10,000	$18,000	80.00%

Program Summary

The Organizational-wide Learning Sessions provides First 5 LA staff with the time and space to actively engage, reflect and share lessons learned about their investments, business processes and collaboration with internal and external partners- a foundational practice to operating as a learning organization. The intent is for staff to incorporate lessons learned into their work so that they can become more effective, efficient and innovative.

Spending Plan and Funding Methodology

The cost is based on 3 events, consisting of $1,000 for a half-day venue rental, $1,000 for 3 honorariums, and $15 for food per person for 135 staff members. These costs are based on historical expenditures for Best Start Communities to host similar meetings, as well as historical data from the I&L Division. An additional $5,000 will assist with the development of materials to share organizational-wide learnings.

Change from Prior Year (if >+-20%)

One staff member associated with this project was hired in October 2017 and an additional Organizational Learning Specialist has yet to be hired to carry out this body of work. Consequently, it is anticipated that only three of the six Organizational-wide Learning Sessions originally proposed in FY 17-18 will be successfully completed in FY 18-19.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Grantee Assessment	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Grantee Perception Report	$75,000	$75,000	0.00%

Program Summary

The Center for Effective Philanthropy, or similar partner, will administer the Grantee Perception Report with First 5 LA's grantees. The Grantee Perception Report will allow us to solicit critical feedback from partners through an online platform to promote ongoing improvement and increase internal and external effectiveness. Grantees' perspectives on our internal processes will highlight areas that are working effectively, as well as those that can be streamlined or made more efficient. This new work will provide First 5 LA with a report containing actionable feedback based on responses from the customized online grantee survey.

Spending Plan and Funding Methodology

The cost for contracting with an organization to develop the grantee perception survey, monitor the project and find comparison groups to compare with our organization is $20,000. The remaining $55,000 will allow the contractor to collect data for approximately 70-100 First 5 LA grantees. This comes out to approximately $600 per grantee. This cost is consistent with similar costs in prior years.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Organization-wide Investment	Integration & Learning

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Investment Process	$32,000	$96,000	200.00%

Program Summary

Provides resources for a consultant to assist with developing an internal process to initiate and approve First 5 LA's new investments, including grants, contracts and partnerships. The consultant will acquire internal input from staff on First 5 LA's current investment process and determine ways to be more efficient and timely. Externally, feedback will also be solicited from other philanthropic and public organizations to obtain best and promising practices for potential adoption by First 5 LA. Based upon all of these inputs, a new and improved internal investment process will be developed for First 5 LA.

Spending Plan and Funding Methodology

Approximately $15,000 will be for the program management aspect of this new work, including outlining the concept and design of key deliverables in consultation with First 5 LA staff. It is estimated that nearly 200 hours will be needed to conduct research with other grantmaking entities to capture best practices for creating First 5 LA's investment process at a $150 hourly rate for a total of $30,000. Approximately 170 hours will be needed to interview internal staff about First 5 LA's current investment practices at a $150 hourly rate for a total of $25,500. An additional 170 hours will be required to deliver a detailed implementation plan and support early implementation of the effort at a $150 hourly rate for a total of $25,500. The average hourly rate is based on historical data for comparable consultant services. The total programmatic cost is estimated at $96,000. These costs are consistent with cost from the prior year.

Change from Prior Year (if >+-20%)

Staff associated with this project has not been hired yet and is expected to be onboard before the beginning of FY 18-19. Theses costs assume that this project will be fully implemented in FY 18-19.

Measurement, Learning & Evaluation

MEASUREMENT, LEARNING & EVALUATION

<u>Authorized Positions</u>

Director	1
Manager, Evaluation & Learning	2
Evaluation & Learning Analyst	3
Total	**6**

First 5 LA's Measurement, Learning and Evaluation (MLE) Department is responsible for supporting the organizations' efforts to generate and capture learning that contributes to our overall ability to improve outcomes for Children and Families in Los Angeles County. The MLE's emphasis on learning and sharing knowledge represents a fundamental shift from First 5 LA's traditional approach to research and evaluation because of its emphasis on learning as both a primary goal and an essential input to efforts aimed at achieving greater change in outcomes for children and families. MLE's efforts will not only be focused on the investments we make as a Commission, but also in the way we do our work. MLE will also be partnering with our Administrative Division to learn and improve the work that we do and ultimately be in greater service to the children and families in Los Angeles County. As part of the Integration and Learning Division, the MLE department will assist First 5 LA in becoming a more systematic, intentional and data-informed learning organization.

The MLE department is responsible for advising on

- Evaluation best practices
- Measurement and indicator development
- Research and evidence building
- Data development and data integration

In order to ground and focus First 5 LA's MLE efforts, the following learning priorities have been identified and articulated in the 2015-2020 Strategic Plan:

- To learn about the implementation and outcomes of our investments
- To learn about how our internal performance and processes affect implementation of the strategic plan
- To learn about factors in the external environment that affect and influence the work of First 5 LA, and factors that are indicative of the outcomes we seek

Although we see the work of the Integration and Learning division being collaborative within and across divisions, First 5 LA's MLE department will focus primarily on evaluation, research, measurement and data development, data integration and data analysis. In addition, MLE and the I & L Division will join other First 5 LA divisions to partner with LA County, the State of California and other external entities to maximize our learning. The FY 18-19 programmatic budget reflects these areas of work and the proposed operating budget assumes the staffing and resources required to implement these projects and activities. In collaboration with the I & L Department, the MLE department is also responsible for co-developing learning agendas with key stakeholders, developing a technical assistance strategy to build internal capacity to engage in knowledge work, sharing lessons and insights internally and externally.

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	582,363	582,363	272,921	549,285	(33,078)
	Total Employee Benefits	164,266	164,266	89,735	155,668	(8,598)
	Total Personnel Services	**746,629**	**746,629**	**362,656**	**704,953**	**(41,676)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,000	1,000	700	1,000	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	600	600	-	600	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,200	1,200	44	1,200	-
6265	Subscriptions & Publications	1,500	1,500	-	1,500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	-	4,000	-
	Total Operating Services	**8,300**	**8,300**	**744**	**8,300**	**-**
Consultant Services						
6410	Consultant Fees	75,000	73000	-	50,000	(23,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**75,000**	**73,000**	**-**	**50,000**	**(23,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	600	1,500	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,500**	**1,500**	**600**	**1,500**	**-**
Travel Expenses						
6610	Airfare	4,500	4,500	2,935	4,500	-
6620	Lodging	6,000	6,000	1,668	9,000	3,000
6640	Per Diem	3,420	3,420	768	3,200	(220)
6650	Other Travel Expense		2,000	85	1,800	(200)
	Total Travel Expenses	**13,920**	**15,920**	**5,456**	**18,500**	**2,580**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	1,000	1,000
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	21,500	21,500	6,076	14,300	(7,200)
6850	External Education/Training	-	-	400	7,200	7,200
	Total Professional Development	**21,500**	**21,500**	**6,476**	**22,500**	**1,000**
	Total OPERATING EXPENSES	**866,849**	**866,849**	**375,932**	**805,753**	**(61,096)**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Data Analytics	$25,000	$25,000	0.00%

Program Summary

The purpose of the Data Analytics project is to understand the potential value of using "predictive analytics" to further prevention efforts at First 5 LA and within LA County broadly. The project will directly support the Families Outcome area and indirectly support the additional three outcome areas articulated in the 2015-2020 Strategic Plan. In addition, the project will work to strengthen our partnership efforts with LA County broadly, and inform the prevention field.

The objective of this project is to implement activities such as convening a panel of national experts that are currently using "predictive analytics" for planning purposes, resource allocation, and for program evaluation. The panel will explore learning related to methods, data sharing, consent, analysis techniques, communication barriers, legal barriers and future directions in the field. The work will build upon efforts generated through the partnership effort with the Office of Child Protection and in support of the LA County Universal Home Visiting Board motion.

The goal is to identify tangible next steps that will support First 5 LA's strategic plan and LA County's broad prevention work.

Spending Plan and Funding Methodology

Resources will be utilized to convene a panel of experts to examine the use of predictive analytics in prevention work that would inform First 5 LA and LA County partners engaged in prevention efforts. The costs include:

1) Travel and expenses for up to 8 national expert panelists at $1,500 per panelist. The per person panelist cost includes airfare, hotel, travel, and per diem. Cost estimates are based on previous per person expenses for panels held by the First 5 LA Research and Evaluation department and by the Children's Data Network. The total for this portion of the project is $12,000.
2) Meeting support cost and meeting facilitator ($8,000). This cost is based on 53 hours of consultant support at $150 per hour. The basis of the costs and total hours are derived from examination of costs from similar First 5 LA work.
3) The development of specific knowledge products ($5,000). This includes the cost to develop a summary report of the panel event (20 hours at $150 per hour) and two research briefs at $100 per hour for 10 hours each brief. Similar to the above, the basis for these estimates is derived from comparable First 5 LA work.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Data Consultant	$100,000	$90,000	-10.00%

Program Summary

The purpose of the Data Consultant item in the FY 18-19 budget is to provide expertise, knowledge and recommendations to First 5 LA in our efforts to be in compliance with the Health Insurance Portability and Accountability Act (HIPAA) and the Family Educational Rights and Privacy Act (FERPA) as we collect data through our various strategic plan initiatives. In addition, the Data Consultant item will provide needed expertise and recommendations on the development of data consent and data sharing agreements that will allow for future linking of program related data to external administrative data sets.

First 5 LA has a need to contract with experts to advise on the construction of databases and data collection projects, particularly to ensure that the data is handled in a HIPAA-compliant manner. This project will employ consultants to work with First 5 LA on our projects that collect client-level data and to establish the necessary policies and protocols, data sharing and consent agreements for these projects.

The linked data will be used for future planning and evaluation efforts that support the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

FY 18-19 funds will cover approximately 600 hours of consultant time at $150 per hour ($90,000). The hourly rates are based on market rates for consultation on data consent and data sharing agreement development.

The HIPAA and FERPA review process will require approximately 165 hours of consultant time at $150 per hour ($25,000). The consultant time will be dedicated to reviewing legal documents, reviewing security guidelines from other entities and engaging in discussions with partner providers. The estimated hours for this review are based on previous experience as First 5 LA developed the Stronger Families Database.

The consent and data sharing agreement review and development process will require approximately 433 hours of consultant time at $150 per hour ($65,000). The hour estimates are based on discussions with staff at the Children's Data Network and NetChemistry and the similar work they have completed.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Data Requests	$5,000	$5,000	0.00%

Program Summary

The purpose of this budget item is to allow First 5 LA to acquire various data sets in support of our program planning, evaluation and research work. These data sets allow First 5 LA to better understand and serve the children and families of LA County. The types of data acquisition may include:

1) Purchase of Census Data Files
2) Working with the CEO's Geographic Information Systems division to geocode large data files
3) Purchasing boundary files for our mapping software

Spending Plan and Funding Methodology

FY 18-19 funds will be spent on data sets, as they are identified. Geographic Information System boundary files typically cost $1,000+, while public records like birth files are $500+. The service costs to geocode data from the CEO Geographic Information Systems division averages $3,500. Costs are based on previous experience purchasing these types of data sets.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Dissemination	$15,000	$15,000	0.00%

Program Summary

The purpose of this project is to support the overall reporting efforts of First 5 LA's investments. One of the primary supports will be oriented to Home Visitation as the primary strategy of the Families outcome area. The 2015-2020 Strategic Plan specifically calls out Welcome Baby and Select Home Visitation as the anchor investments to improve outcomes for families and children 0-5. This budget item funds the Tableau server licenses needed to pull data from the Stronger Families Database, allowing the Welcome Baby and Select Home Visitation contractors to view their reports more easily. This platform allows program staff (both First 5 LA and contractor staff) to view and filter the data as needed to help them in ongoing program improvement. The reports generated from Tableau are critical for First 5 LA and their partners to monitor performance and identify areas where they can improve their recruitment and retention of families in the various programs.

Spending Plan and Funding Methodology

FY 18-19 funds will support costs for 100 Tableau Server users to view data pulled from the Stronger Families Database as well as other data sources. The budget estimate is based on standard nonprofit rates from Tableau of $150 per year for license maintenance. Tableau is a software program that allows users to create custom reports and graphs from most forms of quantitative data.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	$140,000	$75,000	-46.42%

Program Summary

The purpose of this budget item is to allow First 5 LA to comply with First 5 California reporting requirements. First 5 LA supports an organization-wide data system designed to collect end-of-year data from all programmatic grantees/contractors and any staff effort supporting our current strategic plan. This data system will supply the necessary data that will allow First 5 LA to comply with First 5 California reporting requirements. The budget also includes resources to acquire consultant support to implement the data collection activities. In addition, these data will also inform efforts to report on strategic plan progress as well as ad-hoc requests from key external stakeholders. Most importantly, First 5 LA will have the ability to share our annual data with the First 5 Association in support of broad policy and advocacy efforts.

Spending Plan and Funding Methodology

FY 18-19 resources were estimated based on previous experience and will be used in the following primary area:

1) Training and technical support, data collection, data cleaning, data synthesis ($70,000). This cost was based on 466 hours of consultant support at $150 per hour. The consultant support will be used from mid-April to late November. The cost rate and number of hours are based on the experience implementing the State Annual Reporting process during the previous fiscal year. In addition, the cost rate and number of hours includes possible changes to the system as a result of new State Commission requirements.

2) Result product development ($5,000). The cost of this component is based on 50 hours of consultant support at $100 per hour to develop custom reports and knowledge products that can be shared with various stakeholders. The cost rate and hours were developed based on previous experience developing similar products.

Change from Prior Year (if >+-20%)

The change from prior year is the result of using Survey Monkey which is a reduced cost on-line data survey tool, in lieu of a costlier alternative. In addition, the consultant will reduce efforts by using previous training materials and data collection tools.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Indicator Development	$165,000	$165,000	0.00%

Program Summary

This budget item will support ongoing development and refinement of the First 5 LA impact framework measurement plan and indicator development process articulated in the 2015-2020 Strategic Plan.

The objective of this work is to define measurable indicators for the strategies and activities outlined for each outcome area of the Strategic Plan. In addition, the work will also help identify indicators that will allow First 5 LA to assess its development as a Learning Organization. The resulting clear and measurable indicators will allow First 5 LA to properly assess progress on the Strategic Plan and understand the degree to which our work has improved outcomes for children 0-5 and their families.

Spending Plan and Funding Methodology

The hour and cost estimates are based on similar work conducted by the MLE department in previous years.

Consultant/Contractor support at $150 per hour for approximately 665 hours ($100,000). The support includes literature review and key informant interviews with external experts and plan development, partnering with existing survey mechanisms. In addition, the costs will also include the piloting of measures developed through this process.

Ad-Hoc Expert Panel Advisory Committee meetings (one per outcome area) four meetings at $16,250 per meeting ($65,000). Costs include expert travel, honorarium, meeting preparation/facilitation, analysis, discussions with First 5 LA staff, and knowledge product development.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
WIC Data Mining Research Partnership	$600,000	$600,000	0.00%

Program Summary

With an emphasis on data in the strategic plan, WIC can provide both county level and community specific data. In an effort to collect critical data about low-income families with children aged 0–5 in Los Angeles County (LAC), First 5 LA partnered with PHFE-WIC to create the Data Mining Project. Through collaborations with the six other local WIC agencies and the California state WIC Branch, the project will continue to achieve its goal of comprehensive data gathering through its administrative database. This partnership also funded the Los Angeles County WIC Survey (2005, 2008, 2011, and 2014, 2017) to collect information to better understand health outcomes and factors associated with the well-being of WIC families. These two ventures provide comprehensive information to health planners, policy makers and community leaders about local families in need - a crucial first step to better serving this vulnerable population. The 2017 year survey and annual administrative data is available to help answer specific questions that may come up during the coming fiscal year.

Spending Plan and Funding Methodology

This contract follows the federal fiscal year (July 1 - June 30). Therefore, staff estimated which costs from the current contract will roll over from FY 17-18 into FY 18-19. The FY 18-19 funds will be used mainly to support data collection, management, analysis, and result dissemination activities (including responding to data requests, making data available and user-friendly, and composing scholarly publications). A contingency of $10,000 was added to the overall spending estimate to cover tasks that may be delayed and/or completed earlier than anticipated. The remaining activities from the current contract will cover the cost of data collection, requests, dissemination activities, and reports.

- Estimate of resources, and deliverables, rolling over into FY 18-19: $190,000
- Estimate of resources required for FY 18-19: $400,000 ($110,000 for data collection, $290,000 for data management, analysis, dissemination activities)
- Contingency: $10,000

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Children's Data Network (CDN)	$850,000	$850,000	0.00%

Program Summary

The Children's Data Network (CDN) is a significant piece of First 5 LA's approach to making data more accessible and useful to First 5 LA, our stakeholders and others through linking data from various systems. It is an integral part of the 2015-2020 Strategic Plan as part of the broader Integration and Learning Framework currently being developed. First 5 LA will utilize the CDN as an anchor partner to complete various data linkage projects throughout the year that are part of the different outcome areas. Examples of future data linkage projects include linking Welcome Baby data to the Department of Children and Family Services (DCFS) and/or Regional Centers. The Children's Data Network is a data and research collaborative housed at the University of Southern California (USC) School of Social Work to inform children's policies and programs through the linkage and analysis of administrative data. Our partners at USC are continuing to work on their sustainability approach and have already received $800,000 over 3 years from the Hilton Foundation to help fund the Children Data Network's efforts. In addition, CDN has received grants from the Orange County Commission on Children and Families, the Arnold Foundation as well as the Robert Wood Johnson Foundation. The Children's Data Network is continuing talks with other foundations and agencies around additional funding for specific projects and will likely engage in more funding partnerships throughout the upcoming year. Currently, the CDN is working on collaborative partnerships with the State of California and Los Angeles County CEO's office.

Spending Plan and Funding Methodology

FY 18-19 funding will cover tasks related to data acquisition (data sharing agreements, applications for access to data), stakeholder outreach and engagement (quarterly meetings, conferences, other events), developing data products through data linkage (reports and partnerships for research), and project management. Infrastructure building will continue to be a focus of the upcoming year, leading to further data partnerships and a sustainability plan.

The budget estimates for FY 18-19 are based on average annual expenditures from the beginning of the contract in 2012. The work and goals of the CDN have remained constant over the past 5 years.

STAFF (includes Project Team, USC IT staff, and a Research Scientist):
Staff Salary + Fringe = $410,000

OTHER DIRECT COSTS (includes software, facilities, server, mileage, communications, dissemination, community meetings, publication costs, project supplies, etc.):
Other Direct Costs = $300,000

SUBCONTRACTS/CONSULTANTS (includes website, data support at UCB, ongoing Connecting the Dots Reports support, special Ad-Hoc analysis, and communication support, etc.):
Other Costs = $140,000

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Cross Outcomes/Strategy Area	$0	$100,000	0.00%

Program Summary

As part of our continued partnership efforts with LA County, First 5 LA (F5LA) has supported the work of the Office of Child Protection to implement several key work groups that are part of the LA County Prevention Plan.

The primary goals of this work include:
1) Establish a set of county wide prevention measures for Child Welfare as well as develop a set of recommendations on evaluation. The measures will not only serve the purpose of helping LA County assess progress on prevention efforts, the measures will inform F5LA's development and implementation of the Impact Framework which will serve as a tool to assess the progress that F5LA is making in improving outcomes for children.
2) Expand and build support networks across LA County that serve families with young children and increase the types of prevention efforts that will reduce the demands on the child welfare system. This effort aligns with F5LA's Communities, Family Supports, and Early Care And Education outcome areas and strategies.
3) Continue to support the establishment of an LA County Universal Home Visiting System that aligns with the Family Supports outcome area and integrates existing Welcome Baby and Intensive Home Visiting programs.

Spending Plan and Funding Methodology

The FY 18-19 budget will include the following cost categories:
1) Consultant support for continued work partnering with the Office of Child Protection to implement the recommendations of several prevention plan work groups (i.e. Data work group, Network Planning Group, Home Visiting work group). Consultant time (600 hours) at $150 per hour. ($90,000)

2) Dissemination activities and convening - These costs will support the sharing of findings and external meetings to gather additional input from various stakeholder groups. $2000 per meetings for 5 gatherings. ($10,000)

The costs were determined based on experience implementing similar efforts by the MLE department.

Change from Prior Year (if >+-20%)

The work with the Office of Child Protection was initiated in FY 17-18 and was identified in other areas of the FY 17 -18 MLE budget.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
ECE Outcome Area	$50,000	$50,000	0.00%

Program Summary

The purpose of this budget item is to support the implementation of the First 5 LA Impact framework for the 2015-2020 Strategic Plan.

The objective of this work is to develop broad learning agendas and accompanying learning plans that are specific to the ECE Outcome area. The learning agenda will consist of prioritized learning questions that will help define monitoring parameters and possible external evaluation efforts that assist staff and stakeholders to improve their work and demonstrate progress. First 5 LA's efforts to become a high functioning learning organization will involve the development of learning plans that lead to improved programs and processes that ultimately will produce better outcomes for children 0-5 and their families.

Spending Plan and Funding Methodology

The learning agenda cost estimates are based on previous experience implementing other Learning Agendas. The estimated 300 hours of Consultant/Contractor support will be used to assist in the development of Learning Plans, at $150 per hour, plus $5,000 for development of knowledge products ($50,000). The knowledge products would include at least 5 easy to consume briefs, at $1,000 per brief ($100 per hour at 10 hours) that communicate the learning agenda for ECE to a broad group of stakeholders. The support would include a review of LA County QRIS system development and early Impact evaluation work. The work will be done in partnership with ECE program staff and external partners.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Health Systems Outcome Area	$50,000	$50,000	0.00%

Program Summary

The purpose of this budget item is to support the implementation of the First 5 LA Impact framework for the 2015-2020 Strategic Plan.

The objective of this work is to develop broad learning agendas and accompanying learning plans that are specific to the Health Systems Outcome Area, and focus on Trauma-Informed Care and Help Me Grow. The learning agenda will consist of prioritized learning questions that will help define monitoring parameters and possible external evaluation efforts that assist staff and stakeholders improve their work and demonstrate progress. First 5 LA's efforts to become a high functioning learning organization will involve the development of learning plans that lead to improved programs and processes that ultimately will produce better outcomes for children 0-5 and their families.

Spending Plan and Funding Methodology

The 300 hours of estimated Consultant/Contractor support will be used to assist in the development of Learning Plans, at $150 per hour plus $5,000 for development of knowledge products ($50,000). The knowledge products would include at least 5 easy to consume briefs at $1,000 per brief ($100 per hour at 10 hours) that communicate the learning agenda for the Health Systems outcome area to a broad group of stakeholders. The support would include a review of partnership efforts to create a Trauma-Informed System advisory group as well as our efforts to implement Help Me Grow. The basis of the cost for the learning agenda development is based on previous experience implementing our developmental screening initiatives such as the Early Developmental Screening Initiative.

Change from Prior Year (if >+-20%)

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Best Start Learning Agenda	$500,000	$800,000	60.00%

Program Summary

The Integration and Learning Division has been working with the Communities Department and key stakeholders to develop the Best Start Learning Agenda. The Best Start Learning Agenda focuses on the Best Start community partnerships and is framed by five learning questions that will guide First 5 LA's learning about the Best Start investment. Implementation of the Best Start Learning Agenda will begin in FY 18-19 and will involve data collection and analysis, stakeholder engagement and the development and dissemination of products and collateral material.

Spending Plan and Funding Methodology

The funds requested will be spent on the activities outlined above with the primary expense being support from a contractor with primary data collection efforts. Anticipated data collection efforts include surveys, interviews, focus groups, observations and document reviews. There are additional anticipated expenses associated with stakeholder engagement and reporting such as consultant support to develop and implement a sharing plan, a community engagement plan and a reporting plan.

The requested funding level represents approximately 5% of the programmatic budget. The cost estimates are based on previous experience implementing Best Start focused evaluation and data collection activities such as the Community Partnership Survey and the Development Evaluation Project.

The total cost will be broken down into two areas:

1) Data Collection and Analysis ($650,000) to answer learning questions about the new structure, partnership capacity and community change. This amount is based on an estimate of $130,000 per region, which includes 866 hours @ $150 per hour of consultant time for data collection, analysis and synthesis. This work will be done for each of the five regions identified by the communities Department (5 x $130,000 = $650,000).

2) Stakeholder Engagement and Dissemination ($150,000) to promote awareness, ongoing engagement and utilization of findings. This amount is based on an estimate of 1,000 hours (@150.00 per hour) of consultant time to support the development and implementation of a sharing plan, a community engagement plan and a reporting plan as well as stakeholder convenings and dissemination products.

Change from Prior Year (if >+-20%)

The change from the prior year reflects the progress made in developing the Best Start Learning Agenda. Additional time was needed to engage communities and further develop the learning agenda in FY 17-18. It is anticipated that the development of the agenda will be completed in FY 18-19 at which point the procurement process to select a contractor will commence.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Obesity Prevention & Nutrition Collective Impact Evaluation	$750,000	$600,000	-20.00%

Program Summary

While the 2015-2020 Strategic Plan does 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 has identified moving forward with Collective Impact approaches to our work. This evaluation will be one of the first to look at our investments in this way. A number of stakeholders may be interested in the findings from this evaluation to inform policy or systems change. The findings will ultimately help to clarify what sorts of interventions have the most impact on reducing early childhood obesity in LA County. In an effort to evaluate the collective impact of our nutrition and physical activity investments to help reduce early childhood obesity in LA County, First 5 LA has partnered with a contractor to evaluate the collective impact of these investments. The funds will be used to collect qualitative and quantitative data, analyze the data, generate dissemination products, and general project management. First 5 LA has invested a significant amount of funds ($65 million) to reduce early childhood obesity rates. These investments focus primarily on systems and policy change and community engagement and capacity building. Only one of the investments (LA MOMS) focuses on direct services.

The Obesity Prevention & Nutrition Collective Impact Evaluation budget, also referred to as the Reducing Early Childhood Obesity Evaluation (RECO), is primarily focused on competing an impact study that will examine the effects of the investment at the County and community level.

Spending Plan and Funding Methodology

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 17-18 costs; direct costs are accounted for in these estimates):
Costs also include the carry over of deliverables from FY 17-18 into FY 18-19.

Data acquisition (Obtain and prepare various data sets): $45,000
The contractors will work with multiple stakeholders to acquire, format, code and prepare various data sets to analyze impacts of the portfolio of investments that focus on reducing childhood obesity. These tasks will take approximately 300 hours to complete (at $150 per hour). This includes data obtained from Kaiser Permanente.

Analyzing Data (2 Major Reports): $300,000
The contractors will analyze all qualitative and quantitative data gathered during the data collection efforts. Draft tables, figures, summaries, maps, and models will be prepared and submitted to First 5 LA. This task will take approximately 2,000 hours to complete (at $150 per hour).

Disseminating Findings (Draft and Final Versions of an Interim Study Brief, Interim Report, Interim Findings Presentation): $200,000
The contractors will prepare draft and final versions of an Interim Study Brief, Interim Report, and Interim Results Presentation. This task will take approximately 1,333 hours to complete (at $150 per hour).

Managing Overall Project (Monthly Progress Reports and Biweekly Teleconferences): $55,000
The contractors will meet with First 5 LA on a biweekly basis. The contractors will also provide monthly progress memos to First 5 LA. This task will take approximately 366 hours to complete (at $150 per hour).

Change from Prior Year (if >+-20%)

The reduced costs reflects the elimination to two of the four planned studies for the Reducing Early Childhood Obesity Evaluation (RECO). The revised scope from the original plan was due to limited data availability and a change in priorities for First 5 LA.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Quality Rating and Improvement System Evaluation	$0	$300,000	0.00%

Program Summary

Evaluation of the Test Phase of Quality Start LA's new model (designed by the LA QRIS Architects). The evaluation will examine components of the countywide system to inform learning and improvements prior to QRIS expansion which is anticipated in July 2019. In addition, this evaluation will provide a critical source for the required evaluation reporting that First 5 California has outlined for the First 5 Impact investments.

Spending Plan and Funding Methodology

The funds will be spent on a 3rd party evaluation. The requested funding level represents approximately 5% of the programmatic cost expended over the later half of FY 18-19.

This first phase of a multi-phase evaluation of the comprehensive Quality Start LA will examine quality improvement efforts implemented during an early testing period. The results will be critical to inform the larger roll out of the initiative. In addition, the findings will be part of a larger reporting process required by First 5 California in its Quality Counts Impact investment.

The cost estimates are based on previous evaluation work conducted by First 5 LA such as the Professional Development Program Evaluation, the Universal Preschool Child Outcomes Study, as well as an evaluation funded by the Los Angeles Office of Education.

The evaluation will consist of components that will examine, implementation, systems development, collaboration, quality ratings, community engagement and provider engagement. The data collection activities will include, surveys, stakeholder interviews, focus groups, analysis of quality rating data, observations and document reviews. There will be an estimated 2,000 consultant hours at $150 per hour to support the first phase of the evaluation, for a total of $300,000.

The evaluation will be coordinated by First 5 LA but will be done in partnership with the Los Angeles Quality Rating Improvement System Architects.

Change from Prior Year (if >+-20%)

First 5 LA did not fund an evaluation of the countywide QRIS last year.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
Welcome Baby Impact Study	$1,446,000	$1,620,000	12.03%

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. The Welcome Baby Impact Study is an integral part of the portfolio of evaluations being used to build an evidence-base for Welcome Baby. The Board of Commissioners approved the Welcome Baby Impact Study in September 2014 as part of an evaluation framework for the Welcome Baby program.

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 using a randomized control trial (RCT). RCTs are considered the gold-standard for impact evaluations. They utilize a methodologically rigorous research design that allows for the comparison of program participants to similar non-participants. Successful implementation of this evaluation design will allow First 5 LA to attribute changes in outcomes among the Welcome Baby participants to the Welcome Baby program. The Welcome Baby Impact Study will provide information to a variety of stakeholders about the effectiveness of Welcome Baby and is expected to support long-term sustainability efforts (e.g. Pay for Success contract).

Spending Plan and Funding Methodology

Welcome Baby Impact Evaluation:
The costs for the Welcome Baby Impact Study were determined by reviewing the Scope of Work (SOW), study activity to date, and the budget submitted by American Institutes for Research (AIR) as part of the contracting process. The following activities are anticipated for FY 18-19: Institutional Review Board (IRB) approvals, piloting data collection protocol and instruments, recruiting and enrolling participants for primary data collection, collecting and analyzing primary data, and project management. Direct costs (e.g. participant incentives) and travel costs were also included in the budget. A breakdown of the tasks and anticipated dollar amounts are listed below. The majority of effort will be devoted to getting hospital IRB approvals and recruiting and enrolling study subjects.

Of note, in order to adequately address the research questions of interest to First 5 LA and potential partners, a large number (over 800) women and their children will be enrolled in this study. The process of recruiting, enrolling, and retaining a large number of participants is a labor intensive process that will require many hours of staff time, as well as travel for staff, study materials, and incentives for participants. Many of the tasks below are linked to the process of participant enrollment, retention and data collection accounting for the high study costs.

Cost estimates are based on previous years experience implementing the Welcome Baby Impact study and previous outcome studies.

- IRB approval: $32,000
- Pilot Data Collection Protocol and Instruments: $95,000
- Recruit and Enroll Participants for Primary Data Collection: $268,000
- Collect and Analyze Primary Data Collection: $256,000
- Project Management: $40,000
- Materials & Supplies (includes incentives for families, printing, equipment for data collection and analysis): $400,000
- Travel (used for travel to meetings with First 5 LA team and hospitals, and for data collection with families): $20,000
- Contractual costs (includes data collection sub-contractor costs): $225,000
- Consultant Costs (includes consultant planning and implementation study costs): $124,000

Expert Consultants: $160,000
The expert consultants travel quarterly to First 5 LA to consult with staff about the field of home visiting, potential improvements for First 5 LA's home visiting investments and evaluation strategies. The experts will also consult with staff via phone and email on an as needed basis. The funds will be used to compensate the experts for their time and to cover travel expenses. The funding level being requested is based on historical support and anticipated need. The consultant's Scope of Work (SOW) activities are expected to be similar in FY 18-19 to the SOW for FY 17-18, with only an increase in hours.

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Change from Prior Year (if >+-20%)

ATTACHMENT F:

ADMINISTRATION DIVISION – DETAIL BY OPERATING COSTS

ADMINISTRATION DIVISION SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19							
		Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	Proposed Budget	Variance from FY 2017-18
Personnel Services										
Salaries										
	Total Salaries	2,811,079	465,240	798,459	-	746,777	739,537	517,457	3,267,470	456,391
	Total Employee Benefits	834,253	109,696	261,537	-	244,546	148,959	121,651	886,389	52,136
									-	-
	Total Personnel Services	**3,645,332**	**574,936**	**1,059,996**	**-**	**991,323**	**888,496**	**639,108**	**4,153,859**	**508,527**
Operating Services										
6205	ADP-Payroll	37,000	-	-	-	38,000	-	-	38,000	1,000
6210	Worker's Compensation Insurance	84,000	-	-	-	85,000	-	-	85,000	1,000
6215	Utilities	165,000	-	-	165,000	-	-	-	165,000	-
6220	Corporate Insurance	76,000	-	-	-	75,000	-	-	75,000	(1,000)
6225	Mileage, Parking and Other Transporation	2,350	750	1,000	-	400	300	700	3,150	800
6230	Telephone	70,750	-	-	-	-	-	67,000	67,000	(3,750)
6235	Cell Phone & Mobile Devices	17,650	600	-	-	1,200	600	14,700	17,100	(550)
6240	Outside Printing & Publishing	2,700	-	-	-	3,000	-	-	3,000	300
6245	Other Supplies	20,000	-	-	20,000	-	-	-	20,000	-
6250	Postage & Delivery	13,200	-	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	1,050	-	1,500	-	-	-	-	1,500	450
6260	Office Supplies	56,200	2,500	3,500	30,000	2,000	4,500	12,000	54,500	(1,700)
6265	Subscriptions & Publications	2,500	-	1,500	-	-	850	-	2,350	(150)
6270	Capital Outlay	102,000	-	-	-	-	-	126,000	126,000	24,000
6275	Equipment-Rents & Leases	118,200	-	-	64,000	-	-	55,000	119,000	800
6280	Building Repair & Maintenance	180,000	-	-	192,000	-	-	-	192,000	12,000
6285	Equipment Repairs & Maintenance	22,000	-	-	20,000	-	-	2,000	22,000	-
6290	Offsite Storage	15,000	4,000	-	11,500	-	-	-	15,500	500
6295	Hardware & Software Maintenance	243,400	26,000	-	-	-	-	225,800	251,800	8,400
6300	Miscellaneous/Contingency	25,000	-	-	25,000	-	-	-	25,000	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	16,200	7,000	4,000	-	600	16,000	1,000	28,600	12,400
	Total Operating Services	**1,270,200**	**40,850**	**11,500**	**540,700**	**205,200**	**22,250**	**504,200**	**1,324,700**	**54,500**
Consultant Services										
6410	Consultant Fees	727,000	100,000	52,000	-	90,000	189,500	312,300	743,800	16,800
6420	Other Professional Fees	295,000	-	-	315,000	-	-	-	315,000	20,000
6430	External Reviewers	6,500	-	2,500	-	-	-	-	2,500	(4,000)
	Total Consultant Services	**1,028,500**	**100,000**	**54,500**	**315,000**	**90,000**	**189,500**	**312,300**	**1,061,300**	**32,800**
Professional Services										
6510	Audit	70,000	-	-	-	80,000	-	-	80,000	10,000
6520	Legal Fees	-	-	-	-	-	-	-	-	-
6540	Professional Dues	21,500	1,200	3,000	15,000	1,000	2,400	530	23,130	1,630
6550	Staff Recruitment	25,000	-	-	-	-	25,000	-	25,000	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-	-
6570	Web-Based Services	45,500	-	-	-	-	75,000	-	75,000	29,500
6580	Bank & Other Service Charges	12,000	-	-	-	12,000	-	-	12,000	-
	Total Professional Services	**174,000**	**1,200**	**3,000**	**15,000**	**93,000**	**102,400**	**530**	**215,130**	**41,130**
Travel Expenses										
6610	Airfare	10,300	2,500	4,000	-	2,500	2,500	600	12,100	1,800
6620	Lodging	14,850	3,000	9,000	-	3,500	4,000	1,200	20,700	5,850
6640	Per Diem	8,500	1,500	4,000	-	2,000	2,000	800	10,300	1,800
6650	Other Travel Expense	650	500	1,000	-	750	500	-	2,750	2,100
	Total Travel Expenses	**34,300**	**7,500**	**18,000**	**-**	**8,750**	**9,000**	**2,600**	**45,850**	**11,550**
Professional Development										
6810	Training Materials & Supplies	2,000	-	-	-	-	9,000	-	9,000	7,000
6820	Internal Training	65,000	-	-	-	-	60,000	-	60,000	(5,000)
6830	Leadership Programs	50,000	-	2,000	-	-	100,000	-	102,000	52,000
6840	Conference Registrations	47,700	5,000	12,000	-	5,000	8,000	8,200	38,200	(9,500)
6850	External Education/Training	29,000	-	7,500	-	-	67,500	-	75,000	46,000
	Total Professional Development	**193,700**	**5,000**	**21,500**	**-**	**5,000**	**244,500**	**8,200**	**284,200**	**90,500**
	Total OPERATING EXPENSES	**6,346,032**	**729,486**	**1,168,496**	**870,700**	**1,393,273**	**1,456,146**	**1,466,938**	**7,085,039**	**739,007**

Administration Division Support

ADMINISTRATION DIVISION SUPPORT

Authorized Positions

Senior Director, Administration	1
Manager, Records Retention	1
Manager, Operational Excellence	1
Administrative Assistant	1
Total	**4**

The Administration Division is responsible for managing the internal organization's administrative processes. The Administration Division provides the Commission with support in a way that is more integrated and enables the organization to do the work articulated in the Strategic Plan, as exemplified in our goal statement:

> ***Together we strive to achieve operational excellence with an integrated, customer focus.***

The Administration Division is comprised of four departments: Human Resources and Talent Management, Contracts Administration and Purchasing, Information Technology (IT), and Finance. In addition to the four departments, the division houses the Senior Director of Administration (SDA) and functions reporting directly to him, including Records Retention and Operational Excellence. The goal of each of the staff and functions within the Administration Division is to support First 5 LA, a public entity, in a way that together strives to achieve operational excellence with an integrated customer focus. Additionally, the SDA oversees building management functions, contracted out to a private facility management entity.

The Information Technology Department supports and maintains the organization's IT needs, including all computer, applications, telephonic and audio/visual supports.

Contracts Administration and Purchasing oversees and supports the organization's capacity to do its work, from the initial solicitation and procurement processes to contract management and close-out.

The Finance Department oversees and supports the organization's payroll, accounting, payment, auditing, budgeting, and financial planning and analysis needs.

Lastly, the Human Resources and Talent Management department oversees and supports employees in all aspects, from recruitment to onboarding, benefits administration, and professional development.

ADMINISTRATION DIVISION SUPPORT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	424,610	424,610	373,216	465,240	40,630
	Total Employee Benefits	106,920	106,920	95,762	109,696	2,776
	Total Personnel Services	**531,530**	**531,530**	**468,978**	**574,936**	**43,406**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	-	-	-	750	750
6230	Telephone	750	750	52		(750)
6235	Cell Phone & Mobile Devices	600	600	600	600	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-		-		-
6250	Postage & Delivery	-		-		-
6255	Educational Supplies	250	250	-		(250)
6260	Office Supplies	2,000	2,000	2,000	2,500	500
6265	Subscriptions & Publications	-	-	-		-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	4,000	4,000
6295	Hardware & Software Maintenan	-	-	-	26,000	26,000
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,000	7,000	3,725	7,000	-
	Total Operating Services	**10,600**	**10,600**	**6,377**	**40,850**	**30,250**
Consultant Services						
6410	Consultant Fees	25,000	165,000	30,050	100,000	(65,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	2,500	2,500	-	(2,500)
	Total Consultant Services	**25,000**	**167,500**	**32,550**	**100,000**	**(67,500)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	550	1,200	200
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**550**	**1,200**	**200**
Travel Expenses						
6610	Airfare	2,500	2,500	500	2,500	-
6620	Lodging	2,400	2,400	1,100	3,000	600
6640	Per Diem	1,500	1,500	500	1,500	-
6650	Other Travel Expense	-	-	-	500	500
	Total Travel Expenses	**6,400**	**6,400**	**2,100**	**7,500**	**1,100**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	7,800	7,800	1,800	5,000	(2,800)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**7,800**	**7,800**	**1,800**	**5,000**	**(2,800)**
	Total OPERATING EXPENSES	**582,330**	**724,830**	**512,355**	**729,486**	**4,656**

Contract Administration & Purchasing

CONTRACT ADMINISTRATION & PURCHASING

Authorized Positions

Director	1
Contract Compliance Manager	1
Contract Operations & Purchasing Manager	1
Contract Operations & Compliance Officer	1
Contract Compliance Officer	4
Contract Compliance Officer (2-year term limited)	1
Administrative Assistant	1
Total	**10**

This department is responsible for supporting the organization's procurement and contractual needs which includes, but is not limited to the following responsibilities:

Contracting and Procurement

- Implementing and complying with applicable laws and policies on contracting and procurement.
- Developing, negotiating, and executing contracts, grant agreements, amendments, and budget modifications.
- Managing the contracts consent calendar for board approval.
- Reviewing and approving all solicitations and exceptions.
- Managing agency-wide vendor and consultant pools.
- Identifying potential areas of compliance vulnerability.
- Assessing risks for all agreements and reviewing and maintaining records of insurance.
- Responding to and tracking noncompliance of contractors and grantees.
- Managing the annual and on-going submission of all required documents for both grantees and contractors to assure compliance with all provisions.

Contract Operations

- Conducting internal audits of contractor files for the annual external audit.
- Creating and strengthening internal procurement and contracting processes and refining protocols and policies
- Providing procurement, contract management, renewals, and noncompliance training for staff.
- Creating and managing department templates
- Maintaining records in the Enterprise Content Management (ECM) system.

Purchasing (to be developed)

- Identifying and implementing appropriate systems, processes and controls for purchasing
- Planning, organizing, directing, and managing purchasing activities

CONTRACT ADMINISTRATION & PURCHASING

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	698,927	648,927	525,887	798,459	99,532
	Total Employee Benefits	227,380	227,380	223,923	261,537	34,157
	Total Personnel Services	**926,307**	**876,307**	**749,810**	**1,059,996**	**133,689**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	700	700	219	1,000	300
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	100	-			-
6255	Educational Supplies	-	800	280	1,500	700
6260	Office Supplies	5,000	4,200	2,196	3,500	(700)
6265	Subscriptions & Publications	-	2,000	1,679	1,500	(500)
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	2,000	3,100	4,193	4,000	900
	Total Operating Services	**7,800**	**10,800**	**8,567**	**11,500**	**700**
Consultant Services						
6410	Consultant Fees	40000	40,000	14,810	52,000	12,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	6,000	4,000	1,020	2,500	(1,500)
	Total Consultant Services	**46,000**	**44,000**	**15,830**	**54,500**	**10,500**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,000	2,000	1,542	3,000	1,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**1,542**	**3,000**	**1,000**
Travel Expenses						
6610	Airfare	3,000	3,000	505	4,000	1,000
6620	Lodging	7,000	5,950	2,595	9,000	3,050
6640	Per Diem	3,000	3,000	**1,064**	4,000	1,000
6650	Other Travel Expense	-	50	54	1,000	950
	Total Travel Expenses	**13,000**	**12,000**	**4,218**	**18,000**	**6,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	2,000	2,000
6840	Conference Registrations	19,800	13,800	4,722	12,000	(1,800)
6850	External Education/Training		4,000	900	7,500	3,500
	Total Professional Development	**19,800**	**17,800**	**5,622**	**21,500**	**3,700**
	Total OPERATING EXPENSES	**1,014,907**	**962,907**	**785,589**	**1,168,496**	**155,589**

Facilities

FACILITIES MANAGEMENT

Facilities Management is responsible for all building operations, conference room scheduling/setup, the oversight of tenant relations and service provision through the building management company.

FACILITIES MANAGEMENT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	165,000	165,000	154,226	165,000	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	-	-	-	-	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	20,000	20,000	19,000	20,000	-
6250	Postage & Delivery	13,200	13,200	13,200	13,200	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	29,000	29,000	33,367	30,000	1,000
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	118,200	118,200	24,510	64,000	(54,200)
6280	Building Repair & Maintenance	180,000	180,000	185,868	192,000	12,000
6285	Equipment Repairs & Maintenance	20,000	20,000	6,000	20,000	-
6290	Offsite Storage	10,000	10,000	10,925	11,500	1,500
6295	Hardware & Software Maintenance	-	-	1,199	-	-
6300	Miscellaneous/Contingency	25,000	25,000	5,004	25,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	-	-			-
	Total Operating Services	**580,400**	**580,400**	**453,299**	**540,700**	**(39,700)**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	290,000	290,000	288,024	315,000	25,000
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**290,000**	**290,000**	**288,024**	**315,000**	**25,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	15,000	15,000	15,000	15,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**15,000**	**15,000**	**15,000**	**15,000**	**-**
Travel Expenses						
6610	Airfare	-	-	-	-	-
6620	Lodging	-	-	-	-	-
6640	Per Diem	-	-	-	-	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**-**	**-**	**-**	**-**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	-	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**-**	**-**	**-**	**-**	**-**
	Total OPERATING EXPENSES	**885,400**	**885,400**	**756,323**	**870,700**	**(14,700)**

Finance

FINANCE

Authorized Positions

Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Risk Mgmt. & Fiscal Compliance Officer	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
Total	**9**

The Finance Department is responsible for accounting, auditing, financial reporting, strategic planning and budgeting, establishing systems for financial controls, treasury, payroll and risk management functions. Medi-Cal Administrative Activities include development of the allocation of costs and invoicing the County of Los Angeles for First 5 LA's grantees' Medi-Cal activities.

FINANCE

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	777,235	672,235	544,714	746,777	(30,458)
	Total Employee Benefits	238,861	238,861	221,291	244,546	5,685
	Total Personnel Services	**1,016,096**	**911,096**	**766,005**	**991,323**	**(24,773)**
Operating Services						
6205	ADP-Payroll	31,000	37,000	29,008	38,000	1,000
6210	Worker's Compensation Insurance	90,000	84,000	57,018	85,000	1,000
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	76,000	76,000	30,000	75,000	(1,000)
6225	Mileage, Parking and Other Transpor	400	400	400	400	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,200	1,200	850	1,200	-
6240	Outside Printing & Publishing	2,700	2,700	1,967	3,000	300
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	2,000	2,000	1,900	2,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	600	600	331	600	-
	Total Operating Services	**203,900**	**203,900**	**121,474**	**205,200**	**1,300**
Consultant Services						
6410	Consultant Fees	90,000	90,000	90,000	90,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**90,000**	**90,000**	**90,000**	**90,000**	**-**
Professional Services						
6510	Audit	70,000	70,000	70,000	80,000	10,000
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	1,000	1,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	12,000	12,000	11,920	12,000	-
	Total Professional Services	**83,000**	**83,000**	**82,920**	**93,000**	**10,000**
Travel Expenses						
6610	Airfare	2,800	2,800	2,000	2,500	(300)
6620	Lodging	3,000	3,000	1,900	3,500	500
6640	Per Diem	1,900	1,900	600	2,000	100
6650	Other Travel Expense	-	500	500	750	250
	Total Travel Expenses	**7,700**	**8,200**	**5,000**	**8,750**	**550**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	13,300	12,800	-	5,000	(7,800)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**13,300**	**12,800**	**-**	**5,000**	**(7,800)**
	Total OPERATING EXPENSES	**1,413,996**	**1,308,996**	**1,065,399**	**1,393,273**	**(20,723)**

Human Resources & Talent Management

HUMAN RESOURCES & TALENT MANAGEMENT

<u>Authorized Positions</u>

Director	1
Human Resources Generalist	2
Human Resources Training & Learning Specialist	1
Total	**4**

Human Resources Staff (temporary) 2,080 hours

The Human Resources and Talent Management Department is responsible for the management of the employee life cycle which includes recruitment and selection, onboarding and orientation, managing performance, motivating, engaging and developing employees, and succession planning. Recognizing the importance of investing in human capital and development, temporary HR consultants will help direct and support the transformation of the Human Resources and Talent Management Department to ensure that First 5 LA is poised to effectively advance the strategies and outcomes of the 2015-2020 Strategic Plan, as well as to support the Executive Director's vision for First 5 LA to be a high functioning and high performing organization. Responsibility for the oversight and execution of the areas noted above includes but is not limited to the list below:

- Annual Benefit Open Enrollment
- Annual reporting to the Executive Director on key HR metrics
- Benefit management (includes COBRA administration)
- Centralized tracking of employee participation in courses, conferences or seminars
- Compensation management
- Compliance with local, state and federal labor regulations
- Coordination of SDI claims with the payroll department
- Development and maintenance of job descriptions
- Development/implementation/administration of employee policies/procedures
- Employee Engagement, Reward and Recognition
- Employee Handbook publications and revisions
- Employee Relations
- Employee retention
- Leave management and administration
- Management of compliance training programs
- Management of DFEH, EEOC, ADA and related claims
- Management of Unemployment Insurance claims
- Performance Management
- Recordkeeping, including management of HRIS electronic records
- Recruitment, hiring and onboarding of new employee

- Separations of employment, including conducting exit interviews
- Talent Management (includes the creation, delivery and tracking of Professional development, leadership development classes, as well as the coordination and selection of training vendors)
- Workers' Compensation management

HUMAN RESOURCES & TALENT MANAGEMENT

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	709,865	709,865	520,544	739,537	29,672
	Total Employee Benefits	138,293	138,293	129,956	148,959	10,666
	Total Personnel Services	**848,158**	**848,158**	**650,500**	**888,496**	**40,338**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	500	250	49	300	50
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	600	850	1,000	600	(250)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	6,000	4,000	2,039	4,500	500
6265	Subscriptions & Publications	3,000	500	(81)	850	350
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	2,000	4,500	5,178	16,000	11,500
	Total Operating Services	**12,100**	**10,100**	**8,185**	**22,250**	**12,150**
Consultant Services						
6410	Consultant Fees	185,000	175,000	5,700	189,500	14,500
6420	Other Professional Fees	10,000	5,000	-	-	(5,000)
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**195,000**	**180,000**	**5,700**	**189,500**	**9,500**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	2,500	3,102	2,400	(100)
6550	Staff Recruitment	25,000	25,000	39,482	25,000	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	81,500	45,500	22,688	75,000	29,500
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**106,500**	**73,000**	**65,272**	**102,400**	**29,400**
Travel Expenses						
6610	Airfare	1,000	1,000	633	2,500	1,500
6620	Lodging	2,000	2,000	1,845	4,000	2,000
6640	Per Diem	1,000	900	444	2,000	1,100
6650	Other Travel Expense		100	-	500	400
	Total Travel Expenses	**4,000**	**4,000**	**2,922**	**9,000**	**5,000**
Professional Development						
6810	Training Materials & Supplies	-	2,000	-	9,000	7,000
6820	Internal Training	-	65,000	-	60,000	(5,000)
6830	Leadership Programs	-	50,000	4,700	100,000	50,000
6840	Conference Registrations	145,500	5,500	6,648	8,000	2,500
6850	External Education/Training	-	25,000	-	67,500	42,500
	Total Professional Development	**145,500**	**147,500**	**11,348**	**244,500**	**97,000**
	Total OPERATING EXPENSES	**1,311,258**	**1,262,758**	**743,927**	**1,456,146**	**193,388**

Information Technology

INFORMATION TECHNOLOGY

<u>Authorized Positions</u>

Director	1
IT Project Manager	1
IT Business Applications Support	1
Network Administrator & Service Desk Support	1
IT Help Desk Administrative Support	1
Total	**5**

This department is responsible for supporting the organization's information technology needs, including telecommunications, audio-visual operations, software/hardware, information management systems, databases, and data collection, integration, and analysis.

New work will be identified with the completion of the IT Assessment and 5-year Strategic Plan in June 2018. Depending on the priorities, new applications, systems and augmented staff resourcing may need to be added.

INFORMATION TECHNOLOGY

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	355,442	355,442	411,176	517,457	162,015
	Total Employee Benefits	122,799	122,799	129,979	121,651	(1,148)
	Total Personnel Services	**478,241**	**478,241**	**541,155**	**639,108**	**160,867**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	1,000	1,000	-	700	(300)
6230	Telephone	70,000	70,000	67,384	67,000	(3,000)
6235	Cell Phone & Mobile Devices	15,000	15,000	2,350	14,700	(300)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	15,000	15,000	7,570	12,000	(3,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	145,000	102,000	61,512	126,000	24,000
6275	Equipment-Rents & Leases	-	-	-	55,000	55,000
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	2,000	2,000	2,963	2,000	-
6290	Offsite Storage	5,000	5,000	-	-	(5,000)
6295	Hardware & Software Maintenan	194,400	243,400	137,723	225,800	(17,600)
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	1,000	1,000		1,000	-
	Total Operating Services	**448,400**	**454,400**	**279,502**	**504,200**	**49,800**
Consultant Services						
6410	Consultant Fees	300,000	257,000	200,000	312,300	55,300
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**300,000**	**257,000**	**200,000**	**312,300**	**55,300**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	530	530
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	-	-	-	530	530
Travel Expenses						
6610	Airfare	1,000	1,000	-	600	(400)
6620	Lodging	1,500	1,500	-	1,200	(300)
6640	Per Diem	1,200	1,200	-	800	(400)
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**3,700**	**3,700**	**-**	**2,600**	**(1,100)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	7,800	7,800	-	8,200	400
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**7,800**	**7,800**	**-**	**8,200**	**400**
	Total OPERATING EXPENSES	**1,238,141**	**1,201,141**	**1,020,657**	**1,466,938**	**265,797**

first 5 la
Giving kids the best start

ATTACHMENT G:

EXECUTIVE – DETAIL BY PROGRAM AND OPERATING COSTS

GOVERNANCE AND EXECUTIVE SUMMARY FY 2018-19

		FY 2017-18	FY 2018-19			
		Revised Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2017-18
Personnel Services						
Salaries						
	Total Salaries	814,221	-	993,795	993,795	179,574
	Total Employee Benefits	227,064	-	269,414	269,414	42,350
	Total Personnel Services	**1,041,285**	**-**	**1,263,209**	**1,263,209**	**221,924**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	7,800	3,800	2,000	5,800	(2,000)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	-	1,800	1,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	250	250	-	250	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	8,000	3,000	4,000	7,000	(1,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	50,000	-	50,000	50,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	17,500	7,500	7,500	15,000	(2,500)
6315	Divisional Capacity Building	-	-	25,000	25,000	25,000
	Total Operating Services	**85,350**	**14,550**	**90,300**	**104,850**	**19,500**
Consultant Services						
6410	Consultant Fees	195,000	36,000	150,000	186,000	(9,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	195,000	36,000	150,000	186,000	(9,000)
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	250,000	-	175,000	175,000	(75,000)
6540	Professional Dues	73,000	-	75,000	75,000	2,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	34,000	30,000	-	30,000	(4,000)
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**357,000**	**30,000**	**250,000**	**280,000**	**(77,000)**
Travel Expenses						
6610	Airfare	6,600	2,000	4,000	6,000	(600)
6620	Lodging	4,900	2,000	3,000	5,000	100
6640	Per Diem	3,300	1,500	2,000	3,500	200
6650	Other Travel Expense	-	-	500	500	500
	Total Travel Expenses	**14,800**	**5,500**	**9,500**	**15,000**	**200**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	21,900	3,000	3,000	6,000	(15,900)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**21,900**	**3,000**	**3,000**	**6,000**	**(15,900)**
	Total OPERATING EXPENSES	**1,715,335**	**89,050**	**1,766,009**	**1,855,059**	**139,724**

Board of Commissioners

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners	9

Sheila James Kuehl,
  Los Angeles County Supervisor, Chair
Judy Abdo, Vice Chair
Jane Boeckmann
Bobby D. Cagle, MSW
Barbara Ferrer
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Marlene Zepeda, Ph.D.

Ex-Officio Commissioners	4

Karla Pleitéz Howell, J.D.
Wendy Smith
Deanne Tilton
Joseph Ybarra Jr., Ph.D.

Alternate Commissioners	7

Linda Aragon
Diane Iglesias
Terry Ogawa
Sylvia S. Swilley, M.D.
Christopher Thompson, M.D.
Victor Manalo, Ph.D.
Keesha Woods

Total	**20**

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.

BOARD OF COMMISSIONERS

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	3,800	3,800	1,553	3,800	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	250	250	-	250	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	3,000	3,000	1,823	3,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenan	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	10,000	10,000	3,485	7,500	(2,500)
	Total Operating Services	**17,050**	**17,050**	**6,861**	**14,550**	**(2,500)**
Consultant Services						
6410	Consultant Fees	50,000	25,000	25,000	36,000	11,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**25,000**	**25,000**	**36,000**	**11,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	34,000	34,000	17,700	30,000	(4,000)
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**34,000**	**34,000**	**17,700**	**30,000**	**(4,000)**
Travel Expenses						
6610	Airfare	1,900	1,900	-	2,000	100
6620	Lodging	1,900	1,900	-	2,000	100
6640	Per Diem	1,500	1,500	-	1,500	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**5,300**	**5,300**	**-**	**5,500**	**200**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	10,500	10,500	-	3,000	(7,500)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**10,500**	**10,500**	**-**	**3,000**	**(7,500)**
	Total OPERATING EXPENSES	**116,850**	**91,850**	**49,561**	**89,050**	**(2,800)**

Executive

EXECUTIVE

Authorized Positions

Executive Director	1
Executive Vice President	1
County Fellow	1
Board Relations Specialist	1
Executive Assistant to the ED	1
Executive Assistant to the EVP	1
Administrative Assistant	1
Project Manager *	1
Total	**8**

The Executive Department is responsible for the operations of First 5 LA. They oversee the strategic planning development, organizational goals, and decision-making associated with an agency consisting of one Executive Director, one Executive Vice President, three Vice Presidents, Program and Administration, 14 Department Directors, roughly 148 total employees and annual revenues of approximately $80 million.

*

EXECUTIVE

		Budget FY 2017-18	Revised Budget FY 2017-18	Estimated FY 2017-18 Expenditures	Proposed Budget FY 2018-19	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	864,221	814,221	727,790	993,795	129,574
	Total Employee Benefits	227,064	227,064	227,064	269,414	42,350
	Total Personnel Services	**1,091,285**	**1,041,285**	**954,854**	**1,263,209**	**171,924**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporati	4,000	4,000	500	2,000	(2,000)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,800	1,800	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	5,000	5,000	2,500	4,000	(1,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	50,000	50,000	-	50,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,500	7,500	7,500	7,500	-
6315	Division Capacity Building	-	-	-	25,000	25,000
	Total Operating Services	**68,300**	**68,300**	**12,300**	**90,300**	**22,000**
Consultant Services						
6410	Consultant Fees	120,000	170,000	85000	150,000	(20,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**120,000**	**170,000**	**85,000**	**150,000**	**(20,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	125,000	250,000	250,000	175,000	(75,000)
6540	Professional Dues	73,000	73,000	73,000	75,000	2,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**198,000**	**323,000**	**323,000**	**250,000**	**(73,000)**
Travel Expenses						
6610	Airfare	4,700	4,700	2,445	4,000	(700)
6620	Lodging	3,000	3,000	-	3,000	-
6640	Per Diem	1,800	1,800	888	2,000	200
6650	Other Travel Expense	-	-	177	500	500
	Total Travel Expenses	**9,500**	**9,500**	**3,510**	**9,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	11,400	11,400	800	3,000	(8,400)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**11,400**	**11,400**	**800**	**3,000**	**(8,400)**
	Total OPERATING EXPENSES	**1,498,485**	**1,623,485**	**1,379,464**	**1,766,009**	**92,524**

Budget Fiscal Year: 2018 - 2019 Status: Proposed

Initiative	Investment Category
County Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2017 - 2018 Revised Budget	2018 - 2019 Budget	% Variance
County Partnership Fund	$50,000	$50,000	0.00%

Program Summary

The County Partnership Fund will help support emerging opportunities with County entities. In concert with the office of the Executive Vice President (EVP), this fund will be used to support the needs of County departments and offices, when those emerging needs are assessed by First 5 LA to be aligned to or potentially aligned to the work in the Strategic Plan. These resources will be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan (e.g., facilitating meetings or focus groups, conducting landscape analyses), as well as to support the work itself (e.g., providing support to write reports, convene meetings or conferences, etc.).

Spending Plan and Funding Methodology

Based on historical funding of the Southern California Grantmakers support for the Office of Child Protection’s Center for Strategic Public Private Partnerships (OCP’s CSPPP) at $25,000 per year, this budget would fund two similar County partnerships in FY 18-19.

Change from Prior Year (if >+-20%)

FIRST 5 LA
SUMMARY MEETING NOTES
Special Meeting of the Budget & Finance Committee
May 24, 2017
1:00 pm –2:30 pm

COMMITTEE MEMBERS PRESENT:
Jane Boeckmann
Joseph Ybarra (Chair)
Marlene Zepeda

COMMITTEE MEMBERS ABSENT:
Nancy Au [Vice Chair] (Excused)

STAFF PRESENT:
Christina Altmayer, VP of Programs
Kim Belshé, Executive Director
Carl Gayden, Senior Director of Administration
Faustino Genio, Staff Accountant
Daisy Lopez, Budget Manager
Alison Mendes, Finance Manager
Teresa Nuno, Chief Program Officer
Linda Vo, Board Secretary
John Wagner, Chief Operating Officer

1. Call to Order/Roll Call

The meeting was called to order by Committee Chair Ybarra at 1:03 pm. Roll call completed.

2. Review of Meeting Notes – Special Meeting of the Budget and Finance Committee, December 10, 2015 and April 28, 2016

Both meeting notes were received and filed with no deletions and/or additions.

3. Monthly Financial Statements

Ms. Mendes goes over the current monthly financial statements for the month ending March 31, 2016. She noted that these were already presented to and approved by the Commission earlier in the month of May. She then highlighted some of the transactions for the month of March. First 5 LA started the month with a cash balance of approximately $516 M and had $8.3 M in tobacco tax revenue. Ms. Mendes informs the Committee that First 5 LA is on track to receive the amount of what the Department of Finance estimated we would be receiving in tobacco tax. With regards to interest income, First 5 LA received $3.3 M, which is a little less than what we originally projected ($3.5 M).

Commissioner Zepeda asks what the current interest rate is for this account?

Ms. Mendes informs the Committee that the current interest rate is .87 %.

She goes on to explain that there was about $12.1 M that went out the door for the month of March related to Legacy investments. Year-to-date, Ms. Mendes says that we have spent about 37% of our budget which is a little bit lower than last year this same month.

Overall, Ms. Mendes announces that the March monthly financials are in alignment with what was originally projected for FY 15-16.

Ms. Belshé reminds the Committee that as our legacy investments come to an end, we are slowly aligning our expenditures with our declining revenue to ensure that we are living within our means.

There is no further discussion on this item.

4. Annual Audit – Entrance Interview

Mr. Genio gives a brief introduction to this item. Mr. Alfaro from Vavrinek, Trine and Day, Co (VTD) takes over and gives a brief overview of the audit process that he and his company will be undertaking with First 5 LA in the coming months. He informs the committee that he will be going over the scope and timing of the audit for Fiscal Year 15-16. Mr. Ortega informs the Committee that this is a requirement of the State that First 5 LA be audited and that any findings be reported and communicated to the Commissioners and Public.

Mr. Alfaro now goes through his presentation. He informs the Committee that his firm will perform the following audits:

- Comprehensive Annual Financial Report (CAFR)
- State Compliance – Standards and Procedures for Audits of California Counties Participating in the Children and Families Program issued by the State Controller's Office
- OMB A-133 Single Audit (as applicable)

VTD plans to abide by the following timeline:

- Planning and Interim Fieldwork – June
- Final Fieldwork – August
- Report Delivery – September/October

Mr. Alfaro states that it is his firm's responsibility in the audit process to do the following:

- Express opinions about whether the financial statements that have been prepared by management with the oversight of the Commission, in all material respects, are presented fairly and in conformity with generally accepted accounting principles

He reminds the Committee that these opinions, though reasonable, are not necessarily absolute assurance. He also adds that the audit does not relieve the Commission or management of its responsibilities.

He further adds that VTD is also responsible for the following:

- Obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures -
  - Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity
- Communicating other matters
  - Qualitative aspects of accounting policies and accounting estimates and note disclosures
  - Difficulties encountered
  - Uncorrected misstatements
  - Material corrected misstatements
  - Disagreements with managements
  - Management representations
  - Consultations with other accountants

Mr. Alfaro briefly explains VTD's approach in the audit process. He says VTD plans to meet with management to identify audit risk areas or unusual transactions. As a part of this process, they will also inspect financial and other information to ensure that First 5 LA is operating in compliance with state guidelines.

Mr. Alfaro says that the final stage of the audit will be to perform substantive tests, from a sample basis, on account balances and transactions. These tests include, but are not limited to:

- Analytical procedures
- Third party confirmation
- Tracing/vouching to supporting documentation

He informed the Committee that VTD will also determine the adequacy of the financial statements and disclosures, including assessing accounting principles used.

Once the audit is completed, VTD will do an exit by:

- Discussing audit adjustments
- Presenting findings and recommendations
- Providing required communications

Mr. Alfaro completes his presentation to the Committee and now asks if there are any questions about the audit process.

Commissioner Zepeda would like to know when the audit will come back to this Committee.

Mr. Genio informs the Committee that this item will most likely come back in September to the Budget and Finance Committee.

Commissioner Zepeda would like to know how a material statement is considered important enough that it would get documented.

Mr. Alfaro says there are a series of tests that are run using a benchmark on their barometer to determine whether or not a finding is material or immaterial. He says that even immaterial findings are reported out in the deliverables that are given to First 5 LA. First 5 LA can determine on its own whether or not the immaterial items would get adjusted.

Ms. Belshé asks Mr. Alfaro about the process that is involved each year as part of the audit process and whether or not this process changes on a year-to-year basis.

Mr. Alfaro says that although the foundation of the process remains the same, depending on current governmental standards and requirements, there may be additional tests run during the audit to ensure that we are meeting those standards and requirements.

There is no further discussion on this item.

5. Review Proposed Final FY 2016-17 Budget

Ms. Mendes and Ms. Lopez present the final draft of the proposed FY 2016-17 to the Budget and Finance Committee.

Ms. Mendes presents a timeline of when the Finance team will present this final budget at various upcoming Commission/Committee meetings. She says the next presentation after today will be at the May 26 Program and Planning committee and then staff will finally seek action at the June 9 Commission meeting.

Some key highlights she goes over that are different from previous years' (FY 15-16) budget are:

- 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

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%**

Ms. Lopez explains that the 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)

She now goes over the budget changes from the draft proposal that was presented to the Budget and Finance Committee back in April:

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**			

KEY: Reason for Change
ND = New data available to inform budget development
D = Delay in current year activity

Ms. Lopez explains a couple of impacts to the administrative cost limit (ACL):

- ACL ($12.4 million) decreased to 7.67% of the FY 2016-17 Budget (from 7.81%)

- First 5 LA, as compared to other First 5's, has the 2nd lowest ACL, with rates across all County Commissions ranging from 5.5-25% of spending

Ms. Mendes reminds the Committee of First 5 LA's Government Standards Accounting Board (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.

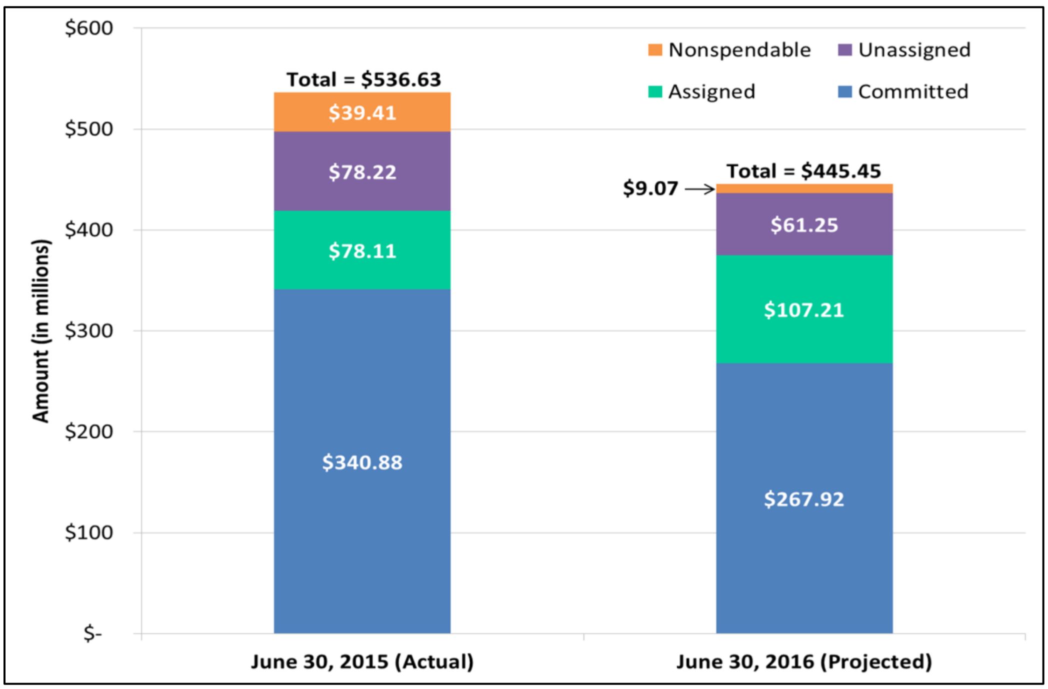
Ms. Mendes also goes through the definitions of the Fund Balance categories as a refresher to the Committee members before going over Fund Balance projections.

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.



Ms. Mendes then brings this presentation to a close by informing the Committee of the various actions that staff will seek at the June Commission meeting.

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%)

Ms. Mendes indicates that there is always an expectation of a change since the budget process starts so early and sometimes before contracts are finalized. So as we near the end of the budget process, changes are anticipated.

Ms. Belshé asks the Committee if there are any recommendations for the Finance team to improve their presentation before it goes before the entire Board.

Although Commissioner Ybarra says that he doesn't see any surprises in this presentation, Commissioner Zepeda says that it is important for her to better understand the risks that are associated with declining revenues and would like to see staff refer back to the Strategic Plan when explaining the budget to articulate how First 5 LA's work is grounded in its Strategic Plan, thus explaining how the budget was finalized.

There is no further discussion on this item.

6. First 5 LA Policy Update:

- **Fund Balance Policy**
- **Budget Policy**

Mr. Wagner goes over some changes regarding First 5 LA policies that are within the purview of the Budget and Finance Committee, given they are budget related.

The two policies that staff is proposing changes to are:

- Fund Balance Policy
- Budget Policy

Mr. Wagner informs the Committee that the policy changes being proposed are needed to reflect what is going on in our current environment.

Fund Balance Policy:
The current language and examples used in this policy are reflective of the previous strategic plan so staff is recommending an update to reflect our current strategic plan. This policy ensures that we align our accounting practice to the requirements of the U.S. Government Standards Accounting Board (GASB), which went into effect in 2010.

Budget Policy:
The proposed change would consolidate three of our existing policies into one, as well as reflect current practice in the preparation, approval and implantation of the programmatic and operating budget for First 5 LA.

In addition, the following changes to this policy are being recommended:

- Consolidation of 3 separate policies dealing with the budget into one policy;
- Maintaining the current practice of adopting a budget by June 30 (versus April 30);
- Maintaining the current practice of adopting an annual budget (versus 2-year plan);
- Deleting a special one-time reserve fund under the authority of the Executive Director to be funded by "underspending" of the operating budget;
- Continuing the policy of: the development of an annual Long Term Financial Project (LTFP); movement across spending items in the Operating Budget up to $25,000 without Board approval for management of administrative needs; annual determination of an Administrative Cost

Calculation (or "admin cap"); staff compilation of an annual budget calendar that is brought to the Board in January.

Mr. Wagner indicates that these are ministerial changes and upon endorsement from the Budget and Finance Committee, the next step would be to present to the Executive Committee before it goes before the full Board.

The Committee endorses the changes.

There is no further discussion on this item.

7. Public Comment

No public comment.

ADJOURNMENT:

The meeting was adjourned at 2:18 pm.

NEXT MEETING:

The next Budget and Finance Committee meeting will take place on Wednesday, September 28, 2016 at 11:00 am.

First 5 LA
Conference Room B, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

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